



University of Rhode Island Dining Services

Comprehensive Program Review 2018-2019



Past and Present

Dining Services is a multi-unit self-operating auxiliary department. Established in 1935, the original dining hall, warehouse, and main office were centered at Lippitt Hall. Meal service at Lippitt Hall was transferred to a new facility, Butterfield Dining Hall in 1950. As the University and resident population expanded, new board operations came on line, Hope Dining Hall in 1958, and Roger Williams Dining Hall in 1966. All production and service were operated from these board operations which included dining rooms with a cumulative total of approximately 900 seats.

In 1991, the University reorganized retail services at the Memorial Union and transferred the operation of the existing Ram's Den food court under the operating budget of Dining Services. In 1992, a multipurpose facility was built to house our main offices, warehouse, bakery production and catered service and production centers.

Hope and Roger Williams Dining Halls were taken offline in 2007 and replaced by a newly constructed facility in 2008. Hope Commons consisted of Mainfare, a 580-seat board operation, complete with action stations and extended hours, Rhody Market, a small late night retail bistro, and Corner Store, a convenience store. New meal plans were introduced at the same time that offered unlimited visits and administratively maintained by adding a new biometric validation system.

In 2015, new construction was done to expand the service and dining area of Butterfield Dining Hall. The new hall added popular food stations like our Fusion station which includes burritos and a grain bar with an additional 200 seats added to accommodate our increasing enrollment. Meal plans were adjusted to include meal exchanges, Combo-Meals-to-Go, to use at our Dining Services retail locations.

In 2017, our coffee cafe located within the library was completely refurbished and construction is under way for two additional retail coffee outlets in the new Engineering complex and Brookside resident hall, both are scheduled to open in the Fall of 2019.

We have established a successful partnership with over 25 on and off -campus merchants in which students can access a diverse selection of merchants through their meal plan using the Ram Account, a declining points tender, easily accessed with the student's identification card.

The flexibility of our meal plans allows our students to access an expanded suite of services to encourage participation in our program in an effort to increase enrollment, retention and graduation of our students.

Mission

URI Dining Services reviews their mission statement to ensure it aligns with the Division of Student Affairs. NACUFS Best Practices are referenced to follow business practices in service design and operate our enterprises to provide goods and services that support and enhance the campus environment for students, faculty, staff, and visitors, and provide opportunities for student development.

Division of Student Affairs Mission Statement

The Division of Student Affairs at the University of Rhode Island is committed to creating inclusive and collaborative learning experiences that ignite a lifelong pursuit of knowledge, equity, justice, and well-being in every student.

Dining Services 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 quality food and services in a nutritionally sound and fiscally responsible manner within a caring, attentive and appealing environment.

Vision

URI Dining Services will be viewed as a food service operation where innovation, choice, variety and quality are the words which come to mind when the words..."URI Dining Services" are spoken.



Values

We Deliver:

- A positive service environment
- Innovative change
- A command performance ...
- People are our priority

CAS PART 2: Programs and Services

Our programs target the specific needs of our students, faculty members, staff and visitors with clearly stated schedules and hours of operation, value engineered meal plans and menus, efficient delivery systems, all within a fair and competitive cost structure as compared to our peer institutions.

- Catering Department provides the TC-URI program which allows parents to have cakes and “care packages” delivered to their student throughout the year.
- Guest meals were increased to all meal plans by 50% to allow students to invite their professors, deans, or classroom commuter students to foster collaboration and bring the “classroom to the dining room.”
- An intense summer student management program that trains students how to operate a retail food service. These students graduate with “real-world” skill sets that promotes job opportunities after graduation.
- Ram Account, a successful partnership with over 25 on and off-campus merchants. Currently over 12,000 students participate in this program that allows the convenience of using their Campus ID for purchases from books at our Campus Store to groceries at the local Super Stop and Shop.
- Dining Services app that provides current information about all our services. “Push” announcements are made periodically to promote events, special operating hours, or introduction of new menu items.
- Our student of the month program rewards students who achieve a level of performance that forward our strategic goals with Ram Account prizes.
- Special holiday dinners that incorporate upscale offerings and promote the festivities of the season
- Late night Pancake Night each semester “stages” the Division’s leadership team as servers on our line to wish our students well the day before finals begin
- New late night events and expanded meal services at our Ram’s Den food court with new combo offerings to foster community and involvement in our Student Union. These events contribute to the socialization of students.
- Extended meal services at no additional costs to our resident meal plan students who register for J-term and take classes during intersession
- Arcade games made available day and evenings in our Ram’s Den Food Court
- Ram’s Den Dining space made available to students, evenings and weekends for study, events, and student programming sponsored by over 150 student organizations
- Offering free all-you-care-to-eat option for friends and family during move-in weekend
- Offering free all-you-care-to-eat option for our Greek students to assist friends and family of students during move-in weekend
- Offering free lunch service at both welcome days and open houses to prospective students and parents to introduce them to the dining hall experience

- Remote service is provided at training tables in our athletic complexes to provide a prescribed healthy menu and foster team spirit to our athletes
- Ram Administration program, a collaboration with academic and campus units, is a service developed with our Controller's office, which provides departments with a "Campus Card" service to easily make small and/or frequent purchases without the administrative burden of producing individual purchase orders
- Discounted services coordinated with the Dean of students Outreach initiative to assist in providing solutions to students who struggle with Food Insecurity issues
- "Swipe-it-Forward" program that encourages meal plan patrons to contribute their guest meals to assist students
- Annual menu and recipe development to introduce new flavors and components that provide a balanced variety of social and cultural options that are reflective of the diversity of the campus.
- Special programming and menu offerings during Commencement to celebrate graduation
- Services provided in the Ryan Center suites, the university's athletic complex, to encourage participation and involvement in athletic and university events
- Collaborate with the University's Dietetics Program and offer a food service rotation in our Dining Halls for students success in completing the food service curriculum required by the American Dietetics Association
- Partner with the University's Peckham Farm to coordinate produce that is cultivated and be can be used in our menus at both board and retail locations.
- Composting at our Dining Halls and Retail Units to repurpose our organic waste.
- Encourage student organizations to promote their programs by renting space in our high traffic dining hall lobbies
- Dining experience that is offered to students of the STEM after school program called SMILE.
- Donated services to the Non-violence Institute
- Donated services to the DIVE program
- Annual outside event, Fall Festival, presented to our new incoming First Year Students, to foster community with carnival events
- Orientation Program to promote all our services and educate our students and families in how to make the best meal plan selection and guide them on how to utilize all our services
- Provide Halal selections to allow dietary compliance to those practicing students
- Provide limited menu selections during observance of Jewish holidays
- Provide annual contributions to Hillel House to provide Kosher meals during observance of Jewish holidays
- Alumni and Family Weekend Promotions at our board and retail locations
- Dietetic Consultation to all patrons of our services
- Nutritional Analysis to all our menu items

- Allergen Identification to our daily menu items
- Dietetic Outreach Programs to sponsor Nutritional Awareness Sessions
- Executive Chef and Dietitian promotions to foster meal prep training for our commuter and apartment students
- Demo kitchen in the new Brookside facility, 2019, in which classes will be conducted by Dining Services for cooking, food purchasing, and nutrition awareness to assist upperclassmen living in apartments. These classes will also educate students with life skills that can be utilized after graduation.



