

**UNIVERSITY OF RHODE ISLAND  
DINING SERVICES**

**STRATEGIC PLAN FY05-FY07**

**VISION, MISSION, VALUES  
KEY ISSUES, GOALS, TACTICS**

Submitted by:

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Administrator, Food Services



The following document represents the efforts of the URI Dining Service team to review and define Key Issues, Goals, Strategies and Tactics that we use to guide us in the operation of our organization. We have developed a two-year Strategic Plan that we will use as a working document to further guide us in our efforts towards our *Vision*.

### ***Expectations of Each Other***

- A. Respect different perspectives
- B. Participation!
- C. Open mind - Receptivity to change
- D. Trust and acceptance
- E. Good listening
- F. Commitment to task
- G. Understanding of each other's goals

# ***Dining Services*** ***University Of Rhode Island***

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## **Two -Year Strategic Plan 2005-2007**

### **VALUES**

#### ***WE DELIVER:***

*A. A Positive Service Environment*

*B. Innovative Change*

*C. A Command Performance*

*.... And people are our priority*

### **VISION STATEMENT**

URI Food Services will be viewed as a foodservice operation where innovation, choice, variety and quality are the words which first come to mind when the words – “URI Foodservices” – are spoken.

### **MISSION STATEMENT**

URI Dining Services is a dynamic, service-oriented team committed to excellence. We are dedicated to enriching the experiences of our customers and guests by providing the highest quality of food and services in a nutritionally sound and fiscally responsible manner within a caring, attentive and appealing environment.

## **DEPARTMENTAL KEY ISSUES**

**ISSUE: ADMINISTRATIVE**

**ISSUE: PERSONNEL TRAINING**

**ISSUE: EXPANDED SERVICE**

**ISSUE: FACILITIES**

**ISSUE: MARKETING**

# UNIT TEAMS

## ADMINISTRATIVE:

Kathleen B. Gianquitti, RD, Administrator, Food Services  
Steven E. Mello, RD, Associate Administrator, Food Services  
Michael J. McCullough, Assistant Administrator, Purchasing, Production,  
Sanitation

## ACCESS, MEAL PLANS, WEB & SURVEYS:

Kathryn A. Huyler, Coordinator, Dining Access Control Systems  
Shaun T. Kavanagh, Coordinator, Dining/ Access Control Systems  
Steven E. Mello, RD, Associate Administrator, Food Services

## PURCHASING, PRODUCTION, DELIVERY

Carol L. Adams, Coordinator, Food Service Systems  
Michael J. McCullough, Assistant Administrator, Purchasing, Production,  
Sanitation  
Stephen L. Ferra, Food Service Administrator

## DINING HALL SERVICES

Susan A. Ash, RD, Specialist, Nutrition  
Patricia A. Bubier, Manager, Dining Services  
Angela Caldarone-Byrd, Food Service Administrator  
Thomas C. Cronin, Manager, Dining Services  
Lee-Ann Lambert, Bakery Supervisor  
Sharon Valliere, Food Service Administrator

## CATERING SERVICES

Dominic J. Ferraro, Jr., Food Service Administrator  
Jeffrey C. Marino, Principal Cook  
Kathryn C. Murray, Coordinator, Production and Catering Services

## CASH OPERATIONS

Michael A. DiCicco, Principal Cook  
Ronald Lavey, Coordinator, Dining Service Operations & Training  
Jo-Anne Stephens, Manager, Restaurant & Concession Operations

## MAINTENANCE SERVICES

Charles L. Richardson, Building Maintenance Supervisor  
Daniel P. Schumacher, RD, Manager, Dining Services

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## UNIT TEAM STRATEGIES, TACTICS, ACTIONS

### UNIT TEAM: ADMINISTRATIVE

***ISSUE: ADMINISTRATIVE***

***GOAL: Increase revenue, thereby positioning ourselves to remain competitive***

**Strategy A: Expand our customer base**

**Tactic 1: Increase revenue from non-resident population**

**Actions:**

**A. Market to the commuter population**

Responsibility: Administrative & Access Teams

Resources: \$, time

Deadline: January, 2005

Measure of Success: additional commuter participants

**B. Market to promote Ram Card with faculty and staff**

Responsibility: Administrative & Access Teams

Resources: \$, time

Deadline: Sept. 2006

Measure of Success: additional participants

**Tactic 2: Seek out Non Customers**

**Actions:**

**A. Advertise to on campus community (staff & faculty)**

Responsibility: Cash Operations

Resources: \$

Deadline: fall 2004

Measure of Success: Increased awareness and/or revenue

**B. Advertise university paper/Ram TV/ MU Message Board**

Responsibility: Administrative & Cash operations Teams

Resources: high advertising dollars - \$  
Deadline: spring 2005  
Measure of Success: Increased awareness and/or revenue

