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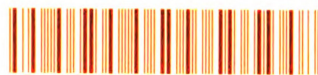
CHINA BREAKAGE IN THREE UNIVERSITY  
RESIDENCE HALL FOOD SERVICES

Thesis for the Degree of M. S.  
MICHIGAN STATE UNIVERSITY

Anne E. Little  
1960



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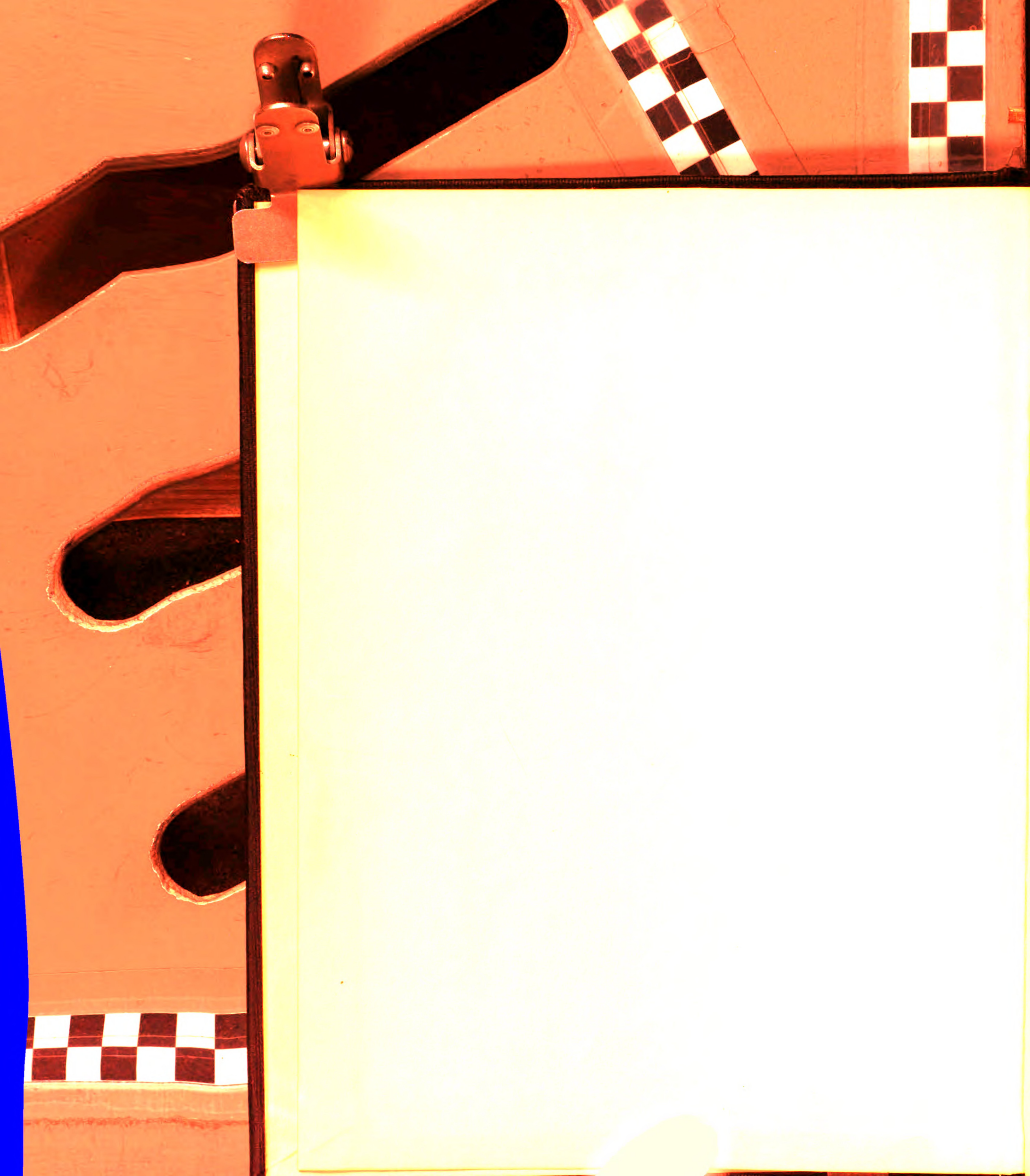
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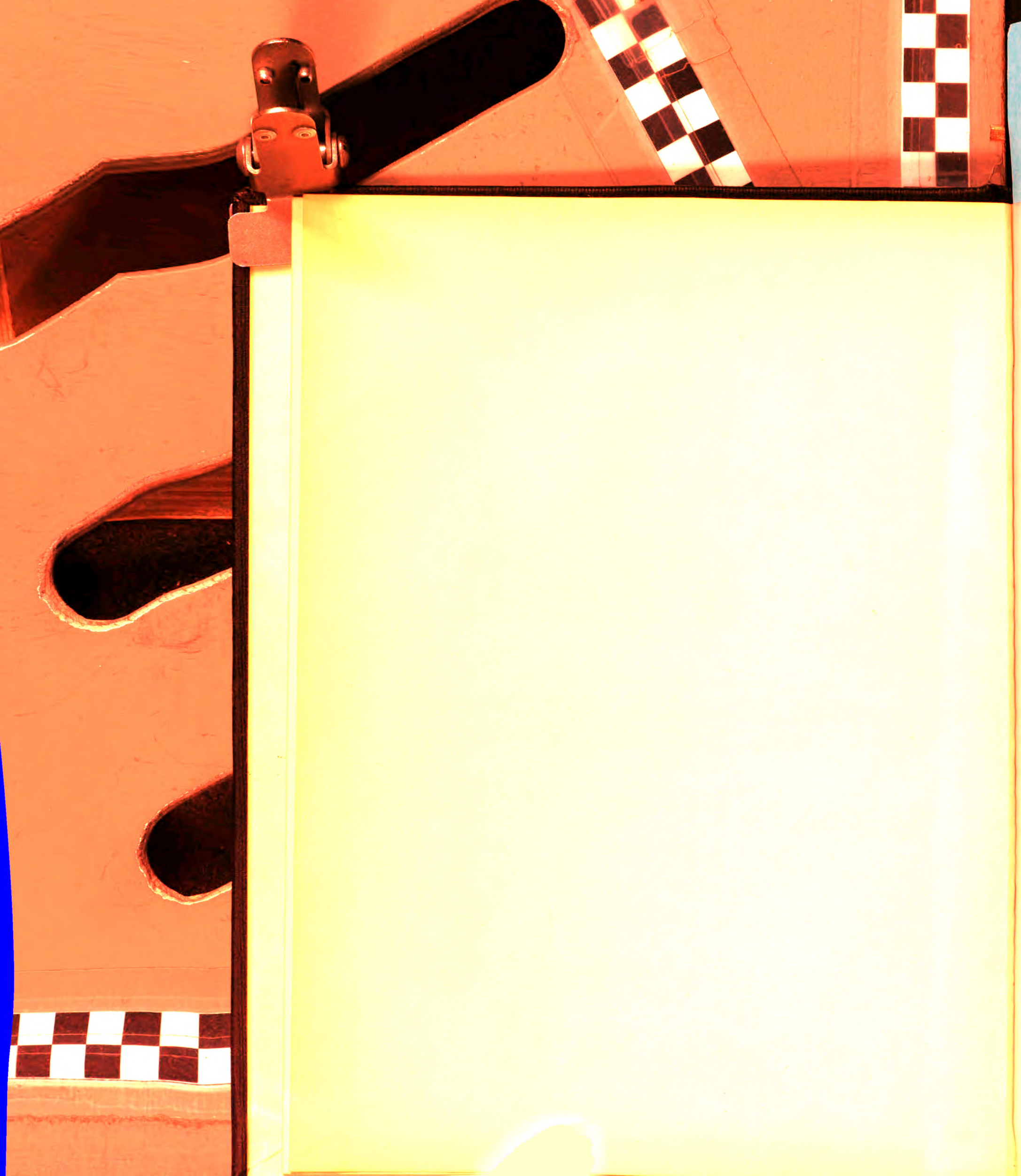


















