“Let us not be afraid to outgrow old thoughts and ways and dare to THINK ON NEW LINES as to the future work under our care.”

—Jane Lathrop Stanford
“R&DE’s vision is to be the best in the business by creating a culture of excellence.

Our purpose is to support the academic mission of the University by providing exceptional service to the University community that is collaborative, sustainable, technologically efficient and encourages innovation.”

—Shirley Everett,
Senior Associate Vice Provost, Residential & Dining Enterprises

“For over 100 years, Stanford University has been dedicated to improving the world and training the next generation of leaders. Stanford Dining’s passion for great food and entrepreneurial spirit is aligned with the pioneering spirit of Jane and Leland Stanford. We take the time and effort to source the most sustainable ingredients while building long-lasting relationships with our farmers, ranchers and purveyors. It is a relationship built on shared values and a mutual understanding that while we create a culture of excellence, we must leave behind only the smallest footprint.”

—Eric Montell, Executive Director,
Stanford Dining, Residential & Dining Enterprises
CORE VALUES
Creating a Culture of Excellence

VISION
To be the best in the industry.

MOTTO
“Committed to Excellence”

MISSION
In support of the academic mission of the university and in partnership with Residential Education, we proudly serve great tasting, healthy, sustainable food in a fiscally responsible manner.

MANTRA
Students (customers) are never an interruption in our day. They are the reason we are here.

OUR GOALS
• Premier, innovative and sophisticated dining experiences which contribute to the prestige of Stanford
• Community building opportunities
• Enhanced quality of life for students, faculty, staff, alumni and visitors
• Sustainable systems and practices

MEALS BY THE NUMBERS

• 750 staff and faculty on meal plan
• 4,500 graduate students on meal plan
• 4,000 undergraduates on meal plan
• 12,000 meals a day in 11 dining locations
• 600,000 meals each summer
• 3 million meals each academic year
• 200 million meals to be influenced in the future by the students we feed now
A DIVISION OF RESIDENTIAL & DINING ENTERPRISES (R&DE), Stanford Dining’s operations include Schwab Executive Services, 11 undergraduate dining halls, two late night dining operations, athletic training table and summer conference dining. We serve over 12,000 meals per day.

Stanford Dining promotes food as a multidisciplinary educational experience, as the dining department of the world’s premier research and teaching institution. We engage students in food issues such as those related to health, the environment, social equity and the global economy.

Supporting a spirit of collaboration and community, Stanford Dining has worked with the Graduate School of Business (GSB), the School of Medicine, BeWell, the Center for Ethics in Society, the School of Earth Sciences, Undergraduate Residential Education and the Institute of Design.

We work closely with students, ranging from undergraduate student dining ambassadors and gardeners to graduate student groups.

Stanford Dining’s award-winning culinary excellence is exemplified not only by the healthy, flavorful and sustainable food we serve, but also by being on the cutting edge of the culinary industry, such as creating the first peanut-sensitive dining hall in the country, incorporating education into food and offering performance dining.

Our culinary excellence has been recognized by the prestigious industry Ivy Award by Restaurants and Institutions, #1 World Ranking for Executive Education Food and Accommodation by the Financial Times for five years and most importantly, accolades from our customers.

In addition to leading the way in culinary excellence and the pairing of food and education, Stanford Dining has taken an environmental leadership role and was one of the first university food service operations in the country to be certified as a green business. We have been recognized by numerous awards, including the Acterra Award for Sustainability and PG&E award for Leadership in Applying Green Building Design and have sustained “A” ratings in the College Sustainability Report Card by the Sustainable Endowments Institute for the past five years.

As a campus department, Stanford Dining offers flexible payment options including our Cardinal Dollars while facilitating easy and accurate interdepartmental billing.

RESIDENTIAL COMMUNITY-BASED DINING HALLS

Arrillaga Family Dining Commons, Florence Moore, Manzanita, Branner, Ricker, Stern, Wilbur, Lakeside, Yost, Murray and EAST serve seasonal, healthy and culturally diverse food, with vegan, vegetarian, halal and kosher options.

In partnership with Residential Education, this historic Stanford tradition of a living and learning environment in the residences and dining halls strongly fosters student community building. The dialogue that occurs with fellow students, faculty or advisors over a meal enhances social and educational opportunities, forms new friendships and builds community in a fun and relaxed environment. To keep the atmosphere engaging and fun, the dining halls feature theme events, just-in-time display cooking, special menus, student cooking competitions and many other festivities. With the help and support of the Student Dining Ambassadors, the dining halls are customized to the needs of each residence and promote two-way conversations between students and dining staff.
MEAL PLANS

UNDERGRADUATE There are three meal plans to choose from: 19 meals/week, 14 meals/week plus Meal Plan Dollars, and 10 meals/week plus Meal Plan Dollars. Meal Plan Dollars can be used at the following Stanford Hospitality cafés: Axe & Palm, Tresidder Union Square, Subway, Olive’s, and Alumni Café. Late-night dining is also available from 9 pm to 2 am at Arrillaga Family Dining Commons and Lakeside.

ROW HOUSE MEAL PLAN AT YOST, MURRAY, AND EAST HOUSES Yost, Murray, and EAST House are Row Houses that have an enhanced agreement with Stanford Dining; these residents have 11 meals/week served to them in their houses, and each resident is given a set amount of Meal Plan Dollars for every quarter. Each house has a discretionary budget to purchase snacks or other food supplies as agreed upon by the House and provided by the House student kitchen manager. These items are available only to House residents in the open kitchen. Students at Yost, Murray, and East houses are responsible for the cleanliness of the kitchen, dining room and servery outside of Stanford Dining’s hours of operation.