CAS Part 3: Organizations, Leadership, and Staffing

As an auxiliary department, Dining Services revenue is generated from meal plan enrollment and the sale of retail and catered products and services to the entire campus community. All personnel and operating expenses are covered by this revenue stream. The department is invoiced for all utilities and support services. Net revenue is reserved in fund balances to support dining services capital expansions and contribute to university programs and projects. The Dining Services Department is overseen by the Director, Dining & Retail Food

Services, Pierre St-Germain, who recently joined us in August of this year. Former Director, Steve Mello just stepped down after ten years of service. Pierre is supported by Associate Director Michael McCullough who oversees the warehouse, maintenance and dining halls, and Associate Director JoAnne Stevens who oversees all dining retail operations on campus.

- **Dining Halls**

There are 2 Dining Halls on campus, Butterfield and Mainfare. Both Dining Halls accept student meal plans with unlimited board meals. The halls are also open to those that do not have a meal plan; guests can pay at the door, \$8.50 for breakfast, \$11.50 for lunch and \$13.50 for dinner. Guests can eat as much as they want or at as many stations as they want, once they have entered.



Butterfield is open Monday through Friday, serving breakfast, lunch, and dinner daily, except for Fridays when they close after lunch. The hours of operation are attached. Tom Cronin is the manager and oversees the operations of the dining hall. He has one Food Service Administrator, supervisor, and their staff is comprised of 50 state employees and approximately 65 student employees. Employee shifts are outlined on the attached. Both dining halls feature a deli, salad bar and home style area. Butterfield also offers pizza, omelets, burritos, and has recently added a grain bar. Full time and part time staff hours are shown on the attached. Butterfield serves approximately 5000 meals per day and seats 560. Butterfield was recently remodeled in 2015, the remodel reflected renovated food stations and more seating. In 2016, the

dining hall was the recipient of the Large Division Dining Hall Gold Award through NACUFS, National Association of Colleges and Universities Food Service.



Mainfare is open seven days a week, serving lunch and dinner Monday through Friday, and brunch and dinner on the weekends. Please see hours of operation on the attached. Tara Connors is the manager and has three Food Service Administrators that work for her, 80 state employees and approximately 60 student workers. The state employee shifts are shown in the attached document. Mainfare features a burger station and a fusion station that is considered the “heart” of the building; fusion has made to order pasta and stir fry and a very extensive salad bar. Our organization provides classified employees with supervisory roles to allow upward mobility. The flexibility of part-time positions provides opportunities to employees who are caregivers or furthering their education. Though turnover is high, we are one of the few departments that is able to hire new employees outside of the union shop. On average, Mainfare serves approximately 3500 meals a day and seats 576. In 2017, Mainfare was the recipient of the Loyal E. Horton award for Special Events, through NACUFS. This is one of many prestigious awards Mainfare has won over the years.



- **Retail Facilities: Rhody Market, Ram's Den, Corner Store, Ram Escape, Daily Grind, Brookside Cafe (2019) and an Engineering cafe TBD**

URI Dining Services has five retail outlets with two more slated to open Fall 2019, Brookside Cafe and an outlet (name to be determined), in the Engineering Building. JoAnne Stephens, Associate Direct of Retails Services oversees all of the retail outlets. The Ram's Den in the Memorial Union has 450 seats and is setup similar to a mall food court. Ram's Den is popular among faculty and staff as it is central to may of the classrooms and offices and is also one of the outlets that students may use combo meals. The Coordinator of Operations and Training supervises the Ram's Den. The staff is comprised of 6 state workers and 120 student employees. This outlet is almost completely student run and has a very extensive student manager in training program. Also located in the Memorial Union is the Ram Escape. This location is completely student run and serves mostly combo meals. The Daily Grind, location in the library, is another Peet's Coffee location servicing students studying in the 24 hour study room within the library. The Corner Store is a convenience store located on the first floor of Hope Commons and is student staffed except for the supervising Senior Food Service Aide who oversees ordering, deliveries, and scheduling; she directly reports to a Senior Food Service Administrator, who oversees Rhody Market, located on the second floor of Hope Commons. One of the FSAs in Mainfare splits half of her schedule as a supervisor at Rhody Market. There are two Senior Food Service Aides assisting in the supervision of the operation. Rhody Market staff has 6 Cook's Helpers and approximately 120 student workers. Rhody Market is almost completely student run and has great difficulty staffing students because of its extended hours. Rhody Market and Mainfare share a stores clerk staff and housekeeping staff. All retail outlets accept all major forms of payment and RAM account.

- **Main Office Staff**

The Dining Distribution Center is the centralized office for the Dining Administrative Staff and Director of Dining and Retail Services, Pierre St-Germain. This is also where our warehouse, bake shop and catering department are located. Pierre oversees the entire Dining Services Department. Associate Administrator, Michael McCullough, also works from the Distribution Center. He is primarily responsible for the procurement of new menu items, the maintenance department and sustainability. The dining hall managers report directly to him.

Administrative staff that also resides in this office includes: an Assistant Business Management Officer, responsible for all budgetary and monetary transactions throughout Dining Services, an Assistant Administrative Officer, responsible for the department's payroll, and is also acting liaison between Dining and Human Resources. There is one Lead Information Technologist, with an assisting Information Technologist, responsible for all technology throughout dining. Our Dietitian/Nutritionist is responsible for menu planning, nutrition programs, and advises all students with allergies and nutrition concerns. Our Graphic Artist monitors social media, creates promotional materials, and manages marketing of events. The Coordinator of Purchasing is responsible for the food bid, and ordering equipment, small wares, and specialty items. We have 2 Fiscal Clerks, one is assigned to Catering to process orders and secure payments between departments and customers, and the other Fiscal Clerk, manages our accounts payable. Lastly, our Data Entry Operator is assigned to input inventory, run reorder reports, and process milk and produce orders.



- **Warehouse**

The Warehouse located at our Dining Distribution Center is a 30,000 square foot facility with a capacity that houses over 3,000 different food items consisting of dry, refrigerated, and frozen food items and all paper, cleaning supplies, and service ware; an accumulation of approximately \$10,000,000 in annual purchases. Outfitted with four docks along with three delivery vehicles, three electric pallet jacks, over 20 carts and a packaging machine, the operation has the capacity to receive and deliver over 30 orders per day.

Hours of operation are 7 AM to 4 PM, Monday through Friday. The operation is supervised and maintained by a Food Service Administrator, responsible for organized placement of all items, establishment of par and reorder indicators, turnover and quality adherence of products purchased, and reconciliation of quantity and product identification of all

items received and delivered. Two full time storekeepers and one full time truck driver (machine operator) report to the FSA.



- **Bakeshop**

The Bake Shop provides baked goods and desserts to remote serving units and catering events. A production of over 3,000 items per day are generated including items such as parfaits, quick breads, cookies, brownies, specialty cakes, breakfast pastries, puddings, and other confections. In addition, a remote bakery located at Hope Commons also produces another 2,000 items per day.

Hours of operation are 6 AM to 2:30 PM, Monday through Friday. The operation is managed by a Bakery Supervisor, who is responsible for contribution of formulary of all menu items, production forecasts and schedules, and design and structure of specialty cakes. In addition, Bakery Supervisor works closely with Catering and Warehouse to determine timely delivery schedule of items. There are two full time bakers that also work there.



- **Catering**

The Catering Department, under the direction of Dining Services, serves over 3000 events per year, and over 167,000 customers with an annual revenue of 1.25 million dollars. Catering is overseen by a Senior Food Service Administrator and Executive Chef. They are supported by one Food Service Supervisor, and three Senior Food Service Aides. Additional staff consists of two Senior Cooks, one Cook, one Cook's Helper, and thirty student workers. The department caters to all three campuses of the University of Rhode Island, servicing anything from grand gala formals to backyard barbecues to boxed lunches to-go. Sustainability is a priority for Catering, both in our menu selections and the products we use. We continue to develop a more sustainable organization. They are the sole Catering provider to the Ryan Center, offering full-service options for luxury suite holders in the 7600 seat arena, located on the Kingston Campus.