CHINA BREAKAGE IN THREE UNIVERSITY RESIDENCE HALL

FOOD SERVICES

by

Anne E. Little

A PROBLEM

Submitted to the Dean of the College of Home Economics  
of Michigan State University of Agriculture and  
Applied Science in partial fulfillment of  
the requirements for the degree of

MASTER OF SCIENCE

Department of Institution Administration

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#### **ACKNOWLEDGMENT**

The author wishes to express sincere appreciation to Miss Katherine Hart for her consideration, encouragement and guidance which made this study possible.

Gratitude is also extended to Miss Mildred Jones and Miss Helen Widick whose advice and suggestions were invaluable, and to Miss Greta Lundquist, Mrs. Katherine Gardner and Miss Elaine Mischler for their cooperation in making records available.



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Gratitude is also extended to Mrs. Mildred Jones and Mrs. Helen White whose advice and suggestions were invaluable, and to Mrs. Gustaf Lundquist, Mrs. Katherine Gustafson and Mrs. Elaine Wadsworth for their cooperation in making records available.



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## INTRODUCTION

The demand for college housing has been acute since the end of World War II. Universities and colleges have fulfilled this obligation at no expense to the public by building residence halls on a self-liquidating basis with the food services assuming the major portion of interest charges and bond amortization.

To maintain high food standards and still meet all obligations each residence hall manager must study all phases of her operation to be sure the food service income is properly allocated. All expense items must be kept in balance to have an efficient, financially sound organization. Approximately seventy per cent of the food dollar is spent for raw food and labor; the remaining thirty per cent must cover mortgage payments and operating costs. Food and labor cost percentages are determined by the administration; the mortgage payment is a fixed obligation; operational costs are flexible but must be kept minimum to maintain a financially stable cafeteria service. This last expenditure classification includes the cost of utilities, maintenance, sanitation and the replacement of such expendable items as paper, glassware and china.

The purpose of this study was to compare dish breakage in three university residence halls for a normal school year on the following bases: (1) numerical dish breakage, (2) per cent of breakage based on dish usage, (3) total cost per residence hall and (4) cost per resident student. Further investigation might show where and why excessive breakage occurs and make it possible to reduce costs in comparable residence halls.



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duce costs in comparable residence halls.

## THE NATURE OF CHINA

China table ware has been used in mass feeding establishments for over one-half century. During this time a great deal of experience has been gained in learning how to make satisfactory chinaware which would have a long service life at a reasonable cost.

### History

The history of china began in the Stone Age when prehistoric man learned to model wet clay and bake it in the sun. Later the process was improved by firing the pieces at high temperatures to produce stronger and more durable ware. The ancient Egyptians and Persians were highly skilled in pottery making and introduced color and glaze to the art (19). The Chinese, however, made the greatest contribution. Historical records show that ware was produced extensively in China as early as 87 B. C.; but it was not until the thirteenth century that a few priceless pieces were brought into Europe by Portuguese traders, and this ware acquired the name "china." In Italy it was called "porcellaine"; this term was derived from porcellana, the lustrous Venus sea shell which compared with the smooth and shiny surface of chinaware.