APARTMENT The Apartment Meal Plan is a voluntary meal plan designed for substantial flexibility and convenience for those students living in apartments. Students begin each week on Sunday with five all-you-care-to-eat meals which may be used at any Stanford Dining hall. Each quarter, 50 Meal Plan Dollars are added to their ID card which may be used in their entirety at any Stanford Dining location, including late night operations and designated Stanford Hospitality & Auxiliary cafés. Students living in apartments may also purchase one of the Stanford Dining full meal plans (listed above, except Yost/Murray/East).

GRADUATE Graduate students can purchase meal plans available for use at seven of Stanford’s dining halls. Meals cost $5.95 for lunch and $6.95 for dinner, sold in blocks of five meals.

FACULTY/STAFF Faculty/Staff can purchase lunch meal plans available for use at seven of Stanford’s dining halls. Meals cost $5.95 for lunch, sold in blocks of five meals.

<table>
<thead>
<tr>
<th>Meal Plan Description</th>
<th>Autumn 85 days</th>
<th>Winter 76 days</th>
<th>Spring 74 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 meals per week</td>
<td>$1,916</td>
<td>$1,714</td>
<td>$1,649</td>
</tr>
<tr>
<td>Meal Plan Dollars</td>
<td>155</td>
<td>135</td>
<td>130</td>
</tr>
<tr>
<td>10 meals per week</td>
<td>$1,916</td>
<td>$1,714</td>
<td>$1,649</td>
</tr>
<tr>
<td>Meal Plan Dollars</td>
<td>270</td>
<td>245</td>
<td>235</td>
</tr>
<tr>
<td>Meal Plan at Yost, Murray &amp; EAST Houses: 11 meals per week plus Open Kitchen &amp; Meal Plan Dollars</td>
<td>$1,916</td>
<td>$1,714</td>
<td>$1,649</td>
</tr>
<tr>
<td>155</td>
<td>135</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td>270</td>
<td>245</td>
<td>235</td>
<td></td>
</tr>
<tr>
<td>$1,916</td>
<td>$1,714</td>
<td>$1,649</td>
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<tr>
<td>125</td>
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</tr>
<tr>
<td>50</td>
<td>50</td>
<td>50</td>
<td>150</td>
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</table>

MEAL PLAN DOLLARS can be used at these locations:

<table>
<thead>
<tr>
<th>Dining Halls</th>
<th>Stanford-owned retail cafés (SHAA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrillaga Family Dining Commons</td>
<td>The Café at Arrillaga Alumni Center</td>
</tr>
<tr>
<td>The Dish at Arrillaga</td>
<td></td>
</tr>
<tr>
<td>Branner Dining</td>
<td>The Axe &amp; Palm</td>
</tr>
<tr>
<td>Florence Moore Dining</td>
<td>Olives @ Bldg. 160</td>
</tr>
<tr>
<td>Lakeside Dining</td>
<td>Union Square at Tresidder Memorial Union</td>
</tr>
<tr>
<td>Latenite at Lakeside</td>
<td></td>
</tr>
<tr>
<td>Manzanita Dining</td>
<td>Subway at Tresidder Memorial Union</td>
</tr>
<tr>
<td>Ricker Dining</td>
<td>Express Lunch/Peet’s at Tresidder Memorial Union</td>
</tr>
<tr>
<td>Stern Dining</td>
<td></td>
</tr>
<tr>
<td>Wilbur Dining</td>
<td></td>
</tr>
</tbody>
</table>

GRADUATE AND FACULTY/STAFF MEAL PLAN

<table>
<thead>
<tr>
<th>Graduate Meal Plan</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lunch</td>
<td>$5.95 per meal, sold in blocks of five</td>
</tr>
<tr>
<td>Dinner</td>
<td>$6.95 per meal, sold in blocks of five</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Faculty/Staff Meal Plan</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lunch</td>
<td>$5.95 per meal, sold in blocks of five</td>
</tr>
</tbody>
</table>

CARDINAL DOLLARS can be used at these locations:

<table>
<thead>
<tr>
<th>Dining Halls</th>
<th>Stanford-owned retail cafés (SHAA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrillaga Family Dining Commons</td>
<td>The Café at Arrillaga Alumni Center</td>
</tr>
<tr>
<td>Branner Dining</td>
<td>The Axe &amp; Palm</td>
</tr>
<tr>
<td>Florence Moore Dining</td>
<td>Olives @ Bldg. 160</td>
</tr>
<tr>
<td>Lakeside Dining</td>
<td>Union Square at Tresidder Memorial Union</td>
</tr>
<tr>
<td>Latenite at Lakeside</td>
<td></td>
</tr>
<tr>
<td>Manzanita Dining</td>
<td>Subway at Tresidder Memorial Union</td>
</tr>
<tr>
<td>Ricker Dining</td>
<td>Express Lunch/Peet’s at Tresidder Memorial Union</td>
</tr>
<tr>
<td>Stern Dining</td>
<td>Fraîche at Tresidder Memorial Union</td>
</tr>
<tr>
<td>The Dish at Stern</td>
<td>Panda Express at Tresidder Memorial Union</td>
</tr>
<tr>
<td>Wilbur Dining</td>
<td>Russo Café</td>
</tr>
<tr>
<td>The Market at Munger</td>
<td></td>
</tr>
<tr>
<td>Med Café</td>
<td></td>
</tr>
</tbody>
</table>

Cardinal Dollars are only accepted at Stanford-owned retail cafés operated by Stanford Hospitality & Auxiliaries.
DINING HALLS

ARRILLAGA FAMILY DINING COMMONS
- $20 million project funded in part by Stanford Alumni John Arrillaga ’60
- Home dining hall for all 158 upperclass students from Toyon, and 380 students from Crothers
- Opened fall of 2011
- Upperclass residence hall
- First dining hall built since 1992
- Servery and seating on second floor
- Has performance dining which was developed in partnership with Stanford Athletics, the School of Medicine and the Culinary Institute of America (synergistic food combinations, antioxidants, anti-inflammatory, etc. to maximize performance at mental and physical peak)
- Meal plan office, Sustainable Food Program Manager, Wellness and Performance Nutritionist and central production facility located here
- Late night dining until 2 AM, 7 days per week
- Cooking studio for cooking classes
- Multipurpose room with a sprung wood floor
- Conference Room
- Seating Capacity: 675