- **Campus ID & Dining Office**

The campus ID and dining office is a one-stop-shop within the Memorial Union. The office provides daily customer service to the students, faculty and staff, and parents. The hours of operation vary during the calendar year however during the academic year they are Monday through Friday 8:30 a.m. to 7:30 p.m. and 11 a.m. to 5 p.m. on Saturday and Sunday. This office

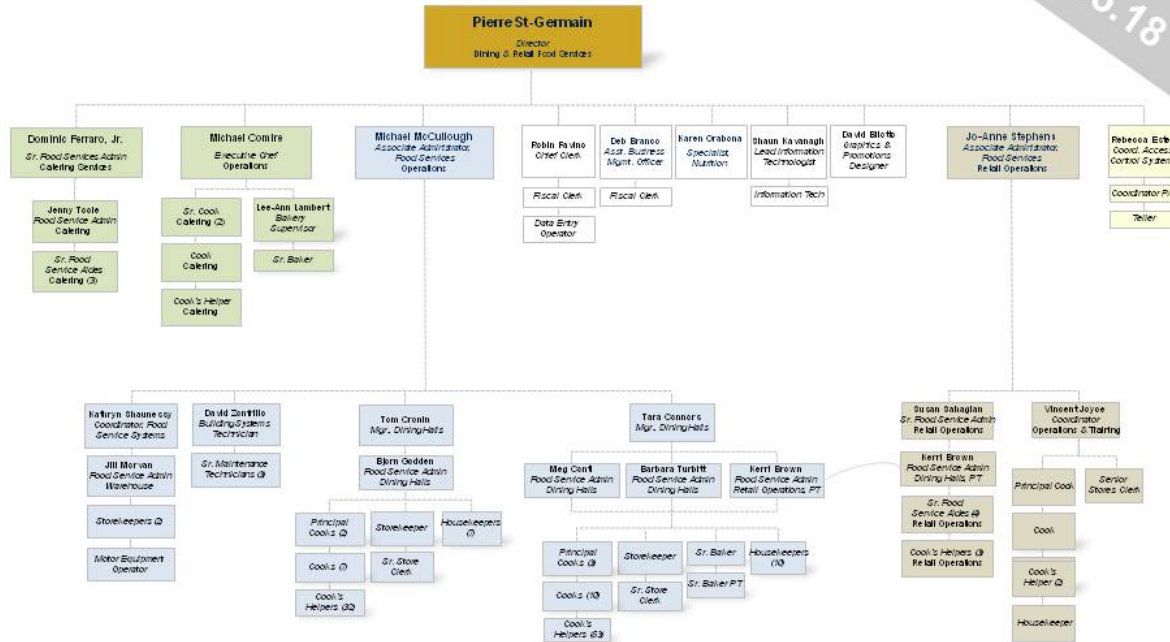
creates the campus ID card for all students, staff and faculty, and is also responsible for managing meal plans and all aspects of the ram account. Ram account is money that is added to a student's plan that can be used not only with dining but for laundry, photocopies, and eating at area restaurants to name a few. When creating an ID card, the staff will take a scan of the student's hand that will be linked to the hand biometric reader which is used in the dining halls. This hand scanner is used to ensure meal plan privileges are not transferred. It also expedites our ability to validate more students at one time during peak periods for faster entrance of our patrons into the dining food court. The office will process approximately 4000 incoming first-year students and transfer students in the month of June and then during the first few weeks of September, process and reconcile approximately \$500,000 in Ram account funds. This office is also responsible for all meal card production; a card is created and given to groups visiting the University. The office also works directly with Housing and Residential Life, conducting lock-out business for students and refreshing locks. The summer conference meal card production starts in May and will continue through mid-August, the office works very closely with campus partners including but not limited to: Housing and Residential Life, Campus Tours, Athletics, New Student Programs, Campus Police and Public Safety, and Health Services. The office is supervised by Rebecca Estey, Coordinator, Dining Access Control Systems. She is supported by Rachel Gibson, a full-time teller and one part-time coordinator, Steve Mello. The office has five student tellers that work up to twenty hours per week, and they truly are the front line of the office, helping customers at the counter and answering the phones.

Dining Services: Overview

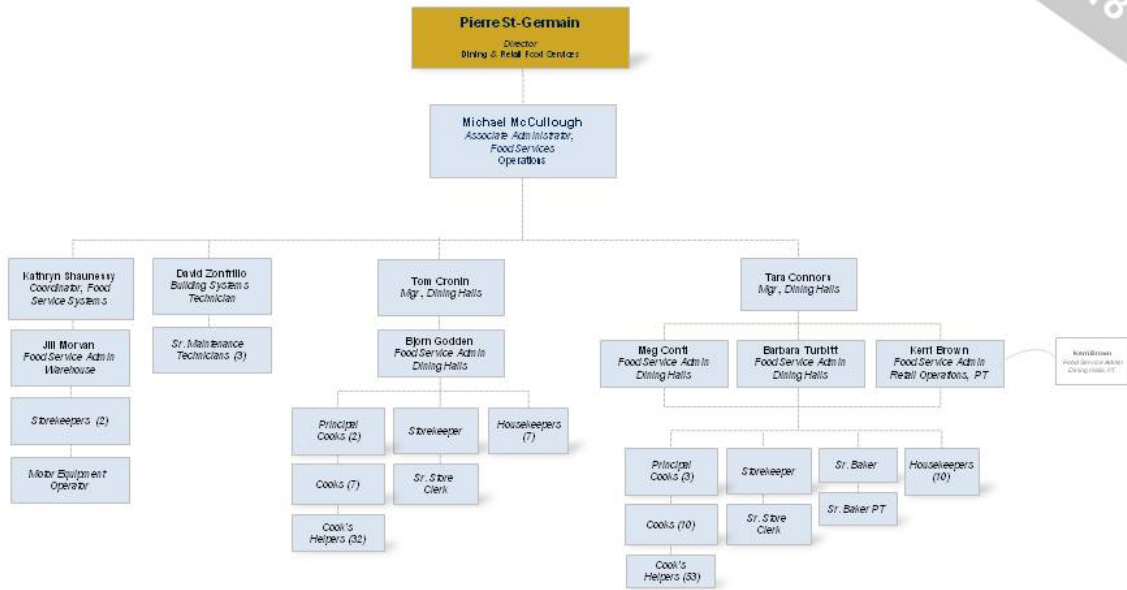
assisting students and providing support for their academic and co-curricular success

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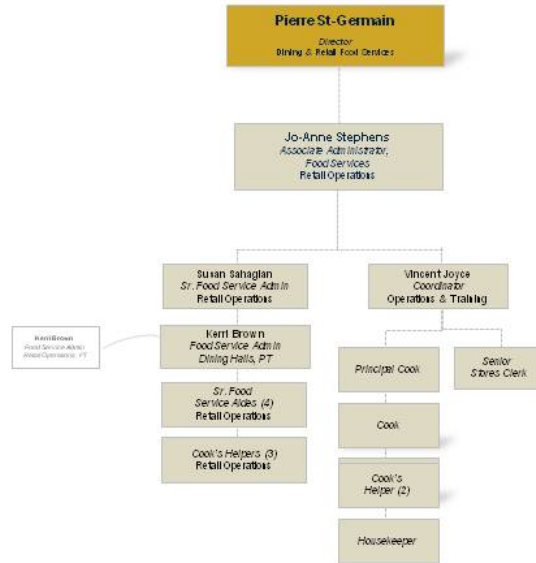
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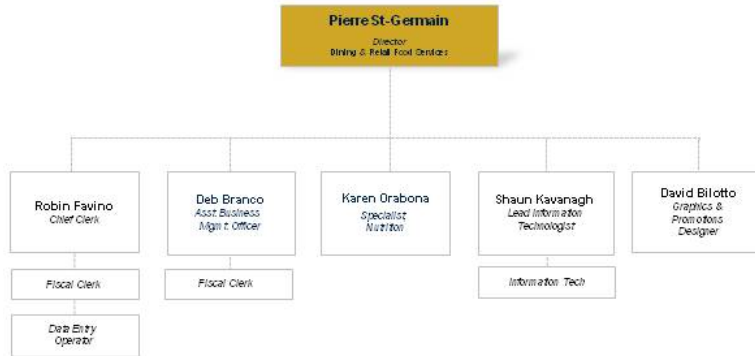
Organizational Chart, Fall 2018