Imitation of the beautiful fragile ware of China followed almost simultaneously in many countries after years of patient experiments. Out of despair and success came ware known as hard paste porcelain of the Continent and soft paste porcelain of England. Both china and porcelain have translucent and non-absorbent characteristics, but the terms are not synonymous. Methods of firing give porcelain a highly translucent but glasslike structure unsuitable for the hard use of

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everyday service. Unlike china, porcelain receives the low fire first. Glaze, which is similar to glass in composition, permeates the body and is fused together in the high temperature of the second firing. This gives porcelain translucency and fragility, whereas, china retains the nature of a true clay product.

Early attempts to establish the potters' art in America were short lived. Lured by the freedom in the new country, potters from all Europe came with little more than their skill and knowledge of potting. The ware produced by these pioneers was an imitation of that made in Europe. The greater part of it was for utility purposes. Attempts were made to introduce bone china, a product which had long been associated with English potters, but this was soon replaced with a feldspathic body which could be more accurately controlled and which could be made into equally attractive ware.

There was an increasing demand for institutional tableware in the United States when large hotels were built following the development of the railroads. However, the Ironstone china of England and the brittle porcelain of the Continent were too fragile for this hard and fast service, so American potters wholeheartedly devoted their efforts to creating a strong and durable china. In 1893 this type of practical home dinnerware was presented at the World's Fair. The exceptional durability of the new ware led to the making of hotel china which was individualized as American Vitrified China--the most durable ware ever made in any country.

After the first American-made ceramic decalcomania for decorating the ware was introduced, the underglaze decalcomania process was developed (18). The latter in combination with the American type of china

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After the first American-made ceramic decorations for decorating the ware was introduced, the underglaze decoration process was developed (18). The latter in combination with the American type of china

body was the greatest contribution to the progress of the industry.

Today American Vitrified China is being made in several weights and many shapes and is decorated with designs of the foremost artists of America. Because of unusual durability and beauty, it graces the tables of many homes and is used in hotels, restaurants and other institutions throughout the United States.

During World War II the vitrified china industry provided over seventy-five million pieces of chinaware for the Armed Forces. The ware, because of its excellent qualities of sanitation and strength, was used in Army Camps, Naval Stations and hospitals as well as on aircraft carriers and submarines and was even dropped by parachute into some remote places (11).

#### Manufacture

Many different parts of the United States and Europe are sources of raw materials for making American Vitrified China. There are four principal ingredients: china clay, ball clay, feldspar, and quartz. China clay or kaolin was originally the only substance used. In early times a large deposit of this material was found in China and was known to the Chinese as "Kao-ling," meaning high hill. Hence kaolin now designates all pure clays which are white when burned. A smaller proportion of more plastic clay, called ball clay, is added to facilitate the shaping of the ware. Feldspar combines with other substances and fuses together in the firing process, and quartz holds up the body structure of the china and gives it strength.

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During World War II the vitreous china industry provided over seventy-five million pieces of equipment for the Armed Forces. The ware, because of its excellent qualities of sanitation and strength, was used in Army Camps, Naval Stations and hospitals as well as in aircraft carriers and submarines and was even dropped by parachute into some remote places (11).

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There are many variations in formulae. A typical one would include a little over one-third petters flint or pulverized quartz, a little under one-third kaolin or china clay, about one-fifth feldspar, one-tenth ball clay, and small quantities of talc, marble and whiting. About an equal amount of water, by weight, is added. The mixture is then stirred and beaten by mechanical mixers. When the solution has reached a milk-like condition it is pumped over magnetized screens to remove all metal particles which would stain the ware. Continuing on its course, the slip is filtered through lams with a fineness of 140 to 200 meshes to the linear inch. These lams are in frames which are agitated to permit constant flow of the liquid clay which then goes to a temporary storage tank and as required, into filter presses or sacks. Under considerable pressure the surplus water is removed. The clay comes from the sacks in large round flat solid cakes which are put into pug mills. The air is removed, and the clay paste is thoroughly mixed to make it plastic and workable. The large cylindrical puggings are then ready for the waremakers.

Every china item requires a plaster of Paris mold which is about one-seventh larger than the finished piece of china to allow for clay shrinkage which takes place from the wet or green state through the first or bisque firing. Using revolving equipment, men hand-shape the clay on the molds. Flatware is made on the outside of the mold, whereas cups and bowls are made on the inside. Some types of cups, particularly institutional ones, are so designed that the foot is shaped in the mold. The surplus clay is then cut away and the piece is moved to the drying rack. When the ware is dry enough to handle, it is removed from the mold, trimmed and smoothed. Cup handles are cast in molds and allowed to

There are many variations in formulas. A typical one would include

a little over one-third part of pulverized quartz, a little under one-third part of silica clay, about one-fifth part of feldspar, one-tenth part of talc, and small quantities of lime and whiting. About an equal amount of water, by weight, is added. The mixture is then stirred and beaten by mechanical means. When the solution has reached a milk-like condition it is pumped over magnetized screens to remove all metal particles which would stain the wire. Continuing on its course, the slip is filtered through lumps with a fineness of 140 to 200 meshes to the linear inch. These lumps are in frames which are agitated to permit constant flow of the liquid clay which then goes to a temporary storage tank and as required, into filter presses or sizers. Under considerable pressure the surplus water is removed. The clay comes from the sizer in large round flat coils which are put into pug mills. The air is removed, and the clay paste is thoroughly mixed to make it plastic and workable. The large cylindrical pugmills are then ready for the workmen.

