Executive Summary Report
University of Montana
Professional Practice Visitation
October 29 – November 2, 2006

Introduction

Using the *Professional Practices in College & University Food Services* manual as a guide, team members conducted an assessment of University Dining Services at the University of Montana, Missoula from October 29 – November 2, 2006. Team members consisted of Art Korandani, director of auxiliary services, College of the Holy Cross (chair), Sharon Coulson, director of dining services, University of California-Davis, Patti Lee Klos, director of dining and business services, Tufts University, Mona Millius, associate director of residence & dining, University of Northern Iowa, and Blake Widdowson, associate director dining services, University of Richmond.

The Process

The assessment process began with a self evaluation of the department. This assessment was delivered to the team members prior to their visit. Team members used this as a guide and conducted their own assessment during their visit.

The self evaluation was done very thoroughly. It was apparent that great pains were taken to be very honest and direct with the compliance status of each practice. There were instances when the visiting team determined that in fact the self evaluation was too critical and changed the compliance status to a higher rating.

A full report with status compliance ratings has been submitted, the purpose of this executive summary is to highlight key findings.

Key Findings

Highlights

- This department has excellent relationships with the rest of the campus and is viewed as professional, proactive, collaborative, and collegial.
- The management team is dedicated, loyal committed and invested. Several team members remarked on the professionalism of the management team.
- The department is focused on food. Despite physical limitations of the dining units, the management staff works very hard to create, produce
and deliver a varied menu that meets the nutritional needs of their guests.

- The service philosophy and culture is outstanding. This was seen at every level of the department. Staff members want to be of service.
- There are sound sanitary practices in place through the entire chain of purchasing, receiving, storage production and service.
- The menu meets the needs of the students. One-on-one and a group meeting with student government reps confirm that the department is well thought of, is considered very responsive and serves a wide variety of meals that cater to the diverse multicultural population.
- The orientation process for each new hire is exemplary.

Items needing attention

- A comprehensive marketing plan is needed. The units do an excellent job making food service lively, exciting and inviting but the expertise of the department's marketing personnel could be utilized and would help to create a more cohesive marketing effort across campus.
- There should be more control applied to receiving docks and storage areas, these were often observed to be unlocked.
- There is an opportunity to better market and showcase the high quality items produced by the campus bakery.
- The hiring process is drawn out and lengthy and is a detriment to filling positions.
- The old facilities present some challenges that the department works hard to overcome. The new strategic plan being developed should include a plan to address the long term needs of the university's dining facilities.

Summary

This department serves the campus community very well. As shown by the thoroughness of the self-assessment, the department has a clear understanding of its strengths and weaknesses. This assessment gives them a strong foundation to proceed with the strategic planning process, and to continue to provide excellent food and service to the University of Montana students, staff, faculty and guests.

Submitted by:
Arthur J. Korandannis, Team Chair
PROFESSIONAL PRACTICES
VISITATION REPORT
October 29 - November 2, 2006

University of Montana
Missoula, Montana

TEAM MEMBERS
Mr. Arthur Korandatis
Director of Auxiliary Services
College of the Holy Cross
Worcester, MA

Ms. Sharon Coulson
University of California - Davis
Associated Students
Davis, CA

Ms. Patricia Lee Klos
Director Dining & Business Services
Tufts University
Medford, MA

Ms. Mona Milius
Assoc Director Residence/Dining
University of Northern Iowa
Cedar Falls, IA

Mr. Blake Widdowson
Associate Director Dining Service /Fin & Retail Enterprises
University of Richmond
Richmond, VA
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WHAT IS NACUFS?

The National Association of College & University Food Services is the trade association for foodservice professionals at more than 625 institutions of higher education in the United States, Canada and abroad.

Founded in 1958, NACUFS provides members with a full-range of educational programs, publications, management services, and networking opportunities.

In addition to colleges and universities, over 400 industry suppliers are members of the association. These companies exhibit at national and regional showcases, serve on standing committees, and participate in various educational conferences.

NACUFS is governed by a national board of directors and six regional councils and uses volunteer committees, project teams, and professional staff to deliver service to its members.
Mission Statement

The mission of NACUFS is to promote the highest quality of foodservice on school, college and university campuses by providing educational and training opportunities, technical assistance, related industry information, scholarships, and support for research to the membership.

Purpose

The purpose of NACUFS shall be:

- To advance the highest standards of foodservice on school, college and university campuses;
- To provide a medium through which its members may jointly advance and promote their common interests, goals and objectives;
- To provide information and assistance to membership by means of conferences, programs, publications, discussions and research;
- To advance the cause of good nutrition;
- To work cooperatively with professional associations in the fields of higher education and the foodservice industry towards the attainment of compatible objectives.

Code of Ethics

NACUFS members shall:

- Promote the highest standards of food, customer service, nutrition, food safety, and sanitation;
- Maintain the highest standards of professional and personal conduct;
- Perform all business activities in a manner that is consistent with the policies of their employers and NACUFS.
Preface

Creating *Professional Practices in College and University Food Services* has been the largest professional development activity NACUFS has ever undertaken. One hundred seventy-eight NACUFS members responded to a needs analysis questionnaire and more than 50 members volunteered their time to work on reviewing, rewriting and editing. The result is a premier resource for defining excellence in college and university food services.

The Professional Practices Manual (PPM) is built on the foundation of the NACUFS Mission, Purpose and Code of Ethics. The PPM is a tool for identifying how a food service department measures against an ideal set of operational characteristics, while taking into account the needs specific to that institution.

The PPM also served as the guiding document for the review requested by University of Montana. The objective of this review is to determine the status of implementation of each applicable principle and accompanying practices, and offer suggestions for further implementation to achieve the spirit of these voluntary and non-binding guidelines within the vision and mission of the department.