BRANNER
- Home dining hall for 125 students from Branner
- Opened 1924
- Renovated during summer 2003 at a cost of nearly $5 mil
- Seating Capacity: 100
- Upperclass residence hall
- Inaugural funding for the building was through football game ticket sales from 1923
- Former Supreme Court Justice Sandra Day O’Connor was a student there

MANZANITA
- Home dining hall for 425 students who live in Manzanita
- Built 1992
- Seating Capacity: 320
- Serves Kimball, Lantana and Castano
- Upperclass residence hall
- Includes theater lighting and sound system
- Multipurpose room for education sessions and private dining

WILBUR
- Home dining hall for Wilbur Residence Hall
- Consists of seven houses, where 700 students live
- Built 1955
- Renovated during summer 2001 at a cost of nearly $9 mil
- Seating Capacity: 600
- All freshmen except Asian-themed Okada (four class dorm)
- Star Ginger @ Stanford concept with fresh Southeast Asian (Thai, Vietnamese) food

STERN
- Home dining hall for Stern Residence Hall
- Consists of six houses, where 600 students live
- Built 1948
- Renovated during summer 2000 at a cost of nearly $5.5 mil
- Seating Capacity: 460
- All freshmen residence except Chicano/ Latino-themed Zapata (four-class dorm)
- Murals in the South dining hall include famous Chicano figures and Stanford Dining employees
- Cardinal Sage concept with regional Mexican/Latin American food
**Florence Moore**
- Home dining hall for Florence Moore Residence Hall
- Consists of seven houses, where 500 students live
- Built 1955
- Renovated 1994
- Seating Capacity: 430
- SLE program
- Half freshmen, half upperclass
- Kosher dining dinner program
- Florence Moore, who donated $1 million to build the residence, donated on the condition that hard ice cream be served each day in the dining halls.

**Lakeside**
- Home dining hall for Lagunita and Roble Residence Halls
- Consists of five houses, where 308 students live in Roble, 319 students live in Lagunita
- Built 1930s
- Renovated 1998
- Seating Capacity: 458
- Four class
- GSB executive education programs were served here prior to building Schwab Residential Center
- Lakeside Art Gallery with student art displays

**EAST, Yost, Murray**
- Row Houses for EAST, Yost and Murray residents
- Built 1982
- Renovated in 2011
- Upperclass
- Small row houses with approx 60 residents. Share a chef plus support from Lakeside dining hall
- Open kitchen on weekends
- Student kitchen manager in each house

**Ricker**
- Home dining hall for Sterling Quadrangle residents (FroSoCo in Adams and Schiff; Potter and Robinson)
- Consists of four houses, where 360 students live
- Built 1982
- Renovated 2008
- Seating capacity: 292
- First peanut-sensitive dining hall in the country
- Manager is registered dietician
- Named after Christine Ricker, director of University food service in the 1940s and 50s; she helped feed the campus through the rationing of World War II and left her estate to the university.
- The freshmen dean’s house is across the street, where every Friday, there is a house BBQ.

**Late Night Dining:**
**The Dish and Latenite @ Lakeside**
Two locations satisfy late night cravings, enliven study breaks and provide alcohol-free alternatives to students from 9 pm to 2 am. Specialty stations such as Indian and Thai/Vietnamese food are options students crave and enjoy.

**Schwab Executive Dining**
- Provides amazing food and impeccable service to world business leaders attending Stanford Graduate School of Business Executive Education programs, in service styles from grand buffet to wait served
- Rated #1 Executive Education Dining in the World for five years by *Financial Times*
- Flagship special event and conference location
- Conferences are one to six weeks long. Up to three conferences can be at Schwab at one time.
- Schwab Executive Services and Schwab Catering (serves Knight Management Center)
- Raul’s Corner-refined street food @ the GSB
COMMUNITY BUILDING THROUGH ACADEMIC PROGRAMS

Stanford Dining bridges multiple disciplines to create educational experiences around food in the dining hall.

EDUCATIONAL DISCUSSIONS & EVENTS

Environmental Faculty Seminar and Dinner Series (excerpt)

- Peter Vitousek is a professor in Population & Resource Studies in the Department of Biology, a senior fellow in the Woods Institute, affiliated professor in the Emmett Interdisciplinary Program in Environment and Resources and director of the First Nations’ Future Program. Vitousek’s lab is at the forefront of research on biological diversity.

- Lawrence H. Goulder is a professor in Environmental and Resource Economics and the chair of the economics department. His research examines the environmental and economic impacts of U.S. and international environmental policies, including policies to deal with climate change and pollution from power plants and automobiles.

- Rob Dunbar is a professor of Earth Sciences, director of the Earth Systems program, and senior fellow of the Freeman Spogli Institute for International Studies and Woods Institute for the Environment. His research focuses on global environmental change through air-sea interactions, tropical marine ecosystems, polar climate and biogeochemistry.

The Ethics of Food & the Environment Lecture Series (excerpt)

- “Understanding Social Ecological Systems” with Professor Elinor Ostrom of Indiana University, recipient of the 2009 Nobel Prize in Economics

- “The End of Overeating: Taking Control of the Insatiable American Appetite” with Dr. David Kessler, former UCSF School of Medicine dean and onetime commissioner of the Food & Drug Administration

- “Trade and Environmental Politics in North America: The Case of Transgenic Maize and Biodiversity in Mexico” with William Kennedy, advisor to US Millennium Challenge Corporation.