Every other item requires a plaster of Paris mold which is about one-seventh larger than the finished piece of china to allow for clay shrinkage which takes place from the wet or green state through the first or shaping firing. During revolving equipment, men hand-charge the clay on the molds. Plaster is made on the outside of the mold, whereas cups and bowls are made on the inside. Some types of cups, particularly institutional ones, are so designed that the foot is shaped in the mold. The surplus clay is then cut away and the piece is moved to the drying rack. When the ware is dry enough to handle, it is removed from the rack, trimmed and smoothed. Cup handles are cast in molds and allowed to

remain until all excess water is absorbed. They are then trimmed with a sharp knife and finished with a wet sponge. Handles must be kept at the same moisture content as the cups if they are to adhere. The ends of the moist handles are dipped into slip and stuck onto the cups. Excess slip is sponged off and the finished ware is now ready for removal to the green room. Green ware, as it is called in the unfired state, is very fragile. Great care must be used to prevent straining it, for even if a piece is not broken, a strain might result in a defect after firing.

All ware finished in the clay shop then goes to the green room to be prepared for placing in the bisque kiln. This is a method called bedding. A supporting filling of sand or refractory clay is worked between the edges of the stacked pieces to prevent the ware from warping or crooking during firing. Cups, bowls and similar items are boxed; that is, one is inverted upon another to keep them straight.

Before ware can be fired it must be placed into receptacles called saggars. In both the bisque and glaze kilns this keeps the direct action of the fire from the ware. Saggars are fire clay boxes of various sizes into which the ware is fitted for greatest conservation of space. Small items are crinkled in wherever possible so that all space is utilized.

Conveyor belts carry the heavy filled saggars to the kiln setters. When the cars are loaded they are wheeled along the track to the end of the bisque tunnel kiln. In continuous progress the ware moves from the cooler part of the kiln to that of greatest heat where absolute vitrification takes place. Here the temperature ranges close to 2250 degrees F. From the heart of the bisque kiln the ware travels along

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Before ware can be fired it must be placed into receptacles called saggers. In both the shape and float kilns this keeps the direct action of the fire from the ware. Saggers are fire clay boxes of various sizes into which the ware is fitted for greatest conservation of space. Small items are stacked in whatever possible so that all space is utilized.

Conveyor belts carry the heavy filled saggers to the kiln entries. When the cars are loaded they are wheeled along the track to the end of the drying tunnel kiln. In continuous progress the ware moves from the cooler part of the kiln to that of greatest heat where absolute vitrification takes place. Here the temperature ranges close to 2200 degrees F. From the heart of the drying kiln the ware travels along



through a gradually reducing temperature until at the end of about sixty hours, the firing is complete, and the car reaches the exit door.

When the car of saggars has cooled enough to handle, the ware is drawn. Pieces which went into the kiln as clay have now been transformed into china--hard, dense and strong, and highly translucent, but the surfaces are dull and rough. Shrinkage has occurred, and each piece is about one-seventh smaller than it was in the green state. Now it is bisque china and must be cleaned and selected.

The stacks are opened, the bulk of the bedding material is removed, and the ware is wedged tightly into a tumbler, a large wooden box containing pebbles or pieces of broken bisque. As the tumbler rotates the cleaning is completed, and the china obtains the smooth polished surface necessary before the application of underglaze decoration.

The ware is inspected for crookedness, iron spots, nicks or cracks, and is washed to remove all dust and dirt. The design is then applied. Practically all china for institutions and some for home use is being decorated by the decalcomania process. The decorated ware is dipped in liquid glaze and allowed to dry. The china is then put in special saggars for glaze firing. This process is similar to bisque firing, but the temperature is slightly lower, and the heat is reduced more quickly. When cool, the china is sorted, and the pin marks on the backs are ground off and polished. It is now ready for shipment.

#### Kinds of china

The government cites specifications for three weights of vitrified institution china: (1) thick china; (2) hotel china, somewhat lighter

through a gradually reducing temperature until at the end of about  
sixty hours, the living is complete, and the car reaches the end  
door.

When the car of saggers has cooled enough to handle, the wire is  
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Now it is ready to be cleaned and collected.

The pieces are opened, the bulk of the bedding material is removed,  
and the wire is weighed slightly into a tumbler, a large wooden box con-  
taining pebbles or pieces of broken glass. As the tumbler rotates the  
cleaning is completed, and the china obtains the smooth polished surface  
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liquid glass and allowed to dry. The china is then put in special  
cages for heat firing. This process is similar to glass firing,  
but the temperature is slightly lower, and the heat is reduced more  
gradually. When cool, the china is sorted, and the wire on the back  
are ground off and polished. It is now ready for shipment.

Kind is about

The government after examination for three weights of vitrified  
insulation china: (1) thick china; (2) hotel china; somewhat lighter

in weight and with a rolled edge; and (3) medium-weight china, sold on the market as banquet-weight china. Thick china varying from five-sixteenths inch to three-eighths inch in thickness, is commonly used for lunch counter service or other situations where extra-heavy service is demanded of the table appointments. The dishes are clumsy to handle and unattractive in appearance. Hotel-weight china varies from five-twenty-thirds inch to one-fourth inch in thickness depending upon the size of the piece. All except cups have a roll under the outer edge which gives the effect of weight and also lessens chipping on the upper side of the plate. This type of china is highly resistant to shock, easy to handle, and available in many designs and colors--qualities desirable for use in such institutions as hospitals, residence halls and college cafeterias. Banquet weight china, which is lighter in weight and usually has a straight edge, is used extensively in exclusive restaurants, tea rooms, and the private room service of hospitals. It resembles more closely household dinner ware.

A relatively recent change in style of china and color of background has been evident. Plates with narrowed and flattened rims, cups shaped so they require less space and may be stacked one above the other without danger of tipping, and small-welled saucers are examples of the newer style or design. Breakage should be reduced approximately one-third through the use of these shapes (22).

