



HOPKINS **DINING**

Good Food. Great Community.

JUNE 30, 2023

ANNUAL REPORT

A MESSAGE FROM ASSISTANT VICE PROVOST

Over the past year, Hopkins Dining has been proud to serve as Hopkins Dining's new self-operated dining program. This exciting change has afforded our department the opportunity to curate a dining experience that's uniquely tailored to the Johns Hopkins University student. Each day, our dedicated team works to create a welcoming environment for our guests while also serving fresh, quality and safe food. Albeit challenging, the Hopkins Dining team is proud of the great strides that've been made since its inception and have developed this review to highlight our many accomplishments during the 2022-2023 academic year.

As expected, it has been a mammoth undertaking to get the new operation up and running. Driven to provide an innovative and creative dining experience while maintaining its commitment to nutrition, wellness, and sustainability, Hopkins Dining has assembled a group of hospitality experts to bring the Hopkins community an exceptional array of options. We've also worked to implement new systems across our entire department to create a seamless experience for both our team and guests. Finally, we've worked to create a student engagement program that was truly developed with JHU students in mind.

We would like to express our most sincere gratitude to our campus partners for their support. The immense undertaking of transitioning to a self-operated program would not have been possible without the ongoing support of our university constituents.

In the years to come, we look forward to the continued growth of the program and service of Johns Hopkins University and its surrounding communities.

Matthew Moss

Asistant Vice Provost, Hopkins Dining



Good Food. Great Community.

It's not just our motto, it's our guiding philosophy as a department, to use dining and food experiences as a platform to nourish and support the greater Blue Jay community.



22-23 Annual Report

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2022/2023 HOPKINS **DINING** YEAR AT-A-GLANCE

At Hopkins Dining, our mission is to cultivate innovative experiences that nourish the well-being of students, embrace authenticity, and fulfill our global responsibility. Furthermore, our vision is to use hospitality and innovation to become an integral part of the lives of the Johns Hopkins community.

During our first year as a self-operated dining program, Hopkins Dining has:



01

INTRODUCED A FRESH CULINARY EXPERIENCE

Introduced **new menu concepts** including Passport, Village Deli, Bento Sushi, and Levering Taco Kitchen.



Successfully introduced **Nutrislice**, a best-in-class digital menu platform, to make the student experience comprehensive and available in real-time.

nutrislice

02

DEVELOPED A NEW BRAND IDENTITY

Renamed Fresh Food Café to Hopkins Café to establish Hopkins Dining as its own brand.

Rebranded dining location logos and employee uniforms.

Renovated dining locations and updated location artwork.



HOPKINS
café

03

BUILT A ROBUST TEAM OF HOSPITALITY & CULINARY PROFESSIONALS

Leadership Team: Assistant Vice Provost, Executive Director of Operations, Director of Culinary Innovation

Support Team: Sr. Administrative Assistant, Food Service Systems Manager, Assistant Food Service Manager, Food Service Systems Coordinator, Safety & Sanitation Manager, Financial Manager & Specialist, Sustainability Manager, Dietitian, and Sr. HR Coordinator & Payroll Coordinator

Operational Culinary Team: Executive Catering Chef, Executive Sous Chef, Catering Chef, Chef Manager (Peabody)

Front of House Operations Team: Senior Residential Manager, Residential Coordinator, Location Managers and 17 Team Leaders

Marketing Team: Director of Marketing, Marketing Coordinator, Student Intern

Catering Team: Catering Director, Catering Executive Chef, Catering Coordinator, Catering Operations Manager and Catering Team Lead

Bargaining Unit: Effectively negotiated and ratified a contract with Unite Here Local 7

04

INVESTED IN STAFF DEVELOPMENT

Trained bargaining unit staff on kitchen protocols, recipes, production sheets during Thanksgiving and Winter break.