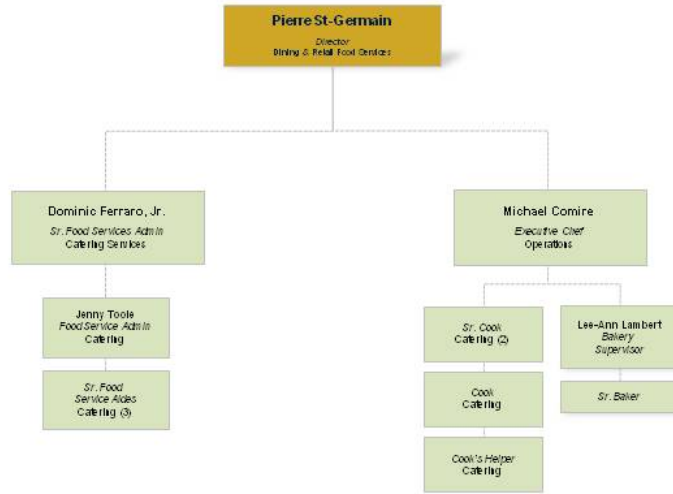
Organizational Chart, Fall 2018



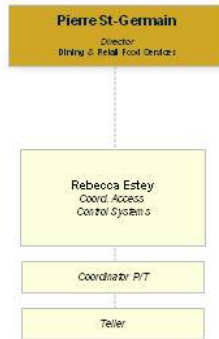
Organizational Chart: Fall 2018



Organizational Chart: Fall 2018



Organizational Chart: Fall 2018



Organizational Chart: Fall 2018



CAS Part 4: Human Resources

Human Resources, specifically, is a major area of concern for Dining Services. Our department employs 185 classified and non-classified employees, full and part-time, some of which work a calendar year position and some that work an academic year position. We consistently struggle to maintain a full staff, thus making it difficult to operate at our maximum potential. There are staff members that work full time calendar year, full time academic year (40 weeks per year), part time (36 weeks per year). Internal employment is also used to supplement are year round employment when business demands.

Dining Services is second only to Athletics in number of employees hired. Our high number of part-time positions present, one of the few opportunities for the hiring of outside employees into the Union Shop. Department and campus-wide opportunities present a constant movement of staff to new inter and intra department positions. The high turnover is a challenge to maintain proper staffing. An in addition Union contractual obligation to advertising time and approval of new and repositioned employees increases the turnover time.

Many of the classified job descriptions are positions that are held throughout the entire state of Rhode Island. Most of the job descriptions were revised over thirty years ago, and last reviewed with little or no modification in 2003. Some skilled positions are competitive and require passing a civil service exam, yet no exams have been administered by the State within the last 15 years. Dining Services does not have the authority to update them; it is very difficult to attract qualified and diverse candidates. For instance Civil Service exams are still a part of job descriptions, in which the State of Rhode Island does not even provide to staff anymore. It is difficult to attract qualified candidates due to jobs being posted internally and specific to the Union before the external public ever has the opportunity to see them. Once a person is hired, it can take a long time until they start the job, often weeks. Once they are in place, there is no formal training that they receive by the University, Dining provides an informal training, at best. Food service has graduated to new types of service, menus, and cultural dynamics that add more challenges to our labor force. Just as the population of students with special dietary restrictions has increased so has the palette of our patron become more selective. An increase in training initiatives would be beneficial to both our new and current employees. With the increasing number of students with food allergies it is even more challenging for us to train workers to have

the knowledge to answer questions customers may have as to what ingredients a food may contain and if it is safe for them to eat.

There are a host of problems that we face in trying to navigate through the many restrictions placed on our department to retain qualified employees. Although the State benefit package is very good at attracting employees, the lack of training, recognition for good job performance and attendance makes it difficult to make them feel appreciated and engaged. While upper management has more opportunity to attend training, specialized certifications and attend workshops on campus and outside of the University, there is very little opportunity for hourly employees. Employee morale is often low because of this.

It is often challenging for us to control putting the right person in the right job. Many of our entry level positions require nothing more than an 8th grade education. Dining Services restraints come through HR, by HR sifting through potential candidates for us and we can also fall victim to the state bidding process, governed by union contract. This bidding process will allow the person with the most time to laterally move into any position they want to and if no one laterally moves, we can only interview the most senior candidates that put in for the job. This could potentially disqualify a more qualified candidate because they have not worked for the state for as long as someone else. Once people are in position, it is very difficult to reprimand or terminate someone. We however, have to manage and guide our employees in the direction of meeting the strategic goals of the department and the Division. Consultation and "corrective action" is taken by management to put the employee on the right track. HR is not always quick to follow up when discipline and termination is almost unheard of unless the person is on probation. Employees only receive performance reviews during their first 180 working days, after that, they could potentially work here for 30 years and receive no kind of formal feedback, recognition or criticism about their job.

We employ approximately 350 student workers and have an exceptionally high turnover rate. Our students work a lot harder in Dining than they might perhaps in other jobs on campus and the jobs are more physically demanding. We can offer our students a potentially better working situation than our state employees because we are not governed by union contracts. We have employee of the month incentive programs, manager in training programs and can reward them with a raise every semester. We also have the ability to offer them a flexible schedule as we can alter their schedule to meet school and personal needs at any point that we see fit.

The Dining experience is one of the most visible criteria to the success of the student experience. Providing high quality food, excellent customer service and a safe and clean environment for them to enjoy is our top priority. It is our hope that in the future we can align with HR better to fit the needs of our department.

CAS Part 5: Ethics, Integrity, Transparency, and Public Disclosure

Under the NEASC Standards, Dining meets the standards of integrity. It is our responsibility to maintain privacy of student records; including social security numbers and health information. We have access to cash, credit cards and RAM account. It is imperative that we handle all transactions honestly and with integrity. We recently have developed a written policy for cash handling that includes tighter checks and balances for our money and who is handling it. Extensive reconciliation procedures are performed daily to account for all funding of meal plan tenders, meal plan selections, and ID production to ensure integrity of Cbord Odyssey accounts. All University and State policies are adhered to regarding the use of food and alcohol purchases by departments for meetings, licenses and permits, food handling certificates, and catering insurance and serving standards for outside catering service used on campus. We do not accept gifts or any monetary compensation that could persuade our decision making process when choosing goods and services. We also have to write fair and accurate descriptions for product or service specifications because we participate in a statewide bidding system.