Farming and Eating for Equality and Diversity (FEED) Panel Discussion

- “From Exclusion to Autonomy: The Struggles of Indigenous Peoples, Landless Workers and Immigrant Farmers” with ALBA Organics farmers, Chiapas Support Committee and Friends of the MST (supporting Brazil’s Landless Workers’ Movement). Stanford Dining buys organic produce from ALBA every week.
COMMUNITY BUILDING THROUGH STUDENT COLLABORATIONS

- Stanford Project on Hunger (SPOON) works with Stanford Dining to divert and deliver unused food from our operations to underserved people in our community.

- Student Dining Ambassadors promote wellness, healthy eating, sustainability, residential life through community building activities and educational experiences.

COMMUNITY OUTREACH

- Dining Neighbors Program: work with food supply vendors to secure ingredient donations, then organize volunteer chefs and students to prepare a meal served by volunteer staff and students

- Stanford Project on Hunger: divert unused food from our operations to the underserved in the community

- Clara-Mateo Alliance Shelter: host holiday event for 120 community residents in need and their families

- East Palo Alto Tennis & Tutoring: teach underserved people in the community how to cook quick, healthy and flavorful meals on a budget

- Abilities United: we hire some employees from Abilities United, an organization which champions people with developmental and physical challenges

DINING AMBASSADORS

Dining Ambassadors (DAs) are paid student positions, who help to build and promote student community in the dining halls. DAs help to create a vibrant and active student dining community for the residents by promoting wellness, healthy eating, sustainability, residential life through community building activities and educational experiences, while being part of a team proudly serving great food.

DAs will promote stewardship, understand and communicate university policies, be a point of contact and promote events and activities in the dining halls. DAs are residents of their local dining community and work directly with the dining hall staff to foster respectful, two way communications.
DIVISION SUPPORT Our sister department, Stanford Hospitality and Auxiliaries, operates eight retail outlets on campus, as well as the award-winning Stanford Catering, which has catered affairs for clientele such as Russian President Dmitry Medvedev, former U.S. Secretary of State George Schultz, and Stanford President John Hennessy.

Stanford Hospitality & Auxiliaries Retail Cafés

THE AXE & PALM at Old Union: Comfort food (burgers, sandwiches) and late night dining in a casual diner atmosphere

THE CAFÉ at Arrillaga Alumni Center: California bistro concept with wine bar (including alumni wine), draft beers and Palo Alto Rick’s handmade ice cream

MED CAFÉ at the School of Medicine: Healthy and delicious salads, soups, sandwiches and snacks

OLIVES @ Bldg. 160: Mediterranean concept in the Quad with offerings such as gyros and chicken souvlaki

LAW SCHOOL CAFÉ at the Law School features healthy and delicious salads, soups, sandwiches, snacks and Starbucks coffee

RUSSO CAFÉ at Munger Graduate Residence: Upscale café serving meals made with local and seasonal ingredients in a sit-down restaurant atmosphere, beer and wine available

THE MARKET AT MUNGER The Market offers just about everything, including organic produce, kosher and gluten-free foods, over-the-counter medicine, gelato and Amy’s vegetarian ready-to-eat meals.

TRESIDDER MEMORIAL EATERIES

UNION SQUARE: Located in the main hub and student center, Union Square provides diverse dining options in a food court setting. Dining platforms include tossed-to-order salads, Italian, Mexican, grab-n-go sandwiches and sushi.

SUBWAY: popular fresh sandwiches

FRAÎCHE: organic, handcrafted yogurts and artisan Blue Bottle coffee

EXPRESS LUNCH: ready-to-go soups, salads and sandwiches

PANDA EXPRESS: Chinese favorites such as broccoli beef and orange chicken
MENU AND CULINARY DEVELOPMENT

Our culinary team pays close attention to every step from ingredient selection to food preparation to plating the menu. The menus are adjusted for seasonality, freshness and customer preference. Our culinary team consistently demonstrates care that is needed to make a great customer experience and they consume themselves with the details of making a great menu. At our core we believe great food builds great community and experiencing authentic food from other cultures livens the conversation.

ALUMNI SOURCING

We actively engage Stanford alumni in our product sourcing. As students leave campus and create food and beverage companies, we look to source these products back to the Stanford campus.

STANFORD DINING

CULINARY STANDARDS

CULINARY EXCELLENCE

Menus are systematically created in alignment with seasonally available food. Homemade non-commercially prepared foods will be served at all times. We will prepare all foods as close to meal time as operationally possible, with a preference for just-in-time cooking. We will prepare and serve only hand cut French fries. We will serve only fresh primary vegetables in our daily features. Our signature desserts will be baked from scratch. We will use whole, fresh spices when seasonally available.

HEALTH & WELLNESS

We will never use MSG or oils containing trans fats in our preparations. We will provide wheat, dairy, nut, and fish-free menu options at every meal and we will clearly identify these allergens in all other menu options that contain them. We will maintain at least one dining location that is peanut sensitive. Whole grains, legumes, and flaxseed will be served during every lunch and dinner service. We will provide fresh spa water during all meal services.

ENVIRONMENTAL & SOCIAL STEWARDSHIP

Our preference is to purchase locally grown, raised, or processed food directly from farmers, ranchers, and manufacturers who treat their land, animals, and employees fairly and equitably. We will preferentially purchase seafood that is listed as Best Choices or Good Alternatives by the Monterey Bay Aquarium’s Seafood Watch. We will serve only Marin Sun Farms grass-fed hamburgers. We will use only cage-free eggs. All coffee will be certified Fair Trade and organic. All milk will be antibiotic and hormone free, and sourced from local dairies. All non-fat milk will be organic. Every meal will feature organic and locally grown vegetables from ALBA.