The buyer must recognize that weight does not mean strength and long life for china. Durability and strength are far more directly related to the quality of materials used and the method of manufacture employed than they are to weight. However, the Buffalo China Company has found that strength or resistance to cracking by impact is very much

in weight and with a rolled edge; and (3) medium-weight china, sold on the market as heavy-weight china. Thick china varying from five- to sixteenth inch to three-eighths inch in thickness, is commonly used for lunch counter service or other situations where extra-heavy service is demanded of the table appointments. The dishes are clumsy to handle and unattractive in appearance. Hotel-weight china varies from five-twenty-thirds inch to one-fourth inch in thickness depending upon the size of the piece. All except cups have a roll under the outer edge which gives the effect of weight and also lessens chipping on the upper side of the plate. This type of china is highly resistant to shock, easy to handle, and available in many designs and colors--qualities desirable for use in such institutions as hospitals, residence halls and college cafeterias. Heaviest weight china, which is lighter in weight and usually has a straight edge, is used extensively in exclusive restaurants, tea rooms, and the private room service of hospitals. It resembles more closely household dinner ware.

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dependent upon the thickness of the china. Strength is a function of the square of the thickness. For example, if you were to double the thickness, the strength would increase four times; if you were to treble the thickness, the resistance to breakage would be nine times as great (7).

### Tests

Tests for the durability of china used by the government are the chipping, impact, and absorption tests. In the chipping test specially constructed apparatus records the force required to chip the edge of a plate with a six-ounce hammer. The force of the blow is measured in units called "foot-pounds." If an object which weighs one pound is dropped on another object one foot below, the force of the blow will be one "foot-pound." Similarly, an object weighing four ounces and dropping six inches would hit with a blow of one-eighth of a foot-pound. Three tests are made on the same plate and an average determined. This figure represents the relative chipping resistance of the edge of the plate. The average chipping value for rolled edges is 0.150 foot-pound; that for medium weight (hospital service) is 0.075 foot-pound. This test is used for plates and saucers.

The impact test is made in a similar manner except that a four-ounce hammer is dropped repeatedly with blows of increasing force at the same point in the center of the test piece until a hole appears in the body or a body crack extends through the rim of plates, saucers, platters, and bakens. A body crack extending into any part of the foot or the breaking away of a portion of the body indicates the measure of force for cups and bowls. The average impact value for seven and five-inch



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### Tests

Tests for the durability of chain used by the Government are the crushing, impact, and shearing tests. In the crushing test specially constructed apparatus records the force required to crush the edge of a plate with a six-ounce hammer. The force of the blow is measured in units called "foot-pounds." If an object which weighs one pound is dropped on another object one foot below, the force of the blow will be one "foot-pound." Similarly, an object weighing four ounces and dropping six inches would hit with a blow of one-eighth of a foot-pound. These tests are made on the same plate and an average determined. This figure represents the relative crushing resistance of the edge of the plate. The average crushing value for rolled edges is 0.175 foot-pound; that for medium weight (hospital service) is 0.075 foot-pound. This test is used for plates and anchors.

The impact test is made in a similar manner except that a four-ounce hammer is dropped repeatedly with blows of increasing force at the same point in the center of the test piece until a hole appears in the body or a body crack extends through the rim of plates, anchors, platters, and pistons. A body crack extending into any part of the foot or the preceding any of a portion of the body indicates the nature of force for cups and bowls. The average impact value for seven and five-inch

plates, hotel-weight, is 0.200 foot-pound; medium weight, 0.180 foot-pound; for tea cups, hotel-weight, 0.060 foot-pound; medium weight, 0.060 foot-pound (22).

In the absorption test a piece of ware is broken, exposing the unglazed body, and a sample is weighed on a gram balance. The piece is then boiled in water for five hours, allowed to soak for another twenty hours, then weighed again. The weight gained, expressed in a percentage, must not exceed three-tenths of one percent.

#### Types of Damage

China breaks, chips or cracks because it is fundamentally a brittle material, one which will fracture before it deforms. Substances which are very hard show an increase in brittleness with increasing hardness. In the case of an eating utensil for mass feeding, the surface of the piece must be as hard as, or harder than, the cutlery which is used on the piece. Figures 1 and 2 illustrate common types of china damage.

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In the absorption test a piece of wire is broken, exposing the unglazed body, and a sample is weighed on a gram balance. The piece is then boiled in water for five hours, allowed to cool for another twenty hours, then weighed again. The weight gained, expressed in a percentage, must not exceed three-tenths of one percent.

#### Types of Damage

Chinaware breaks, chips or cracks because it is fundamentally a brittle material, one which will fracture before it deforms. Shapes which are very hard show an increase in brittleness with increasing hardness. In the case of an eating utensil for mass feeding, the surface of the piece must be as hard as, or harder than, the cutlery which is used on the piece. Figures 1 and 2 illustrate common types of china damage.





Figure 1. Type of china damage: cup breakage, handle damage, plate shattering, top edge chip, bottom edge chip.



Edge chip

A chip in a good piece of chinaware is usually somewhat "conchoidal," which means "shell-like" or curving upward. By taking into account this curvature, and noting the point of origin, it is possible to look for the place where the chip occurred. In the edge of a plate, there are two types of chips; namely, that which occurs on the bottom of the roll, and that which appears on the top of the plate. See plates in Figure 1. The edge of a plate or cup will stand a very hard blow if this blow is applied with a material which is softer than the chinaware and which is somewhat flexible (wood, hard plastic, or rubber).