Staff is required to wear uniforms with the university logo on them. All URI branding used for uniforms, signage, social media outlets, student ID's, and printed materials must meet the University's policy in format, use, and depiction. We also require staff to attend training sessions such as Title IX, active shooter, IT certification, allergen training, and customer service. All contractual agreements are reviewed by legal counsel and approved before moving forward with purchasing services or goods. All purchased items follow state purchasing regulations to offer competitive vendors an equal opportunity to bid on our goods, equipment, and software. Partnership, leases, or product lines that encompass a large scope or service must be packaged in Request for Proposal format and posted as public notification for respondents to provide the best service/price ratio for the department and a extensive evaluation process is performed before agreements are confirmed. The department is responsible to monitor the adherence of contractual agreements across all campus departments and report any discrepancies to the Vice President of Business and Finance.

The cornerstone for all departments under the Division of Student Affairs is to pursue knowledge with honesty, integrity and courage. Dining Operations combining the State, University and our own policies and training achieves a high degree of transparency and integrity.

While we strive to be transparent, accurate, respectful, and informative on social media platforms, we need a stronger presence to engage our students in what we're doing. We are preparing to roll out a new form of communication between dining staff and students through a technology called TxtandTell. With this, we will be able to provide immediate feedback to questions and comments from our guests. We hope to have the initial roll out begin late November 2018. Inside of our department, we have become better at communicating with one another through leadership meetings, group emails, and shared calendars.

Lastly, under public disclosure, we ensure pricing for meal plans and pricing is current and accurate. This can be found on our department websites and handouts at individual units. We must also maintain accurate food descriptions for our menus, including nutritional information and labeling for allergies. This is also done through our websites, printed menus and our dining app. Collectively, we need to work on getting better feedback from our students; our hope is that TxtandTell will bridge that gap for us. We also need better and more up to date job descriptions for our state employees.

CAS Part 6: Law, Policy and Governance

Dining Services meets the CAS standards for law, policy, and governance. All state and University purchasing guidelines and laws are practiced to allow objective, competitive bidding for all goods and services and are written and made available in the URI Purchasing Manual. All meal plan fees must be approved by the Rhode Island Office of the Postsecondary Commissioner. All insurance requirements and standard practices are reviewed with the Assistant Vice President, Risk Management. Insurance coverage and requirement are written and available on the Risk Management web site. All contractual agreements are reviewed by legal counsel as outlined in the Purchasing Manual. Information Technology training is provided to entire staff to ensure that the user interface to access student, employee, and departmental databases is secure and in adherence to University and PCI guidelines. Dining Services utilizes anti-discrimination statements in all hiring materials. Title IX and Active Shooter training is provided annually to foster a safe and inclusive program and workplace. All Food Handling Certificates and Food Safety Requirements set by the State of Rhode Island are maintained on an annual basis. Guidelines, laws, and policies regarding Food Handling are communicated to staff and student employees, and to any student organization that may request catered services at a University event that may or may not use our services. All Alcohol policies and service requirements are maintained on an annual basis. Written policy is provided on URI Dining Services website. Emergency Action Plans are in place to ensure continuous food services for resident students, staff, and campus community during inclement weather, loss of electricity, or any occurrence that may jeopardize the normal operational schedule.

CAS Part 7: Diversity, Equity, and Access

Dining Services attempts to provide an inclusive environment to every member of our University community. We maintain URI's policy of non discrimination based on disability, age, race, cultural identity, identity ethnicity, sex, gender identity, social, economic and or any other basis included in policies, codes or laws.

We strive to be respectful and supportive of people's cultural and religious persuasions. We offer late night to-go meals during Ramadan, boiled eggs and unleavened bread at Passover, Halal meat for any occasion upon request; these all help meet our student population varied needs. Dining Services transfers an annual contribution to Hillel House to support their kosher meal service on days of observance of Jewish holidays.

Besides holidays our menus attempt to be representative of our entire student body. Asian, Persian, African, Latin American, Greek, Carribean, as well as standard American fare, all appear with regularity in all our venues. We also make every attempt to give students who have medical restrictions (allergies and sensitivities) as many choices as possible in a way that lets them feel secure that we will prepare and serve their food to them safely. The way our students eat, be it vegetarian, vegan, gluten free etc. compels us to constantly improve and increase our options to allow them to eat a nutritionally balanced diet in a mainstream environment in the same way any other student would eat.

We also offer a call a-head service for students with allergens so they may have their food waiting for them and not have to wait for it to be cooked. This allows them the opportunity to eat at the same time with their friends.

Likewise, the Catering Department works with many diverse groups in the campus community. We collaborate with groups such as D.I.V.E.S, The Chinese Culture Club, Muslim Student Association, Hillel, LASA, and the Multicultural Student Services Center to provide events that include many culturally based foods and customs.

All of our establishments are fully handicap accessible; each has both ramps and elevators. While having typical male and female bathrooms both Butterfield and Hope Commons buildings, that retail locations are in, have gender neutral bathrooms as well to give students who may not feel comfortable identifying.

All of our potential hires for classified positions first goes through Human Resources ensuring any potential employees are screened objectively before entering our interviewing process. All non-classified applications for professional positions must be screened and confirmed through Affirmative Action. Every effort is made to announce professional positions through outlets that maximize the diversity of the pool of applicants. Both women and men share equal positions up and down our organizational chart, and our standardized pay scale and the unions ensures equal pay for equal work for all our employees.

As a Department we recognize that despite our best efforts there is always an opportunity for increased cultural and diversity training for all our staff members. As the world constantly

evolves we must make every effort to make sure we are continuously educating ourselves to best represent The University of Rhode Island.

CAS Part 8: Internal and External Relations

Dining Services participates in a robust network of partnerships with internal departments and external businesses and groups.

Our meal plans and optional declining debit account known as the Ram Account, provides a suite of services on and off campus. Dining Services has partnered with over 30 participating local and national merchants that accept the Campus ID for payment. This combination of convenient access from such a diverse network of merchants allows students to enrich their educational environment and sense of community.

The University has also adopted this model to allow departments on campus to encumber funds with Dining and use a Departmental Ram Account to make repeated purchases with Catering, Campus Store, and Copying and Printing at the Library.

Our Campus ID office coordinates tours on campus with Admissions for those external groups that seek a “dining experience” to be included on their tour or on scheduled Welcome Days. We also coordinate our services with the Conferences and Special Programs to offer contracted board and catered services to outside groups who participate in programs during the summer. Each year we support the Multicultural Center’s International Nonviolence Summer Institute, Cape Verdean Project Health, Greek philanthropy projects such as Rhody Dance-a-thon and student groups like B.O.N.D. and PINK Women. Outside entities such as the RI National Guard, RI Special Olympics and the RI Blood Center are all long-term dining partners. Our goal is to encourage future enrollment by promoting our services.

Our catering department has invested in new resources to propel the level of our services to the Foundation so that the University is better represented when reaching out to donors to build the University’s endowment. Dining Services shares the University’s goal to raise 250 million in the Capital Campaign. Our Executive Chef assists the President’s Office in designing and planning menu and recipes that celebrate special events at the President’s House such as Professional Development Groups, Honors Colloquium, New Faculty Orientation, and Commencement. All suites at the Ryan Center are catered by Dining Services. Whether we are servicing our internal departments and student organizations, outside benefactors, or members of our community, we engineer a menu program that celebrates our school spirit at our athletic events or design a themed event for a wide array of featured artists such as Jane Goodall, Bob Dylan, and Jay Leno to name a few. The Ryan Center is also used as a venue to provide nutrition packed training meals, pre-game meals, and post-game meals, designed to maximize their performance and support camaraderie amongst the team.