MENU DIVERSITY

Menus will incorporate a wide variety of culturally authentic ethnic recipes. We will celebrate culturally significant events by preparing appropriate and customary food options, to the greatest extent possible. We will serve vegan and vegetarian main entrees at every meal service. Halal meal options will be served during lunch and dinner at all dining locations. We will offer a homemade kosher dinner that has been prepared in a kosher kitchen and overseen by a mashgiach during our Kosher meal program.

ASPIRATIONS & EXPLORATIONS

We are committed to the elimination of high-fructose corn syrup in all purchased products. We will continue to displace meat and byproducts thereof from animals that were treated with growth hormones and antibiotics and/or that were raised in confinement.

IT’S ABOUT GREAT FOOD.

Our award-winning style of service starts with serving great food. We believe food is the primary focus and without great food, great customer service is not possible. Our dedicated team of culinary experts and our strategic culinary and supply chain management partnerships allow us the ability to serve great food to the entire campus one plate at a time. We have a dedicated and talented culinary team who has the ability to create and deliver outstanding meals for the entire Stanford community.

IT’S ABOUT COMMUNITY BUILDING.

Stanford Dining understands how to build community at Stanford. Our programs are specifically designed to create a unique community environment. We believe in creating collaborative spaces that are interactive and engaging to students, faculty and staff.
QUALITY CONTROL OF FOOD AND SERVICE

At Stanford Dining we are committed to serving safe, healthy, high quality food with exceptional customer service. Our quality assurance standards ensure each customer has an extraordinary dining experience every time they eat in one of our dining operations. Our quality in food and service has several elements including:

- A Culture of Excellence
- High standards of culinary preparation
- High standards for food safety and sanitation
- Management by walking around (MBWA)
- Surveying and responding to customers
- Dedicated and well-trained staff
- Applying continuous innovation and improvement methods
- Ensuring customers’ expectations are met or exceeded

Stanford Dining prides itself on using the finest quality ingredients. We work closely with our suppliers and vendors to ensure our exacting standards are met while working directly with growers where possible.

Our mantra is “customers are never an interruption in our day, but the reason we are here”. The Stanford Dining front line staff takes the time to get to know our customers’ tastes and preferences to provide personalized service. We focus on these soft skills as well as technical training to ensure high customer satisfaction.

Stability and longevity are critical to the success of our operations. With an industry low turnover, our team of managers and employees look at their jobs as lifetime professions. With a cadre of talented staff with high employee satisfaction, longevity in their positions and tremendous pride in working for Stanford University, we encourage promotion from within our department.
As an award-winning environmental leader, Stanford Dining has a robust and growing sustainability program managed by Matt Rothe, our full-time Sustainable Food Program Manager (2007 graduate of the GSB).

PURCHASING LOCAL AND SUSTAINABLY GROWN FOOD
Our purchasing guidelines and preferences are such that we prefer to purchase food that was grown within 150 miles of campus; directly from independently owned small producers; certified organic; Seafood Watch-approved fish; humane such as free range; antibiotic- and hormone-free; and fairly traded at economic, social and environmental parity. Seasonal and locally farmed produce streamlines the energy needed to transport goods. In addition to sourcing from local farms, we also collaborate with student gardeners to grow some of our own produce at the Stanford Community Farm.

RESOURCE CONSERVATION AND MANAGEMENT We have collaborated with the student-led Green Campus Program to implement a number of efficiency measures in our operations, such as optimizing the use of daylight during daytime hours. We have also installed low-water use dishwashers and installed low-flow spray nozzles in all the dining halls to reduce water consumption. In addition, all used cooking oil from our dining halls is picked up by a local non-profit and turned into biodiesel.

WASTE REDUCTION AND RECYCLING In addition to sorting waste into compost, recycling and trash, Stanford Dining works closely with Stanford’s waste handler, Peninsula Sanitary Service, Inc., to divert as much waste as possible away from the landfill. All the dining halls use reusable, washable serviceware and all the retail cafes operated by our sister department, Stanford Hospitality & Auxiliaries, use reusable or compostable serviceware. In addition, we work with the student-managed organization, Stanford Project on Hunger (SPOON), to divert leftover food from our operations (including Schwab) to underserved people in our community.

INNOVATION AND EDUCATION Our Sustainable Food Program Manager is at the forefront of innovation for new sustainability initiatives. We are proud to be the only food service provider in the nation that incorporates education into food. Through the student gardens, Stanford Community Farm and produce stands, our Sustainable Food Program provides an experiential model of the food system for our students. We collaborate with multiple disciplines and schools on campus, ranging from the School of Earth Sciences to the Ethics of Food & the Environment series. We encourage sustainability through education and outreach with events such as Climate Conscious Food Week and Sustainable Seafood Week.

SUSTAINABILITY

There is no real excellence in all of this world which can be separated from RIGHT LIVING.”

— David Starr Jordan
Stanford University’s First President
The Sustainable Food Program Manager’s duties include:

- Educating students and the Stanford community on aspects of the sustainable food system
- Driving innovation in food systems through collaborative projects involving research, coursework and strategic partnerships
- Implementing projects that enhance margins as measured economically, socially, and environmentally

**CURRENT SUSTAINABLE FOOD PROGRAM INITIATIVES**

- 40 percent local and organic food purchasing
- 100 percent cage-free eggs
- 100 percent Monterey Bay Aquarium Seafood Watch program “Good” or “Best” choice seafood
- 15,000 pounds of wild Alaskan salmon purchased annually directly from Taku River Reds family fishery
- Grass-fed beef hamburger patties from Marin Sun Farms
- Organic non-fat milk from Clover Stornetta
- ALBA Organics (Agriculture and Land-Based training Association) produce
- Fryer waste oil to biodiesel
- Spa water infused with fruit and herbs
- Wash Your Mug program
- Dining in the Daylight
- Food waste composting at all dining halls
- Trayless Dining
- Support of SPOON (Stanford Project for Hunger)

