**LOUIS CAMBELETTA:**

One of the major trends I have seen is in the level of our students’ expectations for food preparation. Students now want to see food being prepared fresh right in front of them at the stations, not brought out in pans from the back of the house. This was the major reason why, when remodeling our Reber Thomas Dining Hall last summer, we brought a lot of the kitchen equipment out into the stations so the students could see all of their food being prepared and cooked right there in front of them.

The other major trend is with sustainability. Students want to know that food is being brought in locally, which also adds to the freshness of ingredients. Another trend we are seeing is in smaller portions. We don’t see students loading up their plates any more, but instead getting smaller portions more often, which leads me to believe that students are more conscious now of waste.

We have also seen more students wanting food from our allergen-free station. Even students with no allergies are eating from this station, because they are more educated now with how things like gluten affect their bodies. We have had to increase par levels at this station because the demand is so high there right now. This goes back to my point about education. Our students are smarter today than they have ever been in regard to what they want to eat.

Overall, our students are much more educated now than ever before in regard to all aspects of food and dining.

**CHERYL GARNER:**

Major trends include:

- **Boutique residential restaurants** (Healthy [under so many calories], Latin, Asian, etc., but more specific): These are usually developed in conjunction with the availability of a more standardized fare, but I believe this to be a fabulous new trend on campuses that will grow.
• Customization: everywhere and whenever possible.
• Menus of Change: focusing on menus at the intersection of sustainable, socially responsible, nutritious and just plain delicious.
• More focus on healthy beverages: a huge trend everywhere — less sugar, more spa water or fruit juice infused.
• More focus on putting produce first from both a plate perspective and from a culinary perspective. Chefs are really spending as much time on the vegetables as they are the proteins.
• Campus gardens that grow food for campus restaurants.
• Socially responsible dining operations where excess production is delivered to charitable organizations or food pantries.
• Swipes for the Homeless programs where students can sign away meals to support charitable programs on or off campus.
• Integrated waste-reduction programs, such as composting.
• In California, anything that saves water, including the exterior dining areas we design.
• Food trucks: to reach underserved portions of campus that still don’t financially support a building, but have a need to be met, or a single day-part that needs focus.

RANDY LAIT:

A trend I have noticed is an expansion of global cuisines showing up in local markets, and they are starting to show up on campus in various formats. Whereas larger urban areas were once home to Korean, Thai, Peruvian, Mediterranean, German cuisines, for example, these are showing up in smaller cities, too, and versions of the most popular cuisines are showing up in smaller towns.

On campus, we used to do specialty nights where we featured a global cuisine for a night, but last year we dedicated a space in our student union to this purpose and created One Earth World Cuisine, where we feature Mediterranean, Sushi and Asian stir fry, plus we have a rotating selection of foods from around the world.

Our intent is to connect students to other countries and cultures through our study abroad and outreach programs, connect international students to our campus community and use interesting and flavorful foods from around the world to accomplish it.

I was a little worried that attempting to serve authentic versions of these foods might result in students being interested in them, but not actually choosing them to enjoy, but we have found students and staff to be quite savvy in their tastes. As such, this has become a very popular location. We won a diversity award for a program we did that featured international students discussing their culture as we enjoyed foods we featured in our One Earth restaurant.

MARK S. LOPARCO:

We are continuing to see growing interest in breakfast, and there is no question that the “breakfast is the most important meal of the day” messaging has been effective.

The most notable trend that we’re seeing here is the move toward local food and source verification of food products. Our students prefer local cuisine and knowing where their food is coming from. Also, demand for “authentic” ethnic cuisine with vibrant flavor profiles featuring fresh, nutritious and delicious ingredients continues to increase.

MIKE MESENBIRK:

There are several trends that I have noticed recently, with the first being international authentic cuisine. We have seen a surge in popularity, and I believe it’s related to the increase of international students on college campuses and more students having the ability to travel both domestically and internationally, developing a diversification in their menu selection.