Research and development through our affiliate organizations such as NACUFS and NACAS allows us to track trends and new deliveries of service to better position us to formulate our food specifications, equipment needs, and modify our skill set. Our purchasing volume provides an advantage for our department to secure high quality product lines competitively priced for both board and retail locations. Vendors work with us as vested partners to offer these varied lines of products that are popular to our discriminating patrons. In addition, our vendors are sensitive to our sustainable effort which in turn presents a learning opportunity to our patrons from the point of procurement to how foods are repurposed for our food insecurity program or even composted.

CAS Part 9: Financial Resources and Budget

The funding structure of Dining Services relies solely on the revenue stream from meal plan enrollment and the sale of goods and services from our retail and catering departments. Conferences, Orientation, Talent Development, and Preseason meals provide additional revenue during the summer. There is minimal rental revenue at our Dining Distribution Center, and administrative fees collected from our Ram Account merchants. The department is divided in five cost centers to manage and better evaluate financial development and success. Main cost center (board operations), Catering, Restaurant (Food Court Operations), Retail Operations (Rhody Market, Corner Store), and Concessions (Daily Grind, Ram Escape).

Increase of meal plan fees are regulated by the Budget Office and further approved by the Vice-President of Student Affairs. Meal Plan fees are reviewed along with other Auxiliary departments in the Division and may not increase depending on the availability of Dining Services to sustain itself at a successful operating level while allowing other departments to increase fees. All fees must be approved by the Rhode Island Office of the Postsecondary Commissioner. As a Division our goal is to encourage enrollment and retention and our cumulative fees should represent that.

Our meal plan fees along with their features are compared to peer institutions. The past three years our premium meal plan has been priced as the third lowest premium meal plan price when compared with other premium meal plans. The pricing does not reflect the additional features of our plans that make them distinctly competitive.

All enrollment quotas have been met within the last five years for our residential population. The success of our graduated meal plan structure has positioned higher priced plans with value-added services to become popular with these patrons and achieve positive revenue results. It has also allowed the department to transfer funds to retail operations when students utilize meal exchange services at retail operations.

In addition, we will successfully promote our Campus Standard meal plan at the same pricing for the Fall of 2019 as our last two years with no increase. This allows our Admissions

department to present an overall Room and Board package that is competitive to other state institutions.

Food costs have been managed by the assistance of using recipe, production, menu, and inventory control systems in our CBord Food Service Suite. We also realize reduced food costs by our ability to purchase drop ship deliveries to our large warehouse. By managing our menu and inventory needs we can forecast our total needs for a semester. This allows us to post bids to all our competitors and realize substantial savings to our product lines. We have successfully averaged a 24% food cost in the years we have benchmarked with other NACUFS institutions. This savings balances our personnel costs which cannot be regulated. All our classified and non-classified employees are unionized. Their salaries and pay scales are non-negotiable along with the extensive fringe package that is provided to them.

Attached is our balance sheet representing our financial picture over the past five years. We continue to invest in all our facilities to maintain buildings, replace equipment, and introduce new technology. During that time we also refurbished Butterfield Dining Hall at an expense of approximately 12 million dollars. In addition we have contributed significant dollars to the new Welcome Center, the Fascitelli Fitness Center, the Engineering Department, Housing and Residential Life, Athletics and the Memorial Union for their respective projects. We have still been able to produce unrestricted funds in our fund balance accumulating close to 20 million. These auxiliary funds will help support the new Memorial Union project and refurbish the Ram's Den.

UNIVERSITY OF RHODE ISLAND
(A Component Unit of the State of Rhode Island and Providence Plantations)
Supplementary Balance Sheet Information - Auxiliary Enterprise Funds

Dining Services

<u>Assets</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Current Assets:					
Cash and cash equivalents	\$ 21,902,382	\$ 18,942,996	\$ 15,315,524	\$ 16,350,639	\$ 17,289,968
Accounts receivable, net	98,536	106,992	136,732	144,269	175,484
Inventories, net	736,123	599,696	737,792	736,377	701,749
Prepays	-	-	-	-	-
Deferred charges	-	-	-	-	-
Total Current Assets	22,737,041	19,649,684	16,190,048	17,231,285	18,167,201
Noncurrent Assets:					
Funds on deposit with bond trustee	2,476	2,458	75,792	97,535	146,935
Capital assets, net of accumulated depreciation	27,824,808	28,891,352	30,021,612	27,251,393	22,811,132
Total Noncurrent Assets	27,827,284	28,893,810	30,097,404	27,348,928	22,958,067
Total Assets	50,564,325	48,543,494	46,287,452	44,580,213	41,125,268
Deferred Outflows of Resources:					
Deferred gain on debt refunding	258,878	273,671	-	-	-
Liabilities					
Current Liabilities:					
Accounts payable and accrued liabilities	673,649	529,995	1,037,218	1,514,704	1,027,501
Unearned revenue	94,185	126,509	120,105	124,811	97,665
Compensated absences	32,457	25,823	24,890	20,873	21,739
Current portion of due to primary government	37,777	32,153	36,445	34,040	31,728
Current portion of bonds payable	511,794	487,876	522,999	504,946	482,718
Due to other funds	-	-	-	-	-
Total Current Liabilities	1,349,862	1,202,356	1,741,657	2,199,374	1,661,351
Noncurrent Liabilities:					
Compensated absences	411,621	402,508	387,973	376,712	397,748
Other post employment benefits	-	-	-	-	-
Due to primary government	144,911	182,688	217,930	254,375	288,415
Bonds payable	11,450,867	12,076,649	12,270,117	12,817,997	13,347,823
Total Noncurrent Liabilities	12,007,399	12,661,845	12,876,020	13,449,084	14,033,986
Total Liabilities	13,357,261	13,864,201	14,617,677	15,648,458	15,695,337
Deferred Inflows of Resources					
Deferred loss on debt refunding	-	-	-	-	-
Net Position					
Net Investment in Capital Assets	15,800,001	16,240,207	16,769,944	13,467,315	18,377,293
Restricted:					
Expendable	-	-	-	-	-
Nonexpendable	-	-	-	-	-
Unrestricted (Fund Bal)	* 21,665,941	18,712,757	14,899,831	15,464,440	7,052,638
Total Net Position	\$ 37,465,942	\$ 34,952,964	\$ 31,669,775	\$ 28,931,755	\$ 25,429,931

UNIVERSITY OF RHODE ISLAND
(A Component Unit of the State of Rhode Island and Providence Plantations)
Statement of Revenues, Expenses and Changes in Net Assets - Auxiliary Enterprise Operations