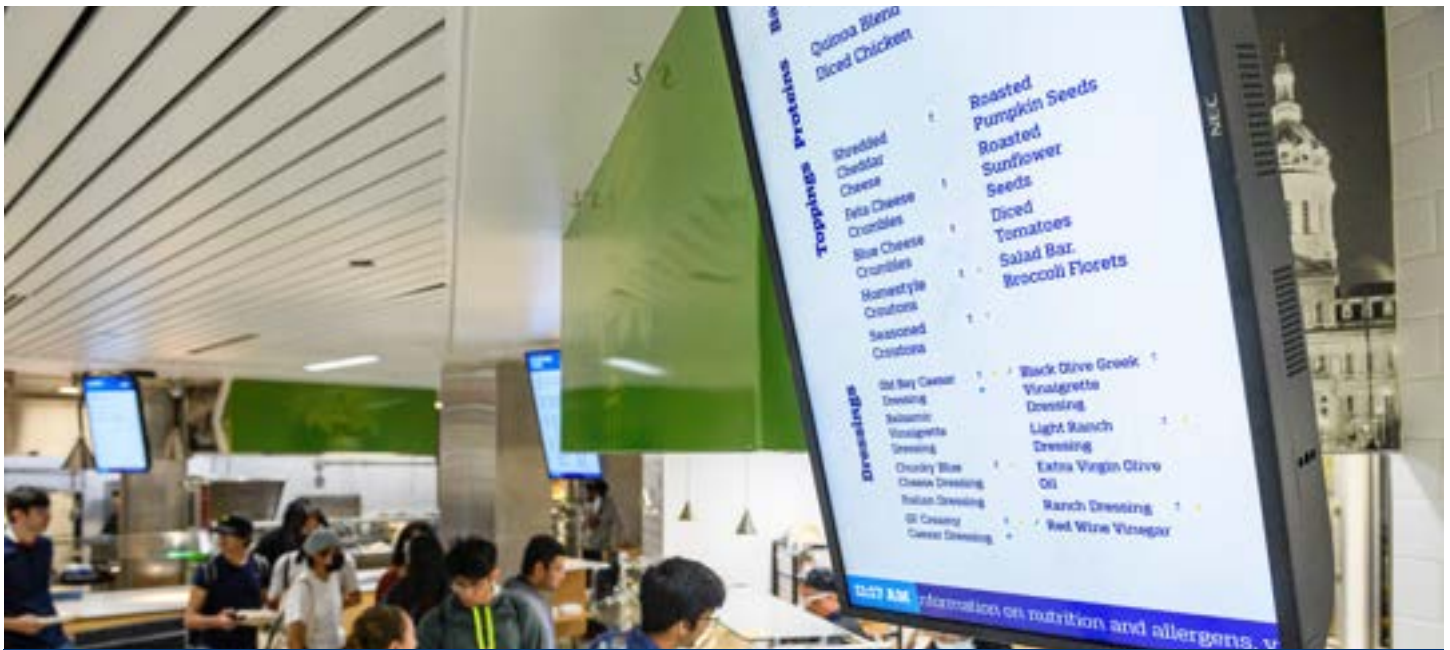
Devised a year-round training program that takes place during non-academic periods to continually invest in the professional and personal development of employees.



A wooden cutting board is the central focus, featuring a large, cooked piece of beef with a browned exterior and a tender, pinkish interior. The beef is garnished with fresh green herbs. To the left of the beef, there are sliced yellow potatoes and sliced orange carrots, both garnished with green herbs. In the top right corner, a white bowl contains a green vegetable salad with tomatoes. In the bottom right corner, another white bowl contains a brown, saucy dish, possibly a meat or vegetable stew. The background is a light-colored wooden surface.

CULINARY

With food at the forefront of what we do, being intentional with the service of fresh, high-quality and safe food has been our top priority. The Hopkins Dining culinary team has worked meticulously to develop recipes, source ingredients and prepare menus with all JHU students in mind. Here's an overview of our culinary systems including menu development, food service systems, safety & sanitation, and more.