The second most popular trend is student desire to have more local and regional restaurants on college campuses. There are great restaurants around college campus communities, and students want to dine at those locations throughout their day on campus.

Lastly, locally sourced foods will always be key when operating food service in higher education. Today’s students have a deep respect for, and commitment to, protecting and improving the environment. Therefore, Aramark has developed and implemented long-term environmental stewardship programs and policies within the areas of sustainable food; responsible procurement; green buildings; energy and water conservation; transportation; and waste-stream management. I find that students appreciate these efforts.

KERRY PATTERSON:

Eating gluten-free as a diet choice and not just an allergen; Increased awareness on waste control/reduction; Customers’ desires to know more about the food and where it comes from (transparency); Making dining centers an extension of the educational process; and Made-to-order, customized pizzas.
Dietary preferences and sensitivities, such as vegan, vegetarian, gluten-free, etc., are definitely on the rise on campuses. We’ve noticed that this generation of students are far more educated about vegetarian and vegan diets, as well as general health awareness than their predecessors. Our campus has embraced the opportunity as we find ourselves deeply discussing more flavorful recipes for this demographic so that we are constantly evolving with their taste buds. UM Dining has a registered dietitian on staff who regularly makes appearances to our dining venues to educate students on the variety we have to offer at all locations. In other exciting news, we recently opened a retail vegetarian concept, Fresh Fusion, which features specialty grilled cheeses, delicious ramen noodle and rice bowls and our unique naan salads.

Sustainability is no longer just an armchair-activist function. The university community wants to make a difference on campus, and we work hard to partner with them daily. Our initiatives as it pertains to sustainability lie in the education we provide regarding our food-waste practices, food donation program and teaching our guests and associates about local purchasing. We participate in the Greener Fields Together program, which supports our local farmers here in South Florida. We’re working hard to get our staff out to these local farms so they have a general understanding on how the product is grown, and the process of getting it to our guests’ plates.

**MICHAEL ROSS:**

Dietary preferences and sensitivities, such as vegan, vegetarian, gluten-free, etc., are definitely on the rise on campuses. We’ve noticed that this generation of students are far more educated about vegetarian and vegan diets, as well as general health awareness than their predecessors. Our campus has embraced the opportunity as we find ourselves deeply discussing more flavorful recipes for this demographic so that we are constantly evolving with their taste buds. UM Dining has a registered dietitian on staff who regularly makes appearances to our dining venues to educate students on the variety we have to offer at all locations. In other exciting news, we recently opened a retail vegetarian concept, Fresh Fusion, which features specialty grilled cheeses, delicious ramen noodle and rice bowls and our unique naan salads.

Sustainability is no longer just an armchair-activist function. The university community wants to make a difference on campus, and we work hard to partner with them daily. Our initiatives as it pertains to sustainability lie in the education we provide regarding our food-waste practices, food donation program and teaching our guests and associates about local purchasing. We participate in the Greener Fields Together program, which supports our local farmers here in South Florida. We’re working hard to get our staff out to these local farms so they have a general understanding on how the product is grown, and the process of getting it to our guests’ plates.

**CAMBELETTA:**

Before we talk about food cost, we should probably discuss how our dining plan works. A year ago we went to what we call the Freedom dining plan, which is basically an unlimited dining plan in our main dining hall. We also extended our hours of operations to 10 p.m.

This plan has allowed our students to consume smaller portions throughout the day, because they know they can eat any time they want all day long. Because of this, we have gone to much smaller portion sizes. Ninety percent of our stations are attendant-served stations, so we control the portion sizes. Going to smaller portion sizes has allowed waste to be controlled, which is obviously the biggest factor in controlling food cost.

To answer the food cost question is a little tricky for us because we use plate cost versus food cost. Our plate cost is high compared to industry standards, at $2.50, but because we have over 8,000 students on the Freedom dining plan, our sheer volume balances out our higher plate cost.