	Dining Services				
	2018	2017	2016	2015	2014
Operating Revenues:					
Rental income	\$ 85,000	\$ 82,007	\$ 82,427	\$ 79,310	\$ 64,307
Net sales	27,876,164	28,216,554	27,192,471	26,444,592	25,881,189
Other income	87,425	57,544	54,649	163,144	53,911
Total Operating Revenues	28,048,589	28,356,105	27,329,547	26,687,046	25,999,407
Operating Expenses:					
Cost of sales:					
Inventory, beginning	599,696	737,792	736,377	701,749	603,563
Purchases	6,345,460	6,535,070	6,924,067	6,379,757	5,916,210
Less:					
Inventory, ending	736,123	599,696	737,792	736,377	701,749
Cost of sales	6,209,033	6,673,166	6,922,652	6,345,129	5,818,024
Personnel services	13,240,262	13,433,021	12,829,865	12,095,866	11,620,284
Out of state travel	29,710	25,972	17,905	8,068	7,577
Repairs	585,588	414,000	461,429	453,590	443,772
Utilities	530,492	600,521	572,786	585,194	562,952
Other	3,385,797	2,152,156	1,683,363	1,786,714	1,520,443
Student aid	26,052	18,165	12,105	11,821	11,810
Depreciation and amortization	1,251,862	1,292,236	1,100,428	867,940	854,222
Total Operating Expenses	25,258,796	24,609,237	23,600,533	22,154,322	20,839,084
Net Operating Income (Loss)	2,789,793	3,746,868	3,729,014	4,532,724	5,160,323
Nonoperating Revenues (Expenses):					
Interest income	235,295	93,053	44,407	26,491	31,839
Interest expense	(512,110)	(559,822)	(595,440)	(617,430)	(636,262)
Intrafund transfer out for capital improvements	-	-	(439,961)	(439,961)	(152,450)
Reversal of OPEB obligation	-	-	-	-	-
Total Nonoperating Revenues (Expenses)	(276,815)	(466,769)	(990,994)	(1,030,900)	(756,873)
Increase (Decrease) in Net Position Before Capital Contributions	2,512,978	3,280,099	2,738,020	3,501,824	4,403,450
Capital Contributions:					
Capital appropriations		3,090		-	-
Increase (Decrease) in Net Position	2,512,978	3,283,189	2,738,020	3,501,824	4,403,450
Net Position at Beginning of Year (as previously reported)	34,952,964	31,669,775	28,931,755	25,429,931	21,209,629
Prior Year Adjustment					(183,148)
Adjusted Net Position, at Beginning of Year	34,952,964	31,669,775	28,931,755	25,429,931	21,026,481
Net Position, at End of Year	\$ 37,465,942	\$ 34,952,964	\$ 31,669,775	\$ 28,931,755	\$ 25,429,931



CAS PART 10: Technology

Dining Services has many areas of strengths throughout the department but also has areas which could be improved upon. Technology rolls are divided between the Lead Information Technologist, Information Technologist, and Graphic Designer. This has allowed for very complete coverage and opportunities which might not otherwise be available. Generally speaking, in addition to design responsibilities the Graphic Designer handles website and social media aspects. The Lead Information Technologist focuses on dining's enterprise systems and the Information technologist handles day to day and routine operations.

Earlier this year Dining Services transitioned its main enterprise system, Cbord Odyssey, from a locally hosted UI system to a entirely web-based hosted system which resides on the Amazon cloud. Plans are also underway to upgrade the menu planning / food inventory system to the latest version of Cbord Food Service Suite. In addition, the Cbord Net Nutrition program will come online soon which will allow students an easier and more elegant solution to their nutrition information/allergy needs. Dining also hosts its own point of sale system to support retail operations. We are in the initial phases of moving that system to the Amazon cloud as well. Part of that process will involve decoupling credit card payments from our existing system and moving to stand alone terminals to facilitate a simpler PCI compliance process. Dining Services also maintains an independent Digital Signage ability using a hybrid combination of Rise Vision Cloud Software and locally hosted content. Dining Services also maintains two servers for video/security recordings via its Axis Camera Station software.

Dining has maximized the technical skills of our IT staff to develop several in-house solutions utilizing Filemaker Pro as a back end. Examples of which are: Touchscreen based kiosks used for ordering in our Ram's Den location; Touchscreen based information kiosks used throughout our entire operation; Receipt generation and cash reporting in our Meal Plan Office; Invoice generation for services rendered throughout campus; Catering functions and event generation for invoicing and updating event & menu changes using ipads and monitors in the kitchen and virtually any service venue on campus; Touchscreen time clock kiosks for our student employees; Custom database solution for analytical analysis for Meals per Labor Hour; and Monthly Profit and Loss reports for retail locations.

Dining Services systems are very well integrated with the university as a whole. Cbord GET, for example, is tied to the university's LDAP server which allows students to use one sign on across multiple systems. The Cbord Odyssey system exports data to Housing and Residential Life to provide near real-time updates to their lock system. Our Datacard software which is used in the production of student IDs is exported to central ITS and is then disseminated to the library and other departments.

Our upgrade to a cloud based system has enabled us to expand further on campus. In the past several months Community standards and the Math Department have both started using virtual terminals to process transactions against the Ram Account. In the coming months outside vendors Hungry Button and Tapingo will tie into Odyssey and make it possible for students to order food from their phone at both off and on campus locations.

Perhaps the area with the largest opportunity to improve is IT training. Some systems currently in place are underutilized and Dining could extract more value from these systems with proper training. Some training has been purchased already. Going forward we should look for more opportunities to develop training curriculum from within and deploy it on a more consistent basis.

CAS Part 11: Facilities and Equipment

The University of Rhode Island Dining Services Maintenance area is a support component to the department. As an auxiliary department on campus, Dining Services has maintained a staff to troubleshoot and quickly respond to issues at our facilities. These issues include but are not limited too; furniture fixtures and equipment as well as building mechanical and operational components. Further, some building systems require additional training and certifications to allow computer access and review. To this end, the dining maintenance staff is charged with the following: Maintain optimum operation of the dining facilities, upgrade and improve operational efficiency, and continue personnel training and professional development.

Current areas maintained by Dining Maintenance Staff:

Dining Food Distribution Center-30,000 sq ft
Hope Commons-40,589 sq ft. LEED Silver
Corner Store -700 sq.ft w/back store room and walk ins
Mainfare Dining hall 20,883 sq.ft
Rhody Market 4,316 sq. ft
Butterfield Dining hall-24,576 sq ft. LEED Silver
Access Office-500 sq ft
Rams Den-16,595 sq ft
Ram Escape-1325 sq ft
Daily Grind-1000 sq ft
The Ryan Center Kitchen and Pantries
President's House Kitchen appliances

Soon to be added:

Engineering Building Cafe
Brookside Cafe

Current types of Equipment serviced and maintained:

Building Boilers and Furnaces
HVAC Systems
Convection, Impinger, standard, and Rotary gas fired ovens
Flat Top Griddles, steamers, food warmers
Commercial Dish and Pot washers
Large Mixers
Lights/lighting
Hoods/ventilation
Walk in, reach in coolers and freezers
Air handling filters and water filters
Roof Top Motor belts
Meat slicers, food choppers, and Robo Coupe machines
Toasters, microwave ovens
Serving tables and cabinets, beverage coolers and refrigerated merchandising coolers

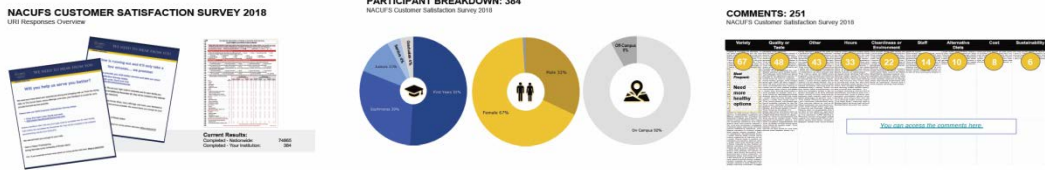
Current staffing is as follows:

- (1) Building Maintenance Supervisor scheduled M-F
- (1) Senior Maintenance Technician scheduled M-F
- (1) Senior Maintenance Technician scheduled T-S
- (1) Senior Maintenance Technician scheduled S-T