INGREDIENTS, RECIPES & MENUS

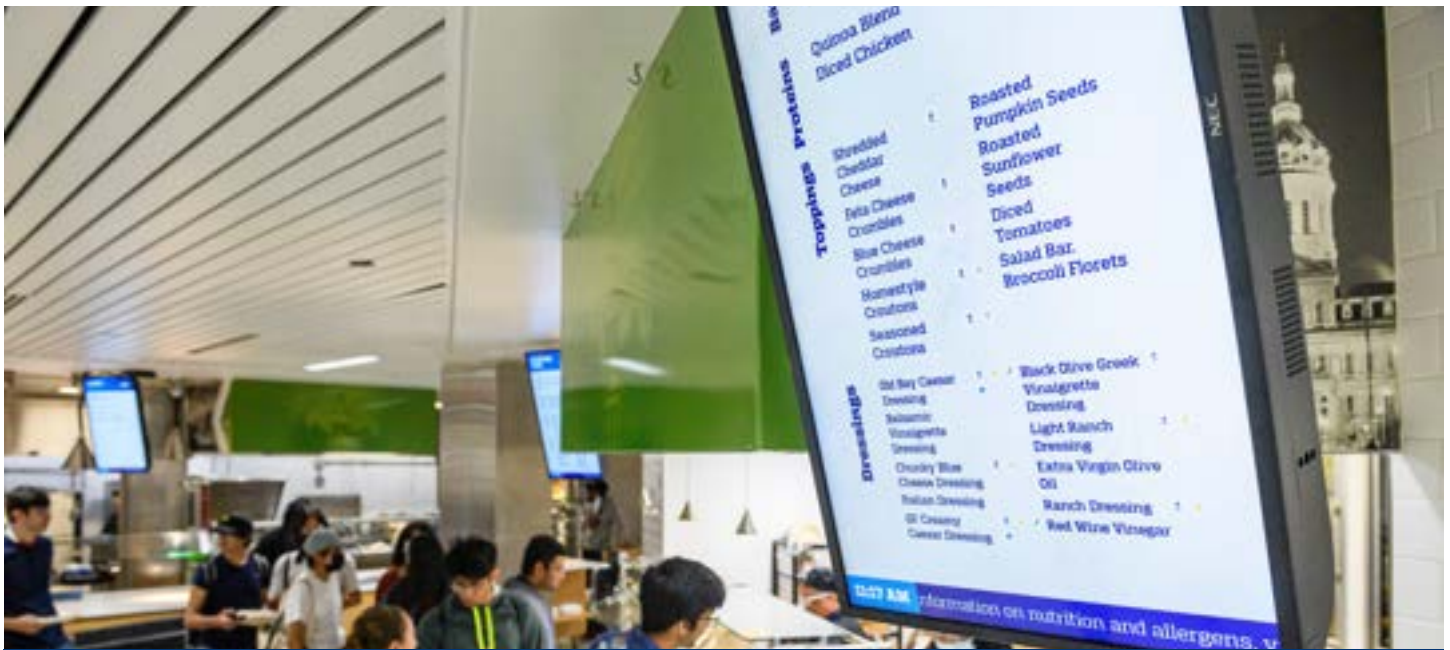
CULINARY

Structure

- Developed the Hopkins Dining Culinary Innovation Team consisting of dining-specific Dietitian, Sustainability Manager, Food Service Systems Manager, Technology Manager, Food Service System Administrator, and Safety & Sanitation Manager in order to allow the culinary innovation process to be solutions oriented and delivering the best outcomes to the Hopkins Community.
- Deployed Food Service System Technology to standardize dining operations, reduce pre-consumer and post-consumer waste, provide transparency into recipe detail to the ingredient level.
- Established Standards of Operation for each of the 14 dining locations to capture immediate standards and identify opportunities for development.

Ingredients

- Selected 3,852 ingredients used within our recipe database.
- Entered all ingredients into the Foodservice Management Software to allow full transparency into ingredients included in recipes for our community.
- Assigned each ingredient with all nutritional values and allergen information loaded into the database to ensure alignment with menu items and descriptions.
- Constantly monitored ingredients to review supply chain issues, quality improvement opportunities, and cost savings available to deliver the absolute best products at a cost aligning with the University goals for creating an equitable campus in which our students, faculty, and staff can thrive.
- Prioritized local procurement during ingredient selection and utilization.



INGREDIENTS, RECIPES & MENUS (CONT'D)

CULINARY

Recipes

- Developed 1,639 recipes with an additional 187 recipes in the development stages that will be finalized during summer 2023.
- Focused on cultural representation, dietary needs, and plant-forward recipes.
- Established a recipe submittal process to encourage community engagement in recipe development.

Menus

Residential

- In crafting residential menus, we've created unique 4-week cycle menus (changing from each meal day part) for the three residential all-you-care-to-eat dining locations on campus.
- Focused on made-to-order and customizable solutions.
- Introduced Passport and Build-Your-Own Bowl (BYOB) stations in residential locations to increase exposure to global cuisines.

Retail

- Created 8 unique dining concepts with expanded food and beverage options.
- Developed and launched the new Levering Taco Kitchen concept.
- Partnered with a freshly prepared on-site sushi provider, Bento Sushi to provide maki, nigiri, rice bowls, and poke bowls at all retail outlets.