**2011-12 INITIATIVES**

- Niman Ranch pork
- Organic whole apples (#1 on the USDA's Dirty Dozen list)


**SUSTAINABLE FOOD PROGRAM**

**Strategic Program Objectives:**

- develop food-related curricula with faculty
- design awareness events and sustainability campaigns that support our strategic partners
- expand opportunities for students to design and manage Sustainable Food Program initiatives
- implement creative design solutions that promote and encourage healthy and sustainable eating habits in our dining halls
- integrate our culinary standards and sustainable food purchasing metrics, doubling our sustainable food purchases by 2015
PERFORMANCE DINING @ STANFORD

The Performance Dining program was designed with synergistic food and nutrient combinations and performance themes in mind to help students perform at their mental and physical peak. Performance Dining @ Stanford, developed in partnership with Stanford Athletics, the School of Medicine and the Culinary Institute of America.

BRAIN PERFORMANCE
The part of the brain responsible for memory and learning is highly susceptible to inflammation. Foods rich in anti-inflammatory and antioxidant compounds, in general, will likely improve brain performance.

ANTIOXIDANTS
Antioxidants are nutrients such as phytochemicals, vitamins and minerals, which by opposing “oxidation,” help keep your immune system strong and help protect the body from cellular damage caused by free radicals. The antioxidant power peaks around 2 hours after the meal.

FOOD SYNERGY
Food Synergy is how components in food, such as phytochemicals, fiber, fatty acids, vitamins and minerals, work together in your body for maximum health benefit. More and more evidence is suggesting that certain components in foods and drinks we consume interact with each other to give our bodies extra disease protection and a higher level of health. This partnership can occur in the GI tract or at the cellular level throughout the body.

ENHANCED IMMUNITY
When students are training hard in a sport or under a lot of stress, they are more susceptible to colds, flu, and infections; making it even more important to improve the immune system. A major key in optimizing your immunity is to prevent nutrient deficiencies that can compromise the immune system.
**KOSHER DINING PROGRAM**

In partnership with Hillel at Stanford and Residential Education, Stanford Dining offers three kosher dinners a week. The meals are cooked in Hillel’s supervised kosher kitchen and served at Florence Moore dining hall.

**Kosher Dining Student Intern**

The Kosher Dining Student Intern observes, participates or leads kosher dining student meetings as designated. The intern serves as a bridge between interested students and Stanford Dining—which includes sending out emails detailing project status, goals, milestones, progress and other areas of interest to the kosher dining community and partners. The intern gathers feedback from students through testimonials or surveys as needed, represents the views and interests of the student kosher dining community and fosters respectful two-way communication between Stanford Dining and the community. The intern helps to build and promote a kosher dining community in Florence Moore, understands and communicates community policies, is the point of contact for students interested in kosher dining and works directly with Stanford Dining staff.

**HALAL DINING PROGRAM**

In all the dining halls, Stanford Dining guarantees the availability of:

- Halal meat upon request at the Grill during lunch and dinner.
- One daily halal meat entrée for dinner per dining hall, clearly labeled with the consistent “Halal Dish” sign and logo.
- Halal Favorites: one day a week at each dining hall, a specialty halal dish will be served based on student popular demand.
- A set of pots, pans, grill accessories, knives, and cast-iron grill extensions at each dining hall designated for exclusive use in preparing halal meats to prevent cross-contamination with non-halal meats and ensure that halal meat preparation standards are met.

**Halal Dining Student Intern**

The Halal Dining Student Intern observes, participates or leads halal dining student meetings as designated. The intern serves as a bridge between interested students and Stanford Dining—which includes sending out emails detailing project status, goals, milestones, progress and other areas of interest to the halal dining community and partners. The intern gathers feedback from students through testimonials or surveys as needed, represents the views and interests of the student halal dining community and fosters respectful two-way communication between Stanford Dining and the community. The intern helps to build and promote a halal dining community in all the dining halls, understands and communicates community policies, is the point of contact for students interested in halal dining and works directly with Stanford Dining staff.

**LAKESIDE GALLERY AT LAKESIDE DINING HALL**

Lakeside Gallery opened fall quarter 2011 at Lakeside Dining. Lakeside Gallery is the first dining hall-based gallery to participate in the Your Art Here Program. There are over 40 pieces of art from 16 student artists.
Schwab Executive Services offers two distinct and customized options for customers who desire the highest levels of excellence in food and hospitality service. These menu options and catering services are custom tailored to each location to ensure an exceptional and flawless event.

Schwab Dining offers catering services for events that are held at the Schwab Residential Center.

Schwab Catering provides catering services for events that are held at the Knight Management Center.

Raul’s Corner at GSB is a food cart featuring a single dish weekly by Chef Raul Lacara. Enjoy an ever changing menu of refined street food. Food is made from scratch using local, sustainable ingredients. Vegetarian options always available. Award-winning Executive Chef Raul Lacara’s leadership has enabled Schwab Executive Services to provide an unrivaled culinary and hospitality experience to world business leaders attending Stanford Graduate School of Business Executive Education programs, as well as both the broader Graduate School of Business and Stanford University communities.
SOME OF OUR SPECIAL EVENTS

Stanford Farm Stand at VISION EARTH

NSO Boxed Lunch

Parent Resource Fair

Admit Weekend

EHP Lunch

Guest Chef Charlie Ayers

Guest Chef Gerald Hirigoyen

EPATT Healthy Cooking Class

4,000 souffles made to order for Valentine's Day

Midnight Breakfast

2011 Spring Faire

2011 Cardinal Cook-Off
Food safety procedures are especially important to us when preparing food and serving our customers. Every precaution possible is taken to avoid contaminating food served to customers. Our staff must follow Standard Operating Procedures (SOPs) to make their work environment safe and avoid hazards that can arise. Key points of the Food Safety Program: Sanitation, Temperature Control, and Standard Operating Procedures (SOPs).