**DUNLEAVY:**

A priority on ingredients is a core value for our program. We spend a lot of time talking about and debating ingredients and making choices to keep them in alignment with our stated values. Making sourcing ingredients a priority motivates us to make choices that give us the most bang for our buck. I feel that having balance in your program in regard to standard operating procedures and flexibility to ensure that your offerings reflect seasonality, local and quality is important to maintaining food cost. Having the ability to utilize these types of ingredients in a standardized menu cycle is key for us in minimizing food waste, while leveraging what is local, in season and mindful. Our program runs a food cost in the low 30s (including convenience and catering), but could easily be much higher if we did not continually keep an eye on this. More students wanting food that is portable has helped influence us to create these items in-house as opposed to purchasing value-add items; this has helped us control cost.

**GARNER:**

We create a myriad of tools to help our employees portion correctly and consistently. There are build charts for each item, which not only show the ingredients and how they should be positioned, but also the portions. We utilize an inventory management program (Foodpro) that allows us to forecast the number of portions to be sold and determine ingredient and product orders, and then reconciles the forecast with the actual usage and the use of ingredients and products. We also track waste through a waste-management module.

Inventories are done on a weekly basis, and we provide reporting to each location so that they stay current on food costs, plate costs and inventory levels, and days-on-hand levels.

We maximize discounts for early payments by processing them daily. Currently, we receive 98 percent of the possible discounts for early payments. This is typically 2 percent.

We benchmark every restaurant within a 3-mile radius of the campus to compare pricing and make sure our pricing is in alignment.

We removed trays in our residential restaurants and replaced the large dinner plates with smaller ones to reduce waste and save on food costs. We frequently promote waste-reduction campaigns in the residential facilities or competitions between one facility and another.

The University of California campuses developed a more system-wide approach to food purchasing with bids that consolidated multiple campus purchases to build volume. When it isn’t possible to do all the campuses, they consolidate by geography — such as a Southern California UC campus produce bid and a Northern California UC campus produce bid.

**LAIT:**

There are four effective programs we have implemented to control food costs in our campus foodservice operations. First, we entered into an agreement with Premier, a group purchasing organization (GPO), to achieve best pricing on the products we buy. Second, we began to focus more on scratch-cooking techniques, using base ingredients. Third, we implemented a program to establish key performance indicators in our operations, with specific food cost targets for each operation. Finally — and this one was an unexpected benefit — when we implemented our program to connect nutrition and allergen data from our food production system to customer-assessable data outlets, we found that our nutrition staff could look at a recipe from the system instantly and
tell from the nutrition content that a recipe was not accurate. We began to use this nutrition information as a marker of recipe accuracy, and as we corrected recipes to display the correct nutrition data, our recipes became much more accurate in terms of measures, yields and costs. The accuracy of orders improved, price setting became more precise and our margins were easy to manage with accurate data. The combination of these four efforts has been remarkably effective. This year we saw sales increases of $2.5 million, and we actually spent slightly less in total food spend versus the previous year.

**LOPARCO:**

Like most collegiate dining programs, UM Dining employs a variety of food cost management practices. Most recently, we have switched GPOs, which will save at least $63,000 in the current fiscal year. The University of Montana is a multi-campus institution, and as such, has a prime vendor contract that covers all four campuses. We consolidate food purchases across the campuses, which allows our prime vendor to negotiate volume purchase rates. Of course, we take advantage of proprietary brand discounts, rebates and early-pay incentives as well.

We have a very successful farm-to-college program that allows us to purchase local food at seasonal prices, and make opportunity buys of local food, which we then value-add for freezing or preserving. To assist us with accurate food production, we utilize a computerized food production system, and small-batch and just-in-time cooking techniques. In addition, we use the LeanPath system to monitor and manage over-production and food waste. Through these practices, UM Dining ran a 32 percent total food cost in fiscal 2015.

**MESENBRINK:**

At Aramark we manage our food cost by ordering only necessary items to follow chef-inspired menus, tracking inventory and food cost, monitoring portion sizes, minimizing waste and maximizing local and seasonal ingredients to cut down on shipping and transportation costs.