Bow crack

If a plate or cup is struck a blow at a distinct angle to the edge, and of insufficient force to break it, a characteristic "bow crack" results. The crack which is developed radiating from the sides of the point of application is in the form of a bow such as archers use. Opposite this is a rather straight crack, not going entirely across, representing the bow-string, and usually there is a straight crack running through this bow which resembles an arrow. The cup in Figure 2 shows the bow-string part of such a crack. Because of the shape of the cup it was impossible to show the bow. Such blows on cups usually come from stacking them carelessly, and on plates by hitting the plates against some hard substance such as metal, or an exposed faucet, or some other common piece of hard equipment. When a piece of china is not completely shattered or cracked through, such as in a bow crack, the damage may go unnoticed until several operations later; i.e., washing,





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Edge chip

A chip in a good place of observation is usually somewhat "see-saw" which means "up-and-down" or curving upward. By taking into account this curvature, and noting the point of origin, it is possible to look for the place where the chip occurred. In the case of a plate, there are two types of chips; namely, that which occurs on the bottom of the roll, and that which appears on the top of the plate. See plates in Figure 1. The edge of a plate or cup will stand a very hard blow if this blow is applied with a material which is softer than the substance and which is somewhat flexible (wood, hard plastic, or rubber).

Box crack

If a plate or cup is struck a blow at a distant angle to the edge, and of insufficient force to break it, a characteristic "box crack" results. The crack which is developed radiating from the sides of the point of application is in the form of a box such as appears in Figure 2. Opposite this is a rather straight crack, not being entirely across, representing the bow-string, and usually there is a straight crack running through this box which resembles an arrow. The cup in Figure 2 shows the bow-string part of such a crack. Because of the shape of the cup it was impossible to show the bow. Such blows on cups usually come from striking them carelessly, and on plates by hitting the plates against some hard substance such as metal, or an exposed corner, or some other common place of hard equipment. When a piece of china is not completely shattered or cracked through, such as in a box crack, the damage may be unnoticed until several operations later, i.e., washing,



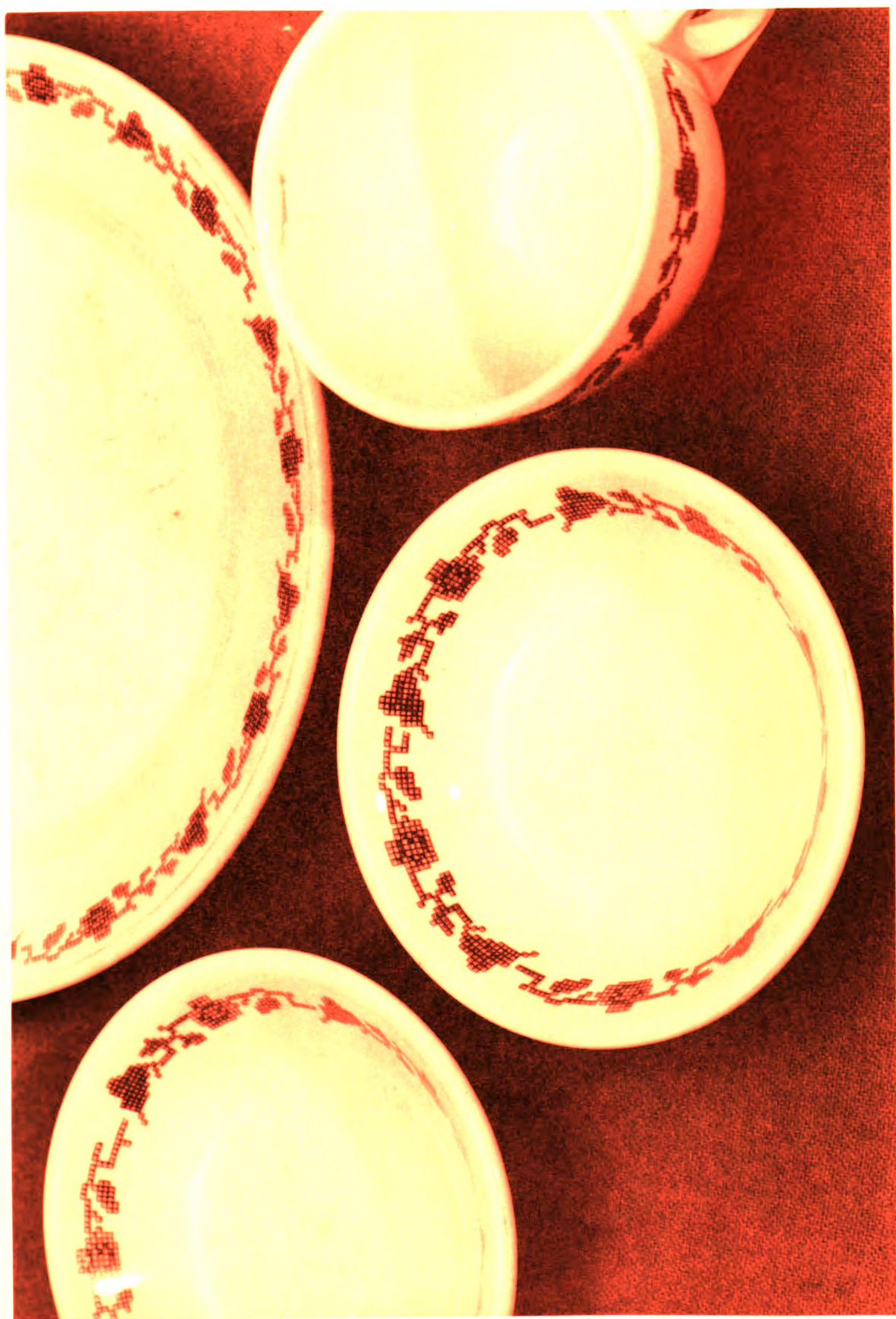


Figure 2. Type of china damage: star crack, half crack, glaze damage, bow crack.







drying, and then serving food upon the piece. The crack then appears because it has absorbed foreign substances.

#### Half crack

The hotel china body, over which the glaze is applied, is especially compounded so it will not be under any internal stresses or strains. Even though cracks are started, they will not continue. The crack extends only after having absorbed the energy of the blow which is applied. The half-crack did not receive as severe a blow as did the bow crack, and only a fraction of the type of blow which would cause the piece to break. Half cracks on flat ware or cups usually result from blows applied near the edge, rather than on the bottom. See the sauce dish in Figure 2.