### **Tactic 3: Identify and market to “under-utilized” customers**

#### **Actions:**

- A. Target on campus graduate students**
  - Responsibility: Access Team
  - Resources: time
  - Deadline: Spring 2005
  - Measure of Success: increase in numbers of grads eating in halls
- B. Target Undergrads moving or moved down-the-line**
  - Responsibility: Access Team
  - Resources: time
  - Deadline: Spring 2006
  - Measure of Success: increase in numbers of undergrads eating in halls
- C. Target students moving into on-campus apartments**
  - Responsibility: Access Team
  - Resources: time
  - Deadline: Spring 2006
  - Measure of Success: increase in meal plans and ram accounts
  - Measure of Success: increase in numbers of faculty eating in halls

### **Strategy B: Analyze and evaluate pricing structure towards increasing revenue**

#### **Tactic 1: Determine Catering & Cash Operations Costs**

#### **Actions:**

- A. Meet with catering to review pricing structure**
  - Responsibility: Administrative & Catering Teams
  - Resources: FIDF costs recipe costs, labor costs
  - Deadline: on-going
  - Measure of Success: Prices reviewed and revised as needed
- B. Meet with Cash Operation to review pricing structure**
  - Responsibility: Administrative & Cash Operations Teams

Resources: FIDF costs recipe costs, labor costs

**Tactic 3: Review menu items for food costs**

**Actions:**

**A. Analyze all dining hall recipes for recipe price**

Responsibility: Administrative & Purchasing Teams

Resources: Time

Deadline: Spring 2005

Measure of Success: Change as needed

***GOAL: Meet or exceed NACUFS benchmark guidelines for productivity and labor***

**Strategy A: Determine NACUFS Benchmarks for Peer Institutions**

**Tactic 1: Use benchmark report to compare and evaluate**

**Actions:**

**A. Compare other schools to URI**

Responsibility: Administrative Team

Resources: time & personnel

Deadline: Spring, 2005

Measure of Success: Comparison completed

**B. Prepare weekly report of meals/labor hour**

Responsibility: Administrative Team

Resources: time & personnel

Deadline: Fall, 2004

Measure of Success: Completion of weekly report

**C. Prepare monthly report of Food Purchases**

Responsibility: Administrative Team

Resources: time & personnel

Deadline: Fall, 2004

Measure of Success: Completion of monthly report

**D. Prepare monthly report of cost/meal for each Dining Unit**

Responsibility: Administrative Team

Resources: Time & personnel

Deadline: Fall, 2004

Measure of Success: Completion of monthly report

***ISSUE: PERSONNEL TRAINING***

***GOAL: All Dining Service Staff are appropriately trained***

**Strategy A: Define training needs**

**Tactic 1: Develop an orientation program for new employees**

**Actions:**

**A. Survey staff regarding new employee needs**

Responsibility: All Teams

Resources: Time

Deadline: End of 2005 Academic year

Measure of Success: Program established

**B. Employees attend First Friday Program**

Responsibility: Administrative Team

Resources: Time

Deadline: End of 2005 Academic year

Measure of Success: Attendance at meeting

**Tactic 2: Develop appropriate job duties**

**Actions:**

**A. Research job specifications and duties from peer institutions**

Responsibility: Administrative Team

Resources: Information from other locations

Deadline: May, 2006

Measure of Success: Job duties are redefined

**Tactic 3: Establish goals, tactics, strategies**

**Actions:**

**A. Assemble and distribute strategic plan**

Responsibility: Administrative Team

Resources: Time

Deadline: October, 2004

Measure of Success: Completion of manual

**B. Meet periodically with management team members**

Responsibility: Administrative Team

Resources: Time  
Deadline: Ongoing  
Measure of Success: Meetings held throughout year