**PATERSOON:**

Following a lot of the basics; consolidating ordering; portion sizing; waste control; monitoring prices; centralizing production, if possible.

**ROSS:**

There are several ways that we focus on controlling costs:

- **Finessing menus on a weekly basis to bring in the best-priced seasonal items.** We’re finding that not only do fresh produce prices fluctuate, but protein prices have been changing rapidly. We’ll see beef prices rise as pork or chicken prices decrease. This not only helps us to manage cost, but provides great variety to our student guests.

- **Menu balance — Offering lower-cost but high-acceptability menu items against high-cost menu items helps us to keep in balance.** When we offer a miso-poached salmon, we might offer taco salads at another station. This not only balances out costs, but reduces the possibility of lines.

- **With an increase in customer satisfaction, we experienced a positive swing in guest participation.** This has resulted in a larger enrollment of meal plans, as well as increased guest counts opting in for the door rate pricing. Our food cost percentage has stayed consistent between 34-36 percent throughout the last two semesters.

**DUNLEAVY:**

We are a bit slow on the draw when it comes to technology. Last year we truly became a one-card campus. The next iteration of that will be to develop web ordering, and expanded use of apps that feature our menu, locations and interactive comments.

In the social media realm, we recently took approximately six individual units that had their own social media outlets and combined them under one umbrella of RISD Dining. This has streamlined the experience for our customers and allowed us to have a more dynamic presence on multiple platforms. Marketing can be done in a more succinct and deliberate way. The pressure to always have something to post has been replaced by a friendly competition to have the most interesting and engaging post.

We utilize text and tell to get feedback from students. We find that students are much more likely to send us a quick text to let us know what they are thinking or want. For the most part we also find that feedback is much more constructive than when we solely used paper.

**OCH:** The current generation of students are tech-savvy, having grown up with it. How have you weaved technology into your operations to help the guest experience?

**CAMBELETTA:**

We have added self-service kiosk ordering stations at a few of our retail operations, which has really become popular with our students because they all want to have the ability to customize their own meals. These kiosks also have the ability to remember orders so students who want the same orders over and over again can just click a button and place their orders much faster.

We have also implemented an online ordering system at one of our retail operations, along with a drive through so students, faculty, and staff can place orders on line and drive right up and pick up their food.

In our main dining hall, we have implemented digital menu boards at each station so students can just look up and see what is on the menu, as well as nutritional values.

Social media has also been big for us. We have been able to not only communicate what is going on in Dining Services with our students, but also get feedback from our students via social media. The instant feedback has really allowed us to be more nimble with how we correct issues or implement changes based on student feedback.
We have used technology to handle many of the basics for our employees, such as hiring, scheduling and training (we hire almost 900 students). They receive schedules, post positions or shifts to be filled (Facebook is often used, or the campus I-Learn system) and for basic training programs from food safety to equipment training, they can pull it up on I-Learn at any time from their personal computers and take the course.

All of our trucks (there are 4) can be tracked by the campus community through our website, as they are fitted with a GPS tracking system tied into the site.

We have a social media team that handles Facebook Pages/ Twitter/Instagram for Retail and Residential Dining to send out special events, dining facts, menus, responses from our RD, etc. These allow customers to provide real time information to us as well.

We use Text n Tell in our residential and retail operations so that customers can evaluate our menu items and services, and also message any positive or negative concerns that they might have. These range from raving about how good an entrée is, to letting us know that we are out of something, or an item isn’t prepared the way they like it (too salty, too sweet, too dry, just right). Sometimes they just want to request an item. The system also enables us to utilize monitors within the residential facilities and respond to their text n tells. We can post their comment and then provide a management response so that everyone can view it. Additionally, a manager receiving the text on their phone can either text back an answer, or call the individual with a response (but typically they want a text response), without showing it on the monitors.