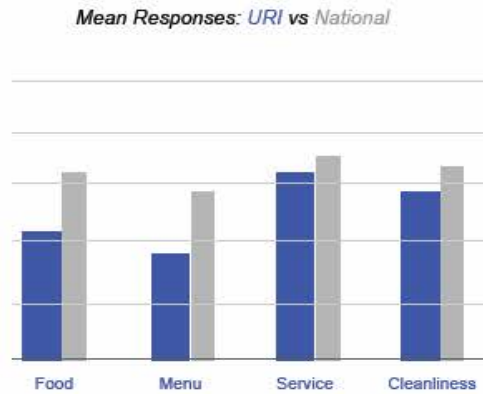
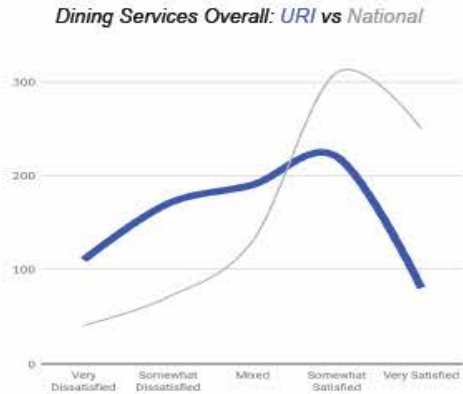
Currently URI Dining Maintenance uses a self created *imaintenance* program for online work orders. This allows a communication and job updates specific to the work order request. The Maintenance Work Orders (MWO) have been established to start at the point of the incident. In the past, the phone was used more frequently to inform maintenance of a problem which led to the maintenance staff generating the MWO. This has added some confusion to the MWO process but generally the current practice has been followed. Once the job was completed the MWO was filled out and filed. Since the *imaintenance* program started over 600 individual work orders have been processed in addition to regular scheduled maintenance.

Preventive maintenance has been an area that has improved over the last several years. Dining has been allowed to utilize some existing URI Facilities contracts for items such as tools, plumbing fixtures, belts, and filters. This allows to take advantage of not only pricing but also the ability for us to acquire supplies in a more timely fashion. This is also true for the purchasing and installation of water filters on our equipment which will soon appear in the form of a bid detailing our requirements and building specific needs. These projects have helped the URI Dining Department in reaching our goal of contributing to revenue operational efficiency.

CAS Part 12: Assessment NACUFS Customer Satisfaction Survey 2018



SATISFACTION AT A GLANCE NACUFS Customer Satisfaction Survey 2018



Dining Services will be submitting FY 18 Operating Performance Benchmarking Survey by March 15, 2019. Our submission will be available upon your request. FY 17 was not completed, however FY 12 - FY 16 Benchmarking results are available for your review.

Goals

Short Term (0-24 months)

1. **Baseline for Action:** Set expectations for culinary and customer service, seeking and archiving feedback from the school community as well as any student driven websites for campus life, then actively pursue raising the bar year after year.
2. **Student Engagement:** Interact with the student body on personal and educational levels, through the student newspaper, advisory boards, surveys and interactive comment systems.
3. **Enhance Collegiality:** Take appropriate steps to ensure that Dining is seen as a consistent and positive partner throughout the entire campus community not just within its division.
4. **Expansion of Student Employment (Management):** Work to define the needs, at any given venue, of student help. Determine how to work within Union regulations to give student workers the opportunity to develop higher skill levels. Work on creating a better tiered system of hiring for students with a defined ladder of advancement.
5. **Training:** Review and develop a series of trainings to create a better rounded staff. Encourage cross-training as allowed by Union rules. Determine areas of weakness within the department and define how those areas can be rectified through learning and practice of various skills.

Long Term (24-60 months)

1. **Sustainability:** Create a comprehensive sustainability plan for the department. Involve other departments such as Facilities, Campus Planning, HRL, Student Union and Campus Sustainability to ensure that there is continuity within the school of both voice and action.
2. **Expansion of Production:** With increased skill sets and certain areas redesigned develop a business plan to perform more in-house production, including commissary items to be sent to locations on main and remote campuses.
3. **Unification of Information Delivery:** Develop a system to ensure that a minimal number of people touch data being sent out to students while at the same time creating easy paths to maximize student access to data “on demand”. Ideally working with ITS to create a campus wide app.

After receiving valuable feedback from the NACUFS Survey we have listened to our students and have already started changing our quality of foods and providing new hours. Here are just a few new things we have improved upon.

Over 60 new recipes will be introduced in dining halls for spring semester

Increase our offerings of local seafood and shellfish by procuring freshly harvested and or locally caught seafood

Tuna Wild Planet Brand humanely (pole) caught

Prominently preparing and featuring only fresh vegetables

Extended dining hall hours

Working closely with the Agronomy farm to utilize their harvest

Provided meatless culinary training from the Humane Society

We are constantly striving to improve our overall experience for our University community, by offering such things as new and improved ID services in our Providence Campus location, there are two new Dining Services facilities set to open within the next year, Gets in the Engineering building and the cafe in the Brookside Residence hall.

Comprehensive Review Team consists of:

Pierre St-Germain, Director Dining & Retail Food Services

Rebecca Estey, Comprehensive Review Chair, Coordinator Dining Access Control Systems

JoAnne Stephens, Associate Administrator, Food Services Retail Operations

Dominic Ferraro, Senior Food Services Administrator Catering Services

Tara Connors, Manager, Mainfare Dining Hall

Tom Cronin, Manager, Butterfield Dining Hall

Steve Mello, Coordinator Dining Access Control Systems

Robin Favino, Assistant Administrative Officer

Shaun Kavanagh, Lead Information Technology

The document attached below is a representation of our new/changed meal plans being offered for the Fall 2019-Spring 2020 year.



MEAL PLANS 2019

2019 AT A GLANCE

WWW.URI.EDU/DINING • FOR MORE INFORMATION AND FAQs

	Dining Halls	Guest Passes	Combo meals	RAM ACCOUNT ACCEPTED HERE	Cost per Semester		
CAMPUS	Campus Complete	UNLIMITED ACCESS (B) (Br/L) (D)	14	4 DAILY	\$200	\$2,650	<ul style="list-style-type: none"> Averages less than \$6 per meal! For active students with extended schedules
	Campus Plus	UNLIMITED ACCESS (B) (Br/L) (D)	10	3 DAILY	\$50	\$2,450	<ul style="list-style-type: none"> Combos add flexibility
	Campus Standard	UNLIMITED ACCESS (B) (Br/L) (D)	6	-	ADD YOUR OWN	\$2,250	<ul style="list-style-type: none"> All access to dining halls (B), (L/Br), (D)
COMMUNITY	Combo 100	EXCHANGE 2 COMBOS PER ENTRY	3	100 SEMESTER	\$100	\$700	<ul style="list-style-type: none"> Daily commuter
	Combo 50	EXCHANGE 2 COMBOS PER ENTRY	3	50 SEMESTER	\$50	\$350	<ul style="list-style-type: none"> Commuter with limited time on campus
	Flex 72	Total 72 "swipes" per semester. Use as you like - Dining Hall or Combo Meals. Plus 3 Guest Passes!			\$200	\$950	<ul style="list-style-type: none"> Commuter seeking mostly Dining Hall meals
	Flex 36	Total 36 "swipes" per semester. Use as you like - Dining Hall or Combo Meals. Plus 3 Guest Passes!			\$100	\$500	<ul style="list-style-type: none"> Commuter seeking mostly Dining Hall meals

Please note: All prices are per semester and subject to change. Plans are not active during J-Term, Intersession, and Early Move-in periods.

Our two full-service all-you-can-eat dining halls, Mainfare & Butterfield, feature breakfast or brunch, lunch, and dinner. Our retail facilities, including The Ram's Den, Rhody Market, The Corner Store, Ram Escape, and The Daily Grind offer everything from fresh foods and smoothies, to packaged snacks and frozen items, feature extended hours, and access to Combo Meals! We even have two new facilities opening soon! Day or night, we've got you covered.

• READY TO SIGN UP?
WEB.URI.EDU/DINING
• HAVE QUESTIONS?
(401) 874.2055