***ISSUE: EXPANDED SERVICE***

***GOAL: Increase positive service environment***

**Strategy A: Upgrade facilities**

**Tactic 1: Design new dining unit that reflects contemporary foodservice options**

**Actions:**

**A. Determine student needs**

Responsibility: administrative team  
Resources: people  
Deadline: January 2005  
Measure of Success: Surveys completed; focus groups completed

**B. Determine hours of operation**

Responsibility: Administrative Team  
Resources: people  
Deadline: July 1, 2005  
Measure of Success: surveys and focus groups completed

**Strategy A: Create menu options that meet the needs of a diverse population**

**Tactic 1: Meet with various constituencies**

**Actions:**

**A. Determine student needs**

Responsibility: administrative team  
Resources: people  
Deadline: January 2006  
Measure of Success: Surveys completed; focus groups completed

**B. Review Menu Trends**

Responsibility: administrative and Dining Team

Resources: people and time

Deadline: January 2006

Measure of Success: Trends identified

***ISSUE: FACILITIES***

***GOAL: All facilities exceed current standards***

**Strategy A: Upgrade facilities**

**Tactic 1: Design new dining unit that reflects contemporary foodservice options**

**Actions:**

**A. Determine student needs**

Responsibility: administrative team

Resources: people

Deadline: January 2006

Measure of Success: Surveys completed; focus groups completed

**Tactic 2: Develop a 5-year renovation plan for major building upgrade**

**Actions:**

**A. Review industry standards**

Responsibility: all unit teams

Resources: time

Deadline: September, 2005

Measure of Success: report created

**B. Determine student priorities**

Responsibility: all unit teams

Resources: time

Deadline: July, 2005

Measure of Success: report created

***ISSUE:    MARKETING***

***GOAL:   Expand our image and relationships through creative internal and external marketing***

**Strategy A: Develop marketing program for each customer niche**

**Tactic 1:   Design marketing campaigns to promote meal plan participation**

**Actions:**

**A. Define customer groups**

Responsibility: Access Team

Resources: time

Deadline: September, 2005

Measure of Success: report created

**B. Design ads, brochures, web**

Responsibility: Access Team

Resources: time

Deadline: July, 2005

Measure of Success: Creation of material

**Tactic 2:   Expand services to UClub and Fraternity Managers' Association**

**Actions:**

**A. Meet with each organization to determine their needs**

Responsibility: Administrative Team

Resources: time

Deadline: September, 2005

Measure of Success: report created

**B. Begin distribution of product**

Responsibility: Purchasing/production Team

Resources: time,\$

Deadline: July, 2005

Measure of Success: Product distributed

**UNIT TEAM: ACCESS, MEAL PLANS, WEB & SURVEY**

***ISSUE: PERSONNEL TRAINING***

***GOAL: Benchmark self-improvement and skills development sessions.***

**Strategy A: Develop a program for documentation of training**

**Tactic 1: Archiving formal and informal training annually**

**Actions:**

**A. Develop outline application for consistent implementation of training programs**

Responsibility: Access team

Resources: time, people

Deadline: July, 2005

Measure of Success: outline completed

**B. Determine number of training sessions to be completed in a specific period**

Responsibility: Access team

Resources: time, people

Deadline: July, 2005

Measure of Success: sessions determined

**C. Develop computer database program to document content and completion of training sessions**

Responsibility: Access team

Resources: time, people

Deadline: September, 2005

Measure of Success: Database completed

**D. Compare progress and results to other institutions**

Responsibility: Access team

Resources: time, people

Deadline: December, 2005

Measure of Success: Comparison report completed

***ISSUE: FACILITIES***

***GOAL: Utilize our facilities at non-peak times to generate revenue***

**Strategy A: Build community and resource centers in our facilities**

**Tactic 1: Utilize available resources to attract new customers**

**Actions:**

**A. Install wireless hubs**

Responsibility: Access team

Resources: time, people, \$

Deadline: September, 2006

Measure of Success: Hub installed

**B. Provide presentation materials and equipment**

Responsibility: Access team

Resources: time, people, \$

Deadline: September, 2006

Measure of Success: Materials completed

**C. Promote Activities**

Responsibility: Access team

Resources: time, people

Deadline: December, 2006

Measure of Success: Activities conducted

**D. Host formal functions on campus**

Responsibility: Access team

Resources: time, people, \$

Deadline: December, 2006

Measure of Success: Functions conducted