The writers of the PPM considered the food service needs of schools ranging from the smallest community college to the largest comprehensive research university. Each NACUFS member is different; therefore, each school uses different processes and techniques to achieve its mission and best serve the campus community. The goal of each member school should be to implement the principles and practices necessary to support students, the food service department and the university community. The vision and mission of each food service department and the institution it serves should be the cornerstones of all activities and services provided by the department.

We believe that the PPM identifies "principles of best practice" that will help define the profession of college and university food services into the 21st century. Food service departments contribute to the campus community by providing different service styles and locations, by encouraging interaction between customers and staff, and by being responsive to the culture of each campus. There is no right or wrong way to organize college and university food service departments, provide products and services to customers or implement the PPM. NACUFS intends the PPM to be one of many good resources available for improving operations and services.

The sequence of chapters in the PPM provides an organizational model to facilitate development of a food service department from the ground up. This format provides the user a logical sequence to aid in finding information.

NACUFS makes the PPM available to it members as a service, with the understanding that it is a set of voluntary and non-binding guidelines for food service departments. While the association provides the PPM primarily as an internal development tool, members may also use it as a basis for developing food service policies and procedures, as an internal audit guide, as a checklist for training and development and as a framework for communication.
The decision by your institution to implement these principles and/or practices or request peer assistance through NACUFS, is entirely voluntary.

NACUFS members who participate in peer review teams do so as volunteers. The association does not assume any legal responsibility for the use or application of the principles and/or practices or peer assistance in any situation associated with such implementation.

The key to successful use of the PPM is as a guide for self-study. Through a self-study, the dining service department thoroughly assesses whether it meets the spirit and intent of the PPM.

By using *Professional Practices in College and University Food Services* as a guide, each NACUFS member has an opportunity to become a leader in their campus community.

A number of published resources were used in developing the PPM. We recommend that those who use the manual also make full use of published resources from your institutions' library, local libraries, the Internet and your own professional reference library.
The Professional Practices Visitation Report

Throughout the Professional Practices Visitation Report, there is a rating scale for each practice. The NACUFS members who developed the PPM, on which this report is based, believe that implementing the principles and practices will improve the overall professionalism of the food service department. However, implementation of any or all aspects of this report is voluntary and NACUFS in no way mandates implementation of the principles or practices.

The rating scale does not lead to an overall score. The scale focuses the assessment of each practice individually compared to processes that the food service department currently uses. Individual principles and practices should interact with and support each other and not stand alone. As each component of a food service department is part of a total organization, individual principles and practices are part of the total report. We encourage you to consider the purpose of the entire report and not limit your focus to one or a few principles and practices.

The review team used this same rating scale in making its assessment. In addition, the team comments offered additional oral and/or written remarks. The focus of both the internal and external review processes is to continually improve the quality of the food service department through ongoing assessment, analysis and implementation of professional principles and practices.

### Status of Practices Key:

| Y | Yes | There is clear evidence the department has fully implemented this practice. |
| N | No  | There is little or no evidence of implementation of the practice. |
| PI | Partially Implemented | The department has implemented the practice in some, but not all, appropriate areas, there is institutional shared governance of the practice, or the implementation is in process but not complete. The reviewer should state the reasons for determining the partial implementation status. |
| E | Exempted | The department follows this practice but another department on campus administers it. *Explain in comments section.* |
| NA | Not applicable | The practice does not apply in this food service department. |
A Guide to Reading the Professional Practices Visitation Report

Below is a key to assist in reading the comments and remarks regarding the reviewed practices.

**Status Column:**
- **Y** Both groups agree that the practice has been met
- **N** Both groups agree that the practice has not been met
- **PI** Both groups agree that the practice has been partially implemented
- **E** Both groups agree that the practice is exempted
- **NA** Both groups agree that the practice is not applicable
  - If University Dining Services’ self-assessment of a practice differs from the Professional Practices Review Team’s self-assessment, then the words “self study” will appear next to the status. For example: **PI** (self study)
  - If Professional Practices Review Team’s assessment of a practice differs from University Dining Services’ self-assessment, then the bolded words “review team” will appear next to the status. For example: **Y** (review team)

**Practices Column:**
- **Normal Font:** The practice that is under review
- **Italics Font:** University Dining Services’ comment regarding that practice
- **Bold Italic:** Professional Practices Review Team’s comment regarding that practice

Below is an example of the layout for the reviewed practices:

<table>
<thead>
<tr>
<th>Status</th>
<th>Practice</th>
</tr>
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<tbody>
<tr>
<td>Y</td>
<td>7.1.13 Menu boards, displays, web postings, and printed menus are attractive, clean, logically arranged, and easy to read, with correct spelling and pricing. (Cross-Reference: 10.4.4; 10.4.5)</td>
</tr>
<tr>
<td></td>
<td><strong>Consider enhancing the appearance of the menus on the Web to be as attractive as those in print.</strong></td>
</tr>
<tr>
<td>PI</td>
<td>7.1.14 The department writes menus well before procurement deadlines and considers seasonal availability of ingredients, sources of supply, and costs of products. (Cross-Reference: 7.1.9; 7.3.3; 8.2.6)</td>
</tr>
<tr>
<td>Self study</td>
<td><strong>Set menus follow this standard. With some special event menus in the Food Zoo, however, where Farm to College products are emphasized, deadlines are pushed. Exigent circumstances in catering also frequently prevent staff from meeting established timelines.</strong></td>
</tr>
<tr>
<td>Y</td>
<td>7.1.14 <strong>There was observation that this practice has been met in all areas. The catering department is flexible, which is part of the goals of the dining services department.</strong></td>
</tr>
</tbody>
</table>