FOOD SERVICE SYSTEMS

CULINARY

Hopkins Dining's Food Service Systems team works to ensure food system data integrity, availability and accuracy of information to facilitate its efficient use and success within multiple teams. Additionally, they work to ensure that all menus and recipes are input accurately and ensure that both the supporting functionality of the system for the end user is accurate, and that the database is properly maintained at all times.

NetMenu

NetMenu is a web-based system for multi-site food service operations that offers an end-to-end foodservice management that includes central menu planning and enterprise data sharing, along with full-featured food production, inventory management, patient nutrition, and more. NetMenu helps ensure consistency across the entire organization by allowing each location to access standardized item information to create local recipes. With NetMenu, we have:

- Implemented and standardized the NetMenu platform for all Hopkins Dining departments (Catering, Retail, and Residential) while continually ensuring the accuracy of information and facilitating its efficient use and success.
- Managed 3,898 general items and over 1,600 recipes.
- Established procedures for standardized ordering and receiving practices from the approved 28 vendors built into the system to date.
- Created a quality inventory management flow; including storage areas, stock units, costs.
- Developed comprehensive NetMenu training materials that are readily available for continued professional development.

Nutrislice

Nutrislice is the technology that powers our digital menu boards and online menus. The platform provides students with up-to-date menu information while establishing transparency in menus and recipes. With Nutrislice, we have:

- Communicated ingredients used including special dietary needs and requirements.
- Conveyed nutritional information per USDA guidelines and highlighted allergens in each recipe.



”
“THE PASTA BAR IS AMAZING!!! please make it permanent my friends and i love it so much”



TRANSACTION

Transact is our point-of-sale system that allows our program to deliver one connected experience in our dining locations. This year, we've revitalized the Transact program across Johns Hopkins University Homewood campus successfully resulting in:

- Student photo display during meal swipes at all Residential & Retail locations throughout JHU campus to ensure accurate usage of Dining Meal Plans.
- The activation of Levering Taco Kitchen & Village Deli on the Transact Mobile Dining App for ease of student ordering.
- Utilization of the Transact Mobile Dining app to promote numerous Hopkins Dining events/initiatives available to students, faculty and staff including:
 - Blue Jay Bash
 - Picnic for the Planet
 - Packaged Holiday Meals



SAFETY & SANITATION

- Maintained key relationships with Baltimore City regulatory agencies who were involved in Hopkins Dining's initial permitting process in an effort to successfully obtain 6 food licenses ahead of our August 2022 start date.
- Secured a partnership with EcoSure, a nationally recognized third-party audit partner, to monitor compliance of all Hopkins Dining locations with a plan to incorporate our partners into the process in the upcoming 2023-2024 academic year.
- Organized and conducted over 25 food safety self-audits throughout our dining locations to date with the help of our location team leaders.
- Collaborated with Hopkins Dining's Finance Manager to create two data visualization dashboards in an effort to provide at-a-glance information on Safety and Sanitation that will both launch in summer 2023.



NUTRITION

CULINARY

We understand the importance of providing students with an inclusive dining experience, so our dietitian along with the entire culinary team work to ensure that students have access to nutritious foods that meet their special dietary needs and preferences. Hopkins Dining strives to create an inclusive eating environment by relying heavily on allergen-free ingredients as able. Food allergens are clearly labeled, and nutrition facts and ingredient lists are published online so that students can know their options before entering the dining hall. The allergens labeled include egg, fish, milk, peanuts, sesame, shellfish, soy, tree nuts, and wheat. Foods that contain pork are also identified. Our extensive menu planning guarantees that there will be a variety of options for students with allergies or special preferences (e.g., vegan and vegetarian). Over the past year, our nutrition team has:

Special Dietary & Allergen Options

- Expanded gluten-friendly and allergen-friendly options for students:
 - Providing dairy-free Uproot milks (soy, oat, and pea) in all residential locations to expand offerings for vegans, vegetarians, and those with dairy allergies.
 - Gluten-Friendly station at Hopkins Café offering GF breads, wraps, cereals, waffles, and allergen-friendly dessert items.
 - Use of wheat-free tamari instead of soy sauce in recipes to increase wheat-free and gluten-free offerings.
- Expanded allergen and special diet labeling to help guests make educated dining choices when identifying foods that are:
 - Vegan or vegetarian
 - Halal-certified meats and meet the standards of the Halal diet
 - Top nine allergens, coconut, or gluten
 - Prepared in a shared fryer

NUTRITION (CONT'D)

CULINARY

Student Engagement

Ramadan

Established partnership with the Muslim Student Association to ensure students celebrating Ramadan had access to meals before sunrise and access to meals after sundown. During this initiative, we also offered special celebratory iftars at Hopkins Café with the support of 1876 Distinction Catering and sourced Halal-certified fresh chicken products for all dining locations on campus.