***ISSUE: MARKETING AND PUBLIC RELATIONS***

***GOAL: Dining Financial Services are more readily available to our customer***

**Strategy A: Develop communication models**

**Tactic 1: Implement services to facilitate the distribution of information and processing of financial transactions**

**Actions:**

**A. Meal Plan verification over the web**

Responsibility: Access team

Resources: time, people, \$

Deadline: December, 2006

Measure of Success: Functions conducted

**B. Tender balance inquiries over the web**

Responsibility: Access team

Resources: time, people, \$

Deadline: December, 2005

Measure of Success: Functions conducted

**C. E-mail notification to parents and students**

Responsibility: Access team

Resources: time, people, \$

Deadline: September, 2004

Measure of Success: e-mail newsletter sent

**D. Promote Ram Account partnered businesses on our web site**

Responsibility: Access team

Resources: time, people, \$

Deadline: December, 2005

Measure of Success: Web site revised

***ISSUE: EXPANDED SERVICES***

***GOAL: Increase user-friendly and feature-rich electronic resources***

**Strategy A: Supplement printed and verbal instructions and communications.**

**Tactic 1: Design electronic services**

**Actions:**

**A. Move to Typo3 platform for web development**

Responsibility: Access team

Resources: time, people, \$

Deadline: December, 2005

Measure of Success: Web site revised

**B. Nutritional database for menu items**

Responsibility: Access team & Dining Hall Team

Resources: time, people, \$

Deadline: December, 2005

Measure of Success: Nutritional database created

**C. Partner with banking services to expand financial services**

Responsibility: Access team

Resources: time, people, \$

Deadline: September, 2006

Measure of Success: Partnership created

**D. Virtual Tours**

Responsibility: Access team

Resources: time, people, \$

Deadline: September, 2005

Measure of Success: Web site revised

***ISSUE: ADMINISTRATIVE***

***GOAL: Increase meal plan and Ram Account revenue***

**Strategy A: Utilize available resources to attract new customers**

**Tactic 1: Implement promotions and redesign of meal plans**

**Actions:**

**A. Offer discounts for higher monetary deposits in Ram Account for select customers**

Responsibility: Access team

Resources: time, people, \$

Deadline: September, 2006

Measure of Success: Ram Account policies revised

**B. Design new meal plans with value added benefits for premium priced meal plans**

Responsibility: Access team

Resources: time, people, \$

Deadline: September, 2006

Measure of Success: New plan added

**C. Research Biometrics**

Responsibility: Access team

Resources: time, people, \$

Deadline: September, 2005

Measure of Success: Report created

**D. Research a premium Ram Account plan that can be billed to customer**

Responsibility: Access team

Resources: time, people, \$

Deadline: September, 2006

Measure of Success: Ram Account policies revised

**UNIT TEAM: PURCHASING, PRODUCTION AND DELIVERY**

***ISSUE: Administrative***

***GOAL: Increased input into campus calendar***

**Strategy A: Express restrictions with the Dining Services calendar to other departments on campus**

**Tactic 1: meet with Departmental and Academic committees**

**Actions:**

**A. Meet with the Presidents office about the scheduling of “Thank You Day”**

Responsibility: Catering Team

Resources: people

Deadline: February, 2005

Measure of Success: meeting held

**B. Address the Dining Issues in regards to the Academic calendar**

Responsibility: Access team

Resources: time, people, \$

Deadline: September, 2006

Measure of Success: Ram Account policies revised

***ISSUE: Expanded Service***

***GOAL: Source and stock popular products***

**Strategy A: Review and replace existing food items based on popularity**

**Tactic 1: Prioritize food products based upon demand**

**Actions:**

**A. Establish a popularity limit or threshold**

Responsibility: Purchasing & Dining Teams

Resources: time, people

Deadline: May, 2005

Measure of Success: Report created

**B. Research possibility of enlarging freezer**

Responsibility: Purchasing team

Resources: \$

Deadline: May, 2007

Measure of Success: Research completed and report compiled

**C. Ensure all items are stored and located in the correct areas**

Responsibility: Purchasing Team

Resources: time, people

Deadline: December, 2006

Measure of Success: All items stored correctly

***ISSUE: Marketing and Public Relations***

***GOAL: Establish the Food Distribution center as a vital part of the URI Community***

**Strategy A: Promote Dining interaction with the University Community**

**Tactic 1: Participate in campus events that may require the use of the facility**

**Actions:**

**A. Conduct student and URI community tours**

Responsibility: Purchasing Team

Resources: time, people

Deadline: December, 2006

Measure of Success: Tours scheduled and conducted

**B. Conduct tours for current and perspective vendors**

Responsibility: Purchasing Team  
Resources: time, people  
Deadline: December, 2006  
Measure of Success: Tours scheduled and conducted