#### Star crack

The star crack, occurring on the bottom of either flat or hollow ware, consists of a straight crack with two side cracks at each end. This type of damage occurs when the plate or cup is struck a sharp blow on the opposite side from which the crack is noticed. Like the bow crack, it does not show up until several operations after it occurs. Star cracks often appear when the edge of one plate strikes the bottom of another. The bottom is usually cracked before the edge. See the sauce dish in Figure 2.

drying, and then serving food upon the glass. The crack then appears because it has absorbed foreign substances.

### Half crack

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### Handle cracks in cups

There are four types of cracks associated with handles on cups. First is a crack around the handle which usually extends up through the glass. This is a surface crack due to faulty manufacture. Although the handles are solid on the cups, this crack becomes unsightly in service with the absorption of dish water or food soil. A second type of handle failure is also a manufacturing fault. The handle breaks cleanly from the body of the cup. In the third type, a chunk of the cup body is torn out with the handle intact, and in the fourth type the handle itself is broken, leaving the joining where it is attached to the cup still solid. In the latter case the handle was broken because it received a blow greater than its ability to withstand. See cups in Figure 1. A style of cup with a stronger handle should be chosen for institutional use. Breakage of the last two types would not occur if the cups were protected by placing them in individual compartments in baskets. These baskets minimize breakage and permit the use of lighter weight cups.

### Glass damage

There are two main types of glass damage. The first is "crushing" of the glass by permitting the pieces of chinaware to be roughly pounded together. The second type of failure is called "seizure." This is the scratching which results when two clean surfaces of similar hardness are rubbed together, even with moderate pressures. The "seizing" effect is increased when the surfaces are very smooth. The lunch plate in Figure 2 demonstrates this type of damage.

Handle cracks in cups

There are four types of cracks associated with handles on cups. First is a crack around the handle which usually extends up through the glass. This is a serious crack due to faulty manufacture. Although the handles are solid on the cups, this crack becomes weakly in service with the application of dish water or food soil. A second type of handle failure is also a manufacturing fault. The handle breaks cleanly from the body of the cup. In the third type, a chunk of the cup body is torn out with the handle intact, and in the fourth type the handle itself is broken, leaving the joining where it is attached to the cup still solid. In the latter case the handle was broken because it received a blow greater than its ability to withstand. See cups in Figure 1. A style of cup with a stronger handle should be chosen for institutional use. Fragments of the last two types would not occur if the cups were pre-tested by placing them in individual compartments in baskets. These baskets maintain fragments and permit the use of lighter weight cups.

Glass damage

There are two main types of glass damage. The first is "cracking" of the glass by permitting the pieces of china to be roughly pounded together. The second type of failure is called "etching". This is the etching which results when two glass surfaces of similar hardness are rubbed together, even with moderate pressures. The "etching" effect is increased when the surfaces are very smooth. The lunch plate in Figure 2 demonstrates this type of damage.



**Shattering**

If several plates are dropped on a concrete or tile floor, and some plates are broken, characteristic breakage is usually in two, three, or four pieces. See salad plate in Figure 1. This happens when the piece is dropped on its feet. Quite obviously if several pieces are dropped in a stack, even on a soft floor, hard china hits hard china and this type of breakage occurs. Such damage is never caused by heat shock or by internal weakness of the china.

**Metal marking**

Metal marking occurs when chinaware is rubbed against some soft metal such as galvanized iron, aluminum, or a poor grade of stainless steel. The hard glaze actually tears off metal flakes and holds them on the surface making the piece of tableware extremely unsightly.

**Lime scale**

If the wash water is hard, a lime scale may be deposited on the china surface. This scale forms more quickly and is harder to remove from glaze which has been scuffed or crushed.

**Care**

Actual loss by breakage is no more important in china maintenance than prevention of chipping, cracking or glaze damage. China will have a much longer life if handled carefully during stacking and washing. Rubber plate scrapers and rubber collars on openings in scraping tables not only decrease noise but also help to reduce breakage.

# Plating

If several plates are dropped on a concrete or tile floor, and some plates are broken, characteristic breakage is usually in two, three or four places. See also plate in Figure 1. This happens when the plate is dropped on its foot. Quite obviously if several plates are dropped in a stack, even on a soft floor, hard chips will chip and this type of breakage occurs. Such damage is never caused by heat shock or by internal weakness of the china.

# Metal Marking

Metal marking occurs when chinaware is rubbed against some soft metal such as galvanized iron, aluminum, or a poor grade of stainless steel. The hard glass actually tears off metal flakes and holds them on the surface making the place of damage extremely unsightly.

# Line Soak

If the wash water is hard, a line soak may be deposited on the china surface. This soak forms more quickly and is harder to remove from glass which has been soiled or etched.

# Care

Actual loss by breakage is no more important in china maintenance than prevention of chipping, cracking or glass damage. China will have a much longer life if handled carefully during stacking and washing. Rubber plate separators and rubber collars on openings in stacking tables not only decrease noise but also help to reduce breakage.

By far the greatest dish breakage and wear occur in the bussing and dishwashing departments. Surveys made by the Economics Laboratory, Inc. of New York show that three-quarters of the breakage takes place at the soiled dish table, but the actual disintegration of a dish has been preceded by chipping, scratching, or cracking which occurs in direct ratio to how often and how carelessly the piece was handled. The "actual breakage" often happens in a way not visible to the casual glance. This explains why a critical evaluation of the dishwashing layout is one of the most important steps in breakage control.