We offer kiosk ordering for our customers to place their own orders in several locations where this makes sense, and are currently working on smart phone ordering. Our Dining Website offers 360-degree tours of all our venues and the interiors of our food trucks.

We use our inventory control system to pull recipes and an access data base programs to provide a visual through UC View (ours is called R’Talk) to demonstrate where all the menu items served at each platform, each meal, correspond to dietary elements on the US Gov My Plate criteria. In essence, if a customer is interested in creating a healthy plate that meets all the nutritional guidelines, they can look to see all the offerings for each category and create the perfect “My Plate.”

All fixed menu boards are being converted to electronic menu boards, including our trucks. We have created an electronic storefront for our HUB2Go Casual Catering program.

Our campus is particularly tech-savvy. Our students not only use tech devices, they invent new applications and technologies themselves. We use technology to deliver fast and accurate information to customers, and we are underway with implementing a mobile ordering solution. In the meantime, we are a significant element of the campus mobile app, providing live alerts via email.

We are also working with a mobile application that uses geo-located pins to market offers and promotions to consumers. When they hit a “pin,” a notification will appear on their phone alerting them of the deals being offered near them on campus. We are consistently looking at new ways to reach students through technology.

Looking at using technology to assist with ordering by establishing kiosks for self-ordering, On line ordering for pick up or delivery; Kiosks for nutritional info in each dining center; Digital menu and message/educational boards in dining centers.

UM Dining utilizes several social media channels as a way of connecting with students, faculty, staff and guests, including Facebook, Twitter, Instagram — and yes, even Snapchat. We engage our followers by posting updates on the location of our food truck, the units’ daily specials and upcoming events. This ongoing engagement guides our social media strategy. All of UM Dining’s channels are a mix of guest service and “infotainment.” Simply put, we listen. Every post, tweet, or message that mentions one of our venues is responded to and forwarded to unit staff. UM’s practice is to respond within 15 minutes of each post, even if it’s just to say, “We are looking into it.” Facebook has rated UM as “very responsive” with a 100 percent rate of response and an average response time of five minutes. UM does not run advertisements on any of its social media channels.

UM Dining is the first collegiate dining program to partner with the mobile app Pocket Points. The app rewards our student guests for not using their mobile devices during class with points redeemable for discounts and special incentives at local and online businesses. UM Dining’s venues are the featured restaurants in the app. This partnership is another way we market to our guests via technology. UM Dining is directly encouraging student success in the classroom by partnering with Pocket Points — and, by the way, faculty love it.

We offer the Voice of the Consumer program that has a direct correlation with the guest experience. It provides an avenue for our students at our locations to provide immediate feedback on their terms either on their mobile device or online. The program allows the management team to receive “in-the-moment” feedback as students submit their guest experience during or soon after they visit a dining location. The feedback goes to Aramark management immediately, and managers receive live alerts via email.

We offer the V oice of the Consumer program that has a direct correlation with the guest experience. It provides an avenue for our students at our locations to provide immediate feedback on their terms either on their mobile device or online. The program allows the management team to receive “in-the-moment” feedback as students submit their guest experience during or soon after they visit a dining location. The feedback goes to Aramark management immediately, and managers receive live alerts via email.

We are also working with a mobile application that uses geo-located pins to market offers and promotions to consumers. When they hit a “pin,” a notification will appear on their phone alerting them of the deals being offered near them on campus. We are consistently looking at new ways to reach students through technology.
UM Dining is continuing to grow our followership on a daily basis as it pertains to Facebook, Twitter, Instagram and YouTube. Students want to stay in the know right now and social media is the best way to get that information to them. We have also incorporated this mentality into our digital televisions. We utilize software that has centralized the feeds so that students can see what has been posted by UM Dining and our followers streaming on a large television screen in the dining area. They can snap a photo of their Built burger or Tossed salad, tag UM Dining and see their post pop up on the screen in real time. Cool, right?