**C. On occasion and by request, temporarily allow items to be stored in the FDC**

Responsibility: Purchasing Team  
Resources: time, people  
Deadline: December, 2006  
Measure of Success: Accept requests

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**D. Continue the pie tasting and warehouse shopping offerings**

Responsibility: Purchasing Team & Catering Team  
Resources: time, people  
Deadline: November, 2004  
Measure of Success: Pie tasting conducted

***ISSUE: PERSONNEL TRAINING***

***GOAL: Promote safe and accurate receiving***

**Strategy A: Train all warehouse staff and students on receiving procedures**

**Tactic 1: Regular review of sanitation and purchasing specifications**

**Actions:**

**A. Review sanitation and receiving procedures for accuracy**

Responsibility: Purchasing Team & Dining Hall Team  
Resources: time, people  
Deadline: May, 2005  
Measure of Success: Establish checklist

**B. Conduct a monthly unit review**

Responsibility: Purchasing Team & Dining Hall Team  
Resources: time, people  
Deadline: May, 2005  
Measure of Success: Monthly review checklist established

**C. Train staff to review code dates product temperatures and shelf**

**life**

Responsibility: Purchasing Team & Dining Unit Team

Resources: time, people

Deadline: May, 2005

Measure of Success: Training program established

**D. Train staff on proper receiving in regards to weight and packsize**

Responsibility: Purchasing Team & Dining Unit Team

Resources: time, people

Deadline: May, 2005

Measure of Success: Training program established

**E. Review signature and date policy**

Responsibility: Purchasing Team & Administrative Team

Resources: time, people

Deadline: May, 2005

Measure of Success: Review conducted

**Strategy B: Train all warehouse staff and students to meet established standards**

**Tactic 2: Utilize outside vendor for equipment training**

**Actions:**

**A. Establish training standards and objectives**

Responsibility: All unit teams

Resources: time, people

Deadline: September, 2006

Measure of Success: Standards established

**B. Schedule vendor training**

Responsibility: Purchasing Team

Resources: time, people

Deadline: May, 2005

Measure of Success: Training conducted

**C. Allow sufficient time to train**

Responsibility: Purchasing Team

Resources: time, people

Deadline: ongoing

Measure of Success: Review conducted

**D. Conduct actual training**

Responsibility: Purchasing Team & Administrative Team  
Resources: time, people  
Deadline: May, 2005  
Measure of Success: Review conducted

## ***GOAL: Promote familiarization of food products***

**Strategy A: Recognize the product and who may use it**

### **Tactic 1: Regular review of food products**

#### **Actions:**

#### **A. Refer to purchase order before accepting product**

Responsibility: Purchasing Team  
Resources: time, people  
Deadline: on-going  
Measure of Success: Review conducted

#### **B. Alert staff to brand or product changes**

Responsibility: Purchasing Team  
Resources: time, people  
Deadline: on-going  
Measure of Success: Review conducted

#### **C. Change food item file to match product description**

Responsibility: Purchasing Team & Administrative Team  
Resources: time, people  
Deadline: July, 2006  
Measure of Success: Change conducted

#### **D. Provide reports to indicate inactivity of food items**

Responsibility: Purchasing Team  
Resources: time, people  
Deadline: July, 2006  
Measure of Success: Review conducted

#### **E. Provide list of food items for each facility**

Responsibility: Purchasing Team  
Resources: time, people  
Deadline: July, 2005  
Measure of Success: Report completed