National Nutrition Month

Celebrated National Nutrition Month within all residential locations by offering increased health options, providing nutrition-related giveaways, and nutrition education materials.

Allergen and Nutrition Training for Staff

Conducted allergen training to teach staff about the importance of making safe food for students with allergens. During summer 2023, allergens training will be expanded upon, and all dining staff will be certified in AllerTrain Lite, a well-respected allergen training program. Nutrition training will also be conducted with dining staff to educate them on the importance of healthy eating and how to do so at their dining locations & at home.

Nourish the Nest

In partnership with Hopkins Athletics, we developed a new performance fueling icon program entitled “Nourish the Nest” which is intended to guide students’ eating choices and ensure healthful offerings available within residential and retail locations. Application of the Nourish the Nest icon, including educational materials, will roll out in fall 2023.



SUSTAINABILITY

Hopkins Dining is committed to sustainability by reducing waste, embracing local and seasonal menus, supporting sustainable agricultural practices with smart procurement, and creating a sense of community with our broader Baltimore food system. Over the past year, our sustainability team has:

Events & Partnerships

- Strong Roots 9 Partnership: Developed partnership with a husband and wife culinary team based in Georgia that highlights African American dishes and practices true farm-to-table cooking. Chef Matthew and Chef Tia work with our staff at least once a quarter to create new plant-forward recipes, instill an appreciation for ingredients, and educate on sustainable food systems.
- Earth Week 2023: Hosted an array of sustainability-focused programming, including Picnic for the Planet, local & sustainable ingredient highlights, and repurposed ingredient sampling.
- Sustainable Leadership Council (SLC): Our Sustainability Manager is head of the Food and Dining Working Group within the SLC's Operations Committee and a project lead within the Zero Waste Working Group. This collaboration brings together students, staff, faculty, and alumni from across the Hopkins community to incubate sustainability projects and discuss gaps in knowledge. Projects included:
 - Sustainable/local beverages
 - "Hyper-Local" farms (within 50 miles)
 - Decreasing plate waste in residential dining

Food Waste Reduction and Treatment

- Staff Training: Hosted training before each semester to minimize food waste by using the best preparation principles and preparing food for service rather than in bulk to avoid overproduction.
- Compost at Peabody: Expanded compost operations to Peabody, with the goal of composting all food scraps and leftover food that is unsafe to donate or use again. Across all locations, we diverted 150 tons of food last year from landfills to be converted back into soil through local composting measures.
- Weigh Your Waste Campaign: Run by student volunteers, we've launched this campaign encourages peer-to-peer education on food waste and more sustainable eating habits in residential dining facilities. This campaign will continue over the coming semesters to not only to educate, but to gather helpful data for our dining program about what is wasted most and why.

SUSTAINABILITY (CONT'D)

Material Waste Reduction and Treatment

- Created a secure compostable packaging supply chain and got rid of any non-recyclable items wherever possible. 95% of our to-go containers for in-house prepared products are now compostable.
- Launched a to-go container policy to encourage community in our dining rooms and decrease the amount of waste generated from our residential dining halls around campus. In the first month, we saw a 30% decrease in to-go container use.
- Conducted frequent waste audits to ensure contamination is kept to a minimum for both compost and recycling streams.

Carbon Footprint

- Initialized a climate impact labeling research project in our dining facilities alongside the SLC and CLF with a projected launch in spring 2024.
- Partnered with the Menus of Change Research Collaborative to spearhead a new ingredient scorecard that takes both climate impact and nutritional values into account. The first results are expected at the end of summer 2023.

Social Equity

- Increased purchasing from women, family, BIPOC, LGBTQ, immigrant, and/or veteran-owned businesses, with plans to expand these numbers greatly through partnerships with both local distributors and the farmers/vendors themselves.
- We currently buy from 17 BIPOC-owned businesses and 25 women-owned businesses, most of which are also local.