In a world where there isn’t enough time in the day, mobile ordering applications have absolutely become the biggest new technology. Students don’t have to wait in lines during the noon lunch rush. We have partnered with Tapingo, and their application allows students to place their orders while they’re sitting in class then walk up to the counter to pick up. Currently, there are over 2,000 students taking advantage of this program, and we continue to add hundreds monthly.

During our recent renovations, we found it important to incorporate USB ports into all of our communal tables and booths so that the university community can stay constantly connected to their phones, tablets and laptops. Cable TV’s were incorporated into private booths to create more of a gathering atmosphere within our residential dining facilities to stay further connected with local news, favorite sports or reality shows.

**OCH:** If you had the ability to build a foodservice operation from scratch, what are some of the key elements you would include?

**CAMBELETTA:**

Step one would be establishing the right meal plan. I spoke earlier about our Freedom dining plan, but let me give you the specifics of it because I believe the first place to start with creating something from scratch is with the meal plan. Our Freedom dining plan is required for all of our resident students. It consists of unlimited dining at our main dining hall, 10 bonus swipes a week that can be used at eight of our retail locations and $200 in what we call Flames Cash per semester that can be used at any location on campus, as well as some off campus locations. This plan has enough variety in it to meet the needs of all of our students, and because we only have one plan, it allows us to keep the cost of the plan down.

Step two would be establishing the right team of managers that clearly understand the vision of the university and demand excellence from their teams every shift. We really feel like we have that team in place at Liberty University. Let’s face it, you can have the best-looking facilities, the best-looking food, but if you don’t have the right leadership making sure the front line employees are interacting with students and making it the best possible experience for them, then you are just serving food and not impacting the student experience.

Step three would be designing the physical dining spaces not just to look good, but also to feel good. What I mean by this is designing spaces that allow for students to be able to interact with their fellow students, use all of their technology in the dining spaces that are available to them, congregate in large groups or be able to get some privacy if they need it, and have the variety available to them from a menu standpoint that they require.

We have noticed that the introduction of large community tables in the dining spaces have made a big difference in the overall experience for our students. They love to sit with large numbers of students and interact with students who they may have never met before.

From a technology standpoint having wireless capabilities is the most important factor so that students can spend time in the dining hall studying or working on projects if they want.

And finally step four would be variety. When it comes to variety, it is extremely important to be connected with the students each semester in ways that allow you to get feedback on what they want. We do this through several means: We have comment cards available, we do focus groups twice a year with our students to get feedback, we use social media as a way to find out what our students like and we use our managers and front line employees to simply ask our students about what they like and don’t like from a menu standpoint.

Our goal each semester is to have something new from a dining perspective for our students when they return. It could be something as simple as a new piece of equipment at one of the stations in the dining hall that allows us to do a new menu item or a brand new retail concept. Before we bring a new concept onto our campus we bring them in to do tastings with our students to make sure what we are considering bringing in is in line with what our students want. We don’t look at new concepts from a standpoint of how much revenue they might bring in, but instead we look at what our students want.

**ROSS:**

Build the ability to customize products into as many platforms as possible. Our students, faculty and staff want foods done “their way” and we should strive to make this possible. More importantly, this allows variation in price point. One customer may want their salad with a choice of a protein on top such as salmon, tenderloin, chicken, Halal chicken, tofu, for an additional cost. Another customer could choose to purchase a basic, less expensive salad without a protein. This allows for a tiering of prices to meet their pocketbook. Customization also allows the same concept to meet a variety
of customer needs — vegetarian, vegan, Halal — and also to allow the customers to opt out of ingredients that they may be allergic to. It also allows items to be customized for dietary and caloric purposes.