1. All food preparation areas and food contact surfaces are kept clean and sanitary, avoiding cross contamination.

2. Temperature controls are utilized to keep cold foods cold and hot foods hot; cooking foods to proper temperatures and holding and recording them at proper temperatures.

3. SOPs are used both for sanitation and to verify that proper temperatures are being observed.

Employees must wear appropriate attire such as chef uniforms, hats, aprons, hairnets and gloves to avoid contaminating food. All staff must wash their hands thoroughly and follow proper hand-washing techniques before and after handling equipment, food and utensils. If a staff member is feeling ill, they are not allowed to report to work to avoid spreading germs. Employees are not allowed to eat or drink in any areas where food is prepared.

All food is checked for proper conditions as it is received in the facility for quality, temperature and general conditions before being accepted for use. All food, chemicals and supplies are stored in appropriate temperature controlled storage locations and in a manner that ensures quality and maximizes safety. The temperature of all cold and hot foods is taken during preparation and service to ensure the safety of the food that is served. Food that is transported is in industry standard containers and done so in a manner that ensures quality and safety.

The Manager of Safety, Sanitation and Environmental Compliance provides leadership and direction for all food safety and workplace safety programs, is compliance auditor for food safety, sanitation and Cal/OSHA standards, is the liaison for risk management issues and proactive preventive measures as they relate to food-borne illnesses/outbreaks and workplace safety, is the initial point of contact in any food safety or food-borne illness investigations for all Stanford Dining and Stanford Hospitality & Auxiliaries operations, primary contact with vendors on food safety issues. This position is a liaison with local health departments (particularly the County of Santa Clara Department of Environmental Health), R&DE Budgets & Compliance (compliance portion), R&DE Purchasing, Student Housing Health, Safety, and Environmental Compliance, Student Housing Maintenance, R&DE HR, Stanford Risk Management and Stanford Department of Environmental Health & Safety as applicable. The Manager of Safety, Sanitation and Environmental Compliance ensures that safety and sanitation standards are designed and executed as an integral part of R&DE’s mission, vision and core values.

ADDRESSING FOOD ALLERGIES

- Wellness and Performance Nutritionist on staff and available to answer questions from students and serve as a resource for dining hall staff
- Approximately 2 to 3 percent of incoming freshmen in 2009 and 2010 reported having food allergies. Top food allergies for Stanford students are:
  1. nuts  2. seafood  3. gluten
- Ricker Dining: dedicated peanut-sensitive dining hall
- Gluten-free options such as rice noodles, tamari soy sauce, amaranth, quinoa, brown rice, millet, gluten-free station at Arrillaga Family Dining Commons.
- Annual food allergy training of Stanford Dining kitchen staff conducted by Wellness and Performance Nutritionist on leading causes of severe allergic reactions and the top eight food allergies:
  1. dairy  3. wheat  5. fish  7. egg
  2. peanut  4. shellfish  6. soy  8. tree nuts
INNOVATION

Stanford Dining is committed to a Culture of Excellence and the vision is to be the best in the industry. Our executive dining team must continuously innovate to keep the high ranking of the executive dining program. Our dining halls must continue to innovate as the desires and needs of students continue to evolve and our customers become more educated and informed consumers through their interaction and entertainment with media outlets such as the Food Network, Facebook and Twitter.

Our commitment to be at the forefront of culinary and service excellence requires us to continuously evolve, adapt and enhance our program. We build strategic partnerships with campus departments including BeWell, Center for Ethics in Society, School of Medicine and Stanford Athletics. We also partner with leading organizations such as the Culinary Institute of America, Slow Food, Fishnick, Monterey Bay Aquarium, Alaska Seafood Council and other leading organizations to create a culture that is innovative and exciting. Through our strong relationships with local and celebrity chefs we have the ability to tap into localized culinary support that continue to enhance our culinary arts.

Stanford Dining’s foundation is built on the belief of the historic Stanford tradition of innovation as described by Jane Stanford: “Let us not be afraid to outgrow old thoughts and ways and dare to think along new lines as to the future work under our care.”

COST CONTROL

Stanford Dining uses the latest in financial management, analytics and reporting tools to evaluate the performance and financial aspects of the dining operations. Our comprehensive analysis tools allow management the ability to make decisions that are timely, control expenses and are cost effective. Through our benchmarking tools we compare the financial aspects of our current operations to other dining operations of similar size and scope. Our business planning process is strategic and purposeful to evaluate new business/operating opportunities and ensure the appropriate financial outcomes.

All dining operations are revenue generating without financial assistance from the university’s general funds. Any “profits” that are generated are kept within the university and are used to fund programs for the academic campus. They do not leave the university to generate profit for an external vendor.

CARDINAL SAGE

Stanford Dining has partnered with celebrity chef Mark Miller of Coyote Café fame to debut Cardinal Sage, a Mexican American station, at Stern dining hall this fall. Cardinal Sage serves lunch on weekdays and dinner seven days a week. Mark started his culinary career at Berkeley’s renowned Chez Panisse in 1977, then founded over a dozen restaurants that feature his trademark eclectic menu of ethnic flavors, such as Coyote Café in Santa Fe and Red Sage in Washington D.C. He won the James Beard award for Best Chef in the Southwest and is the author of 10 cookbooks. Cardinal Sage will offer intensely flavorful dishes such as roast chicken with poblano chile pesto; wild mushroom tamales; blackened tomato shrimp with chipotle; and beef barbacoa with roasted pineapple and habanero chile salsa.