## ***GOAL: Promote efficient food distribution***

**Strategy A: Train warehouse staff and students on importance of product distribution**

**Tactic 1: Regular review of product distribution**

**Actions:**

**A. Emphasize proper pallet building**

Responsibility: Purchasing Team

Resources: time, people

Deadline: July, 2005

Measure of Success: Product distribution correct

**B. Institute a process of checking pallet accuracy**

Responsibility: Purchasing Team

Resources: time, people

Deadline: July, 2005

Measure of Success: Pallets accurate

**C. Structure the delivery of products and mail more efficiently**

Responsibility: Purchasing Team

Resources: time, people

Deadline: December, 2005

Measure of Success: Report completed

**D. Reiterate policy of signed requisitions for product**

Responsibility: Purchasing Team

Resources: time, people

Deadline: July, 2005

Measure of Success: Policy followed

**UNIT TEAM: DINING HALL SERVICES**

***ISSUE: TRAINING/PERSONNEL***

***GOAL: Maximize and develop our potential and professionalism***

**Strategy A: Utilize inside/outside resources for staff training**

**Tactic 1: Increase skill and confidence/experience of dining hall cooks in preparation and presentation of ethnic and traditional foods**

**Actions:**

- A. Re-establish monthly scheduled meetings of the Associate Administrator, Operations with Principal Cooks to assess what we've done, plan what we'll do next and communicate with rest of staff**

Responsibility: Dining Unit Team & Purchasing Team

Resources: time, people

Deadline: January, 2005

Measure of Success: meetings conducted

- B. Emphasize professional presentation of all products as well as the Professional presentation of the staff**

Responsibility: All unit teams

Resources: time, people

Deadline: July, 2005

Measure of Success: Policy followed

- C. Contact these groups to assist us in achieving goals of diversity and enhanced ethnic offerings: Multicultural center, Interested RA's and Students, Student Senate and Student Staff**

Responsibility: Dining Unit Team

Resources: time, people

Deadline: September, 2005

Measure of Success: Teams established

**Tactic 2: Identify "experts" in each area of dining operations**

**Actions:**

- A. Create a "Service Stars" program to ensure consistency and enhance cross-training (mastering an area or a piece of**

**equipment)**

Responsibility: Dining Team & Administrative Team

Resources: time, people, \$

Deadline: July, 2006

Measure of Success: Program created

**B. Establish criteria for trainees to fulfill program; timetables and recognition for completion**

Responsibility: Dining Team & Administrative Team

Resources: time, people

Deadline: July, 2007

Measure of Success: Program followed

**C. Foster teamwork and cooperation between the dining halls**

Responsibility: All unit Teams

Resources: time, people

Deadline: on-going

Measure of Success: Teamwork

**Strategy B: Establish goal of diversity in dining services staff**

**Tactic 1: Overhaul hiring system**

**Actions:**

**A. Develop updated job specifications**

Responsibility: All unit Teams

Resources: time, people,\$

Deadline: April, 2006

Measure of Success: Job specifications updates

***ISSUE: ADMINISTRATIVE***

## ***GOAL: Enhance Accountability***

### **Strategy A: Encourage employee buy-in and ownership of the organization**

#### **Tactic 1: Enhance employee inclusion**

##### **Actions:**

##### **A. Foster special recognition of staff by students (photos, etc.)**

Responsibility: All unit Teams

Resources: time, people,\$

Deadline: April, 2006

Measure of Success: Job specifications updates

##### **B. Establish interdepartmental meetings to communicate goals to all members of organization**

Responsibility: All unit Teams

Resources: time, people,\$

Deadline: April, 2006

Measure of Success: Job specifications updates

##### **A. Emphasize need to diversify menu for an ever-changing student population. Encourage staff participation and feedback**

##### **B. Create T-Shirts for state and student staff for each dining hall to foster a sense of pride and community**

#### **Tactic 2:**

##### **Actions:**

**A.**

**Etc.**

### **Strategy B:**

#### **Tactic 1:**

**Actions:**

## **ISSUE: FACILITIES/SERVICES/EQUIPMENT**

**GOAL:** Increase positive service environment and atmosphere

**Strategy A: Improve service dynamics**

**Tactic 1: Create menu options which meet the needs of a diverse population**

**Actions:**

- A. Identify 5 popular ethnic recipes and do them well**
- B. Pre-plan all specials with a full commitment to authenticity. Evaluate recipes for ingredients and availability, appropriateness to our equipment and facility. Test recipes, assess and make changes**
- C. Increase Grab-n-Go options**