- Utility Distribution Systems on the cook lines so that equipment can be easily moved and changed-out as menus change or new equipment needs are identified. This saves the expense of major modifications in the kitchen area and provides a high level of flexibility.
- In the technology are, electronic menu boards, multiple pre-wired locations for POS to promote future flexibility and pre-order technology.
- Expansive open kitchens that provide visibility of all functions and promote teamwork and overall visibility.
- Platform-level support kitchen to promote easy re-stock and fresh product.
- Multiple seating environments that allow a location that fits the various moods of the customer.
- Open kitchen that promote interaction between the customer and the culinary team to promote discussions, questions, and product modifications and cleanliness because the facility is on stage.
- Flexible equipment that can be utilized for many products and in many ways, such a combi-ovens.
- Equipment that provides speed of service such clam shell grills.
- Energy-wise equipment and equipment that reduces injuries through design, such as auto lifts on fryers and oil dispensing and elimination systems. (Pumping in and out)
- Allergen-free kitchen spaces or areas within a kitchen.
- Food dehydrators or composting systems in all major kitchens.
- Multi-concept marketplaces that support several platforms, such as delis, grills, barbeque, stir fry, sushi, coffee houses and a convenience store component.
- Private dining spaces as a portion of the dining room for special events or gatherings, and meetings.

**Trends**

**LAIT:**

I would include scratch cooking capability and avoid over-reliance on processed heat-and-serve products. I would make the menu items freshly prepared and customizable for the customers. I would avoid making speed of service the primary objective and instead try to offer fresh, customizable foods that can be made quickly from prepped ingredients.

As systems are planned, try your best to integrate information between systems, so that information is accurate and available to make easy and meaningful decisions on pricing, purchasing and margin contribution. Build some price range into your retail operations, so that you have quality food that costs a bit more, balanced with lower cost options for customers with fewer dollars in their pocket. Take a few menu risks for items that might not fit the old model of college food service. Be interesting. And above all, put all of these elements together with a focus on creating an atmosphere for student success on your campus.

**MESENBIRK:**

Student preferences change often as they become more experienced through personal experiences, travel, education and other external drivers. It’s part of my job to stay ahead of those trends and preferences. With that said, I would build a foodservice operation that would meet the needs of our students both present and future. In order to do this, flexibility would be a must. Being able to change the business model at a moment’s notice would be ideal, and I would build a space and infrastructure to support that environment.

**PATERSON:**

Out-front cooking; separate allergen free/gluten free kitchen (but not built as a separate room that requires students to self-identify, but blended into the overall design); Potentially other dietary preferences based on religion preferences; Teaching/demo kitchen; Filter water for whole kitchen (hot & cold); Micro restaurants that have their own cuisine and décor.

**ROSS:**

- Action stations are very important. Keep a variety of cooking out in front of the guest.
- Retail concepts are increasing in popularity. It is important to emulate these concepts and continue to provide variety.
- Customization is key. The Chipotle-style of building your own can be used in almost any type of food from Mexican, Italian and Asian to grilled cheese and custom omelets.
- Entertainment to make the location a “destination” — music, TVs in booths, large screen video walls, interactive kiosks.
- Varied Seating Concepts — booths, community seating, 4 tops, 2 tops, high tops, all with USB ports for charging portable devices.

**LOPARCO:**

This is a great question, because I hope to have just such an opportunity in the foreseeable future. In collaboration with University of Montana’s Office of Residence Life and Academic Affairs, UM Dining is proposing construction of a new facility that will serve the UM community as a living/learning/dining complex. The living/learning component of the building will be designed with the goal of integrated and applied learning techniques that will benefit both Residence Life and Academic Affairs sectors as it offers the latest concepts in living space, learning opportunities and dining options not previously available at our institution. Because the entire project is a learning laboratory, students who live in the building will also be given the opportunity to work in the building as part of their collegiate experience. In terms of the structure itself, the goal is to create the most sustainable building in the country, featuring renewable energy generation, waste-to-energy conversion, green roofs and walls, and biofiltration. The state-of-the-art facility will be designed to deliver a multi-functional space that is net-zero waste, net-positive clean water and net-carbon-negative. The dining component will feature sustainable, seasonal foods through the UM Farm to College Program and compatibility with the Real Food Campus Commitment, presently at 31.4 percent of UM Dining’s $3 million annual food budget.