STAR GINGER

This fall, Stanford Dining kicked off the second year of its Star Ginger @ Stanford Vietnamese and Thai concept at Wilbur and Lakeside dining halls. Star Ginger @ Stanford serves lunch and dinner daily at Wilbur, and Late Night at Lakeside from 9:30 pm to 2 am, Sundays through Thursdays. Stanford Dining partnered with Mai Pham, the chef/owner of the nationally acclaimed Lemon Grass and Star Ginger restaurants in Sacramento and author of The Best of Vietnamese and Thai Cooking, Flavors of Asia and the award-winning Pleasures of the Vietnamese Table. The updated menu focuses on Southeast Asian comfort foods, highlighting items such as banh mi sandwiches, salad rolls and comforting stir fries and noodles. We have planted kaffir lime trees, mint, Thai basil and culantro [aka saw leaf] in the Wilbur garden to support the Star Ginger menu.

Stanford Dining is pleased to feature signature dishes from our consulting chefs.
CONTINUOUS IMPROVEMENT

Stanford Dining utilizes the following Key Performance Metrics and Measurement tools:

- Daily transactions (daily)
- Food cost percent (weekly)
- Check average (daily)
- Labor percent (weekly)
- Transaction per labor hour (daily)
- Sales per labor hour (daily)
- Inventory turnover (weekly)
- Compliance reporting (daily, weekly, monthly)
- Financial audits (random)
- Safe audits (random)
- Inventory audits (random)
- Vehicle log (daily)
- Inventory management (daily)

Stanford Dining uses a continuous improvement model to ensure customer satisfaction while providing the high performance business objectives expected of the operating units. The dining team is empowered to make critical decisions on the front line while working within the framework of the strategic business goals and outcomes. Our team engages customers and clients in the continuous improvement model to keep in alignment in the goals and objectives of our key partners. Our objectives and goals remain flexible enough to adapt to the changing needs of our customers and clients.

PERFORMANCE MEASUREMENT

Stanford Dining uses performance measurement systems to set strategic objectives and performance metrics to understand how the business units are performing across the division. The performance measurement system allows managers access to a comprehensive data set to understand behaviors and influence decision making about their operations and to increase customer satisfaction.

Stanford Dining’s performance measurement system includes:

1) Client interaction and engagement
2) Customer satisfaction surveys
3) Monthly profit and loss reporting
4) Weekly flash reporting
5) Key result indicators (KRIs)
6) Focus groups
7) Dining Ambassadors
8) Target market surveys
9) Industry benchmarking
10) Trend analysis
STYLE OF MANAGEMENT

STANFORD DINING IS RECOGNIZED as one of the premier dining programs in the nation and a leader in the industry. In addition to our core student dining experience, Stanford Dining has one of the finest executive dining and event planning operations in the world. Having been recognized by the *Financial Times* with a #1 world ranking for four consecutive years, Stanford Dining has a distinct advantage in providing the finest culinary services and support. We continually innovate and improve our dining program and our culinary team constantly surprises our customers with new menus and emerging culinary trends.

We provide world-class menus in world-class venues. We provide unique dining experiences customized to our customers, the occasion and the level of service desired. We believe in engaging our customers in creating special moments that occur at a table while breaking bread together and enjoying great food. Great food has the importance and unique ability to create dialogue, community building and relationship to one another. We recognize and value the significance of creating these opportunities for innovation and engagement. We have a passion for creating and serving great food.

A comprehensive wellness program is a core principle of our premium dining service. Our nutritionist helps customers make healthy dining choices and meet with customers who want to lead a healthy lifestyle.

Education and training are the keys to having the very finest cuisine and exceptional service. We realize the value of having a well-trained, knowledgeable and professional staff. We are committed to providing the resources and educational support to ensure our team has the very highest level of professionalism and career opportunities. In addition to our dedicated training resources, Stanford Dining has a strategic partnership with the Culinary Institute of America that allows our team access to the finest master chefs and training facilities in the world.

As part of Stanford University, our staff are provided a living wage and access to all of the benefits and privileges of being Stanford University employees. In recognizing and honoring the diversity of our staff, Stanford Dining contributes towards its employees’ well-being and professional development through such initiatives as the Stepping Stones to Success, BeWell and financial wellness programs.

STAFF RECRUITMENT, TRAINING AND RETENTION

At Stanford, we pay above living wage and provide a supportive and educational environment in which to work. All full-time employees enjoy all Stanford University benefits; the full-time dishwasher has the same benefits as the president of the university. We offer highly competitive benefits, including a broad range of options and an aggressive retirement plan match. Other benefits include the Tuition Grant Program, Staff Tuition Reimbursement, Staff Training Assistance, Flexible Spending Accounts, BeWell HIP incentive program and Stanford Contributory Retirement Plan. Our comprehensive commuter programs, including free transit passes for all eligible employees and financial incentives for alternative transportation users, have earned us designation as one of the “Best Workplaces for Commuters” by the EPA. We sustain a healthy balance between work and life. Even our inspiring physical space, one of the world’s most beautiful college campuses, is for many people an important aspect of life at Stanford. Other staff benefits include an R&DE Stepping Stones program to educate and train employees on topics such as English and computer literacy, to better their quality of life and make them more promotable. We are open to hiring existing dining service employees; all qualified candidates will be interviewed and existing dining service employees will receive preference in the interview process.

EMERGENCY PREPAREDNESS

Primary provider at Stanford and takes leading role for a variety of emergencies.

- Earthquake
- Fire
- Flood
- Pandemic

Support food and water for 17,000 people for three days:

- MREs
- bottled water
- additional bulk food for 25,000 people
- ability to set up eight mobile kitchens

Generators are at all dining and residence halls. The central production generator has fuel capacity for 72 hours of continuous operation.
“Food has a lot to do with the good vibes in the house.”

—MICHAEL WILCOX, Assistant Professor of Anthropology and Resident Fellow at Murray Dormitory
dining.stanford.edu