**Tactic 2: Expand menu items to capture present-day trends**

- A. Low-carb/High protein Diets/South Beach**
- B. Organic**
- C. Sushi**
- D. Theme nights**

**Tactic 3: Plan new facility so it is as flexible as possible**

**Actions:**

- A. Research energy-saving equipment. Emphasize sustainability**
- B. Research ways to enhance new facility (cyber café, TV lounge, concert space, art gallery space). Create gathering places/community center in new dining hall**
- C. Research bakeshop space in new dining area (how to capitalize on the enticing aromas of foods)**

**Tactic 4: Research expanded services**

**Actions:**

- A. Conduct surveys to determine students' current preferences**
- B. Research hours of operation at other schools**
- C. Research high visibility cooking**
- D. Convenience Store/Mini Market directed to apartment dwellers**

## **ISSUE: MARKETING/PR**

**GOAL:** Expand our image and relationship through creative internal and external marketing

**Strategy A: Whatever is happening in the marketplace is what we should be doing**

### **Tactic 1: Market and promote URI Dining Services**

#### **Actions:**

- A. Advocate for dining halls to be included in campus tours for perspective students**
- B. Familiarize customers with our product lines and menu choices. Educate. Advertise.**
- E. Sponsor charitable events (can drive, Build-a-Huge Sundae and charge students \$1.00)**
- F. Conduct ongoing and well-executed taste tests and samplings with proper follow-up**
- G. Create and post nutritional information for items on our menu**
- H. Establish clear-cut and realistic expectations for comment card feedback**
- I. Develop “Mini Series” of foods within dining halls to provide diversity awareness of foods and menu content**
- J. Utilize e-mail system, easels, maps, posters and friendly staff at entryways to guide students and educate them about what we offer**

**ISSUE: REVENUE**

**GOAL:** Increase revenue

**Strategy A: Increase cash sales**

**Tactic 1: Provide new services**

**Actions:**

- A. Research coffee kiosks in parking lots**
- B. Enhance grab-n-go options**
- D. Market dining services to on-campus staff in other departments**
- E. Research banquet facilities at other schools**

**Strategy B: Study cost-cutting strategies**

**Tactic 1: Reduce waste**

**Actions:**

- A. Research Middlebury College waste program**
- B. Research ways to save and reduce waste (pulper, motion sensors, etc.)**  
etc.

**ISSUE: PERSONNEL**

**GOAL: Review and Develop Training Program for Students**

**Strategy A: TRAINING SESSIONS**

**Tactic 1: Require all student workers to attend training meetings once a month**

**Actions:**

- A. Distribute Catering Standards and Operation Procedures**
- B. Create Mock Buffet Set ups for students to study**
- C. Have staff evaluate each others performance while serving**

**Tactic 2: Tie in training sessions with evaluations and raises based on their performance.**

**Actions:**

- A. Meet with catering state staff and fill our evaluations on each student.**
- B. Meet with each student individually and go over their Evaluations.**

**ISSUE: FACILITIES**

**GOAL: To ensure proper use and maintenance of Catering Vans and equipment**

**Strategy A: Require student workers to attend training session on proper Handling of equipment and vans**

**Tactic 1: Develop a Sign in and out board for Van usage**

**Actions:**

**A. Implement the Sign in and Out procedure on a daily basis**

**Tactic 2: Preventative maintenance of Large Catering Equipment (Stoves, Refrigerators etc) at Ryan Center**

**Actions:**

**A. Coordinate with Dining Maintenance Supervisor on equipment maintenance schedule.**

**ISSUE: MARKETING AND PUBLIC RELATIONS**

**GOAL: Increase revenue and maintain current levels of expenses**

**Strategy A: Promote the Catering Department at the Ryan center**

**Tactic 1: Develop new monthly specials for Basketball Season and Special Events**

**Actions:**

- A. E-Mail and Fax monthly specials to past and present Ryan Center Customers**
- B. Post Monthly specials on Dining Web Site and Ryan Center Web Site**

**Strategy B: Promote Catering Department on Campus and Bay Campus**

**Tactic 1: Analyze customer orders and events by department.  
Compare analyzed data to previous year's orders.**

**Therefore**

**identifying areas where promotions would be beneficial.**

**Actions:**

- A. Gather information from departments' event orders which show dollars spent comparing to previous years data noting loses and gains.**