Local and Seasonal Menus

- Sourced from over 50 local partners (within 250 miles, as defined by university standards) and 30 hyper-local farms/vendors (within 50 miles, as defined by Hopkins Dining), with plans to greatly expand both the number and percent spend that goes toward local purchases.
- Featured seasonal ingredients at all residential dining locations during Earth Week with plans to create year-round menus specifically focused on seasonality in the near future.
- All of our milk, eggs, hamburger patties, fresh chicken, and bread are local.

Animal Welfare and Sustainable Seafood

- Purchased only antibiotic-free and hormone-free fresh chicken, beef, eggs, and milk.
- Developed a strong partnership with our main seafood vendor, which is built on sustainably caught or farmed seafood with full traceability and an emphasis on protecting local species.



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RESIDENTIAL & RETAIL DINING



RESIDENTIAL DINING

RESIDENTIAL & RETAIL DINING

Our residential dining locations are comprised of Hopkins Café, Nolan's on 33rd and Peabody Dining. Over the past year, our residential locations have:

- Served approximately 698,691 board meals.
- Executed over 50 student engagement events across three residential operations including:
 - Dine with the Director
 - Hispanic Heritage Month
 - Surprise & Delight
- Hosted over a dozen external groups and tours.
- Assisted with several student projects ranging from air quality measurements, sustainability and technology development.
- Successfully provided students with holiday meals during Thanksgiving and Winter Break.



RETAIL DINING

RESIDENTIAL & RETAIL DINING

Our retail dining locations are comprised of Levering Kitchens, Levering Café, Charles Street Market and Maestro's Café. We also maintain partnerships campus locations include Piccola Allora, Good Part & Co., and the Daily Grind. Over the past year, our retail team has:

Charles Street Market

- Sold over 45,000 sushi rolls since Bento Sushi's return to JHU.
- Worked with 36 small, local companies with our local aggregator Ccreate.
- Averaged over 30 meal swipes per hour during the week (150 per weekday) with our Meals-in-a-Minute lunch program.
- Provided over 4,000 fresh custom-made salads at our new salad concept.

Levering Kitchens & Café

- To replace Jose Andres' Butterfly Tacos Y Tortas, we successfully launched Levering Taco Kitchen which became our most popular location station.



$\frac{18}{76}$ | ***DISTINCTION***
a culinary experience



1876 DISTINCTION: A CULINARY EXPERIENCE

CATERING

1876 Distinction is Hopkins Dining's exclusive catering service. Whether ordering lunch for a meeting, planning a reception for 200, or responsible for coordinating a five-course dinner for a visiting VIP, 1876 Distinction Catering offers a complete range of services to ensure any event is a success. Our Chefs use humanely sourced products to create healthy and delicious flavors that will elevate guest experience. Additionally, our team can provide a wide array of menus- from the basics to customized menus to fit the event. Our seasoned staff is trained to execute any vision with exceptional service and taste. Each of these attributes and more are what makes us uniquely 1876 Distinction, a culinary experience. Over the past year, we've been able to:

- Execute a total of 354 events (within 273 days between August 1, 2023 - April 30, 2023).
- Serve approximately 30,000 individuals at our events.
- Host events all over Homewood Campus (indoors and outdoors), Fast Forward U, Bloomberg School for Public Health, Turner Auditorium and Several Private Residences.

FOODIE FLOCK

MARKETING

Student Engagement

- Executed over 50 student events and initiatives, all a part of our classic, featured and food holiday series'. Events include:
 - Blue Jay Bash
 - Thanksgiving Meal
 - Lunar New Year
 - Strong Roots 9 Station Takeover
 - Surprise & Delight
 - Local Flavors
 - Food Holidays (National Sundae Day, National Chili Day)

Guest Feedback

Student Advisory Board

Met on a monthly basis to discuss dining updates, provide a platform for feedback, and to encourage students to be actively engaged in the dining program.

Text N' Tell Feedback

Our digital platform where students can text their feedback (i.e. comments, concerns, questions and requests) to Hopkins Dining to receive real-time responses and action from members of our team. Through the program, we've achieved a 95% response rate. Text N' Tell comments can be viewed on screens in several dining locations around campus.

Meal Plans

Launch our spring meal plan campaign "Join the Foodie Flock" to promote meal plan enrollment for the 23-24 academic year.



HOPKINS **DINING**

3510 N Charles St
AMR I, Ground Level
Baltimore, MD 21218
(410)-516-3383
dining@jhu.edu



<https://studentaffairs.jhu.edu/dining>

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