**ISSUE: EXPANDED SERVICES**

**GOAL: To Expand Catering Services with new product line  
This may be available for pick up at Food Distribution Center**

**Strategy A: Coordinate with other Dining Service Units to produce a product line which can be sold in their units**

**Tactic 1: Develop product line**

**Actions:**

- A. Implement pricing and ordering procedures**
- B. Meet with unit managers for feedback on products acceptance in community**

**ISSUE: ADMINISTRATIVE**

**GOAL: Halting outside vendors from capturing the Catering Dept. limited market**

**Strategy A: Inform the University community of what catering has to offer b  
By outlining the University's policy and procedures on food Service.**

**Tactic 1: Develop a catering packet to send out to the University Community explaining the University's policies regarding outside vendors, ordering and payment policies. Also included in packet will**

**be an updated Catering Menu.**

**Actions:**

**A. Send out packets of information to departments**

**ISSUE:** Personnel Training

**GOAL:** Knowledgeable, Dependable, Efficient Employees

**Strategy:** Targeting More Qualified Employees

**Actions:**

**A. Selective hiring**

Hire only experienced and interviewed students willing to work multiple stations

**B. Training/ retraining existing employees**

Every semester have a mandatory grill refresher course for employees in that position

**C. Create a new warning system**

Managers make a standardized point value for each offense and terminate when reach 13 total points

**D. Employee Handbook with signature page**

Create concrete guidelines and rules that each employee agrees to with their signature kept in their file

**E. Incentives and merit rewards**

Employee of the month and referral bonuses on Ram account

**F. Manager accountability**

Take responsibility of your shift

**ISSUE:** Facilities & Equipment

**GOAL:** More Efficient Service

**Strategy:** Get newer equipment, maintain old equipment

**Actions:**

**A.** Newer, more efficient equipment

New refrigerators and freezers save energy and provide more storage

**B.** Preventative maintenance

Keep equipment clean and up to date with service

**C.** Upgrade ordering- cash out equipment

Touch screen terminals speed up check out, ease of training

**D.** Employee training

Everyone properly trained on equipment they use to reduce injury and breakage

**ISSUE:** Marketing

**GOAL:** Larger Customer Base, Increase Sales

**Strategy:** Enhance Visibility, Knowledge of Product

**Actions:**

**A.** New signs and banners = increases awareness

More signage to increase visibility and menu of products

**B.** Advertising & Branding

People relate to brand names

**C.** Promoters & incentives

Promote new products and increase sales of old by free samples, iTunes give-away, promotional t-shirts (Edy's)

**D.** ACR Lunch Club, Smoothie Card

Increase customer base and frequency through promotions

**ISSUE:** Expanded Service

**GOAL:** Cater to What Students Want/Need

**Actions:**

A. Ethnic foods

Add Sushi, Indian cuisine, Southwestern, Latin American dishes

B. Multiple entrees

Have different price points for Hot Foods entrees so we can offer more variety foods - \$3.50, \$4.25, \$5.00

C. Grab-Go

Offer more prepared, packaged food, bottled beverages and smoothies for people in a hurry

D. More kiosks/ concessions

More locations add convenience and choice to customers, concessions in computer labs, coffee/ice cream cart on the quad

E. Health/Carb conscious

More low-carb items on the menu & advertised, diabetic friendly drinks (Aqua health) and pudding (Kozy Shack), Vitamin water, Tropicana Pure Premium products & Antioxidant smoothies

**ISSUE:** Administration

**GOAL:** Increase revenue

**Actions:**

A. More payment options

Points and Ram Account usable at all concession sites for student convenience

B. Increase sell price while maintaining food cost

Review recipes and new product cost, pack size, portioning, and competition pricing to determine increase

C. Drive up customer count

Through increasing hours of operation, types of products, awareness by advertising, quality of food and service

D. Increase customer frequency

Keep them coming back by variety and quality of foods, incentives, pleasant atmosphere

E. Up sell at all locations

Train servers to suggestively sell sides, appetizers, desserts, put impulse buy items in strategic places, offer combo packages

F. Lower employee turnover

Keep trained employees happy and interested by cross-training, fair working conditions, positive feedback. Lower turnover means less time and money training and processing new students, customer familiarity, team atmosphere