Rinsing dishes immediately after use minimizes the effect of food acids on overglaze decorations as well as surface discoloration of the ware. The soiled dishes, scraped and ready for the machine, are placed on belts or in racks so that all surfaces are exposed. Sorting and stacking dishes into piles of the same kind and size will help to reduce breakage, speed the washing operation and insure better wash action. In washing china use only a mild or neutral soap or any one of several good washing compounds now available, which have no tendency to attack the glaze or decoration through chemical action. Use no more than the required concentration.

Washing temperatures above 150 degrees F. should be avoided in machine washing, but rinsing requires a minimum of 180 degrees F.

Contact of china with aluminum and other metals produces unsightly marks. A soft powder is suggested for removing such marks or obstinate stains although with proper care of china this should not be necessary.

If for the greatest dish fragrance and wear occur in the washing and dishwashing departments. Surveys made by the Economic Laboratory, of New York show that three-quarters of the fragrance takes place at the soiled dish table, but the actual distribution of a dish has been preceded by chipping, scrubbing, or eroding which occurs in direct ratio to how often and how carefully the piece was handled. The "actual fragrance" often happens in a way not visible to the casual glance. This explains why a critical evaluation of the dishwashing layout is one of the most important steps in fragrance control.

Plating dishes immediately after use enhances the effect of food acids on overglaze decorations as well as surface deterioration of the ware. The soiled dishes, scraped and ready for the machine are placed on belts or in racks so that all surfaces are exposed. Scrubbing and stacking dishes into the same kind and case will help to reduce fragrance, speed the washing operation and insure better wash action. In washing china was only a mild or neutral soap or any one of several good washing compounds now available, which have no tendency to attack the glaze or decoration through chemical action. Use no more than the required concentration.

Washing temperatures above 120 degrees F. should be avoided in machine washing, but rinsing requires a minimum of 160 degrees F. Contact of china with aluminum and other metals produces unsightly marks. A soft powder is suggested for removing such marks or obstructions. Although with proper care of china this should not be necessary.

Poorly organized methods of handling and storing clean dishes lead to damage. Stacks of plates should be built by gently placing the rim of a plate on that of the plate below and letting the upper plate fall into place. Sliding one piece of china across another under pressure will abrade or scratch the glaze. Do not stack ware too high, and do not strike two pieces together.

As a means of reducing breakage through carelessness it is often advisable to take daily or weekly inventory of stock in circulation. Thus the workers become aware that a constant check of breakage is being made. Often the price list of china is posted, and the total loss to the food service through breakage is made known to the workers.

We live in a mechanical age, and this applies to commercial dishwashing as well as to household appliances. Since human hands are the source of practically all dish breakage, equipment which will reduce the amount of handling will consequently lower breakage. In small operations studies show that using a dishwashing machine in place of hand washing will reduce breakage 500%; and in larger operations where dishwashing machines are standard, the auxiliaries (plastic-coated racks, lowerater cards and tables) contribute much to breakage reduction.



fully organized methods of handling and storing clean dishes lead to damage. Stacks of plates should be built by gently placing the rim of a plate on that of the plate below and letting the upper plate fall into place. Sliding one piece of china across another under pressure will shatter the glass. Do not stack ware too high, and do not strike two pieces together.

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## COLLECTION OF DATA

The operation of the cafeterias in the eight residence halls for women at Michigan State University was directed by the Assistant Manager of Residence Halls. Through her office all policies and information on food production, purchasing, personnel and finances were coordinated. During the period of this study she drafted the four-week basic cycle menu, and each residence hall manager planned the soups, salads, vegetables and desserts which would be most acceptable for her unit. The menu pattern was the same for all women's residence halls.

In each residence hall cafeteria bus boys collected the soiled dishes and returned them to the dishwashing rooms. On week-ends a Continental breakfast was served in the recreation rooms rather than a regular breakfast in the dining rooms. The cafeteria was operated seven days each week.

Three residence halls were selected for this study. Mason-Abbot and Snyder-Phillips Halls were chosen because the building layouts are almost identical, and each can accommodate approximately one thousand students. Landon Hall, the third unit, which served three hundred twenty-five students, had one large dining room adjacent to the kitchen and the dishwashing room was located in the basement.

The period of study was July 1, 1958, to June 30, 1959. Background information for understanding the operations was obtained through interviews with the respective managers, supervisors and staffs. Menus from Snyder-Phillips were analyzed to determine the number of times specific dishes were used for each meal by each student.

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The meal count and the type of dishes chosen were recorded daily for each week of the school year on data sheets (Appendix Tables 1, 2, 3). These tables showed that the dishes for serving specific foods for the same menu pattern varied among the food service units. Meal count and dish usage figures were transferred to respective work sheets (Appendix Tables 4, 5) and summarized in Appendix Table 6.

Total per capita cost comparisons for china breakage were based on dish inventory records obtained from the office of the Assistant Manager of Residence Halls. Tabulations of this information, which had been compiled by each dormitory manager, showed the beginning inventory, purchases, ending inventory and breakage. See Appendix Exhibit 1. Central Food Stores supplied the price per dozen of each kind of dish purchased by the women's residence halls. The type of breakage and cost comparisons are summarized in Appendix Tables 7 and 8.

The average daily resident count was determined from the monthly McBee report which was prepared by the college accounting office. This report is a financial statement showing income based on average resident count, all expenditures and a percentage breakdown of costs. Since all students who live in the residence halls must eat in that food service, the resident count is the same as the number of boarders. The average count for boarders was multiplied by the number of days the food services were in operation each month. These figures were totaled and then divided by two hundred forty-one, the total number of operating days during the 1958-59 school year (Appendix Table 9). With these data the cost of china breakage per resident student was determined.

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Total per capita cost comparisons for dining packages were based on dish inventory records obtained from the office of the Assistant Manager of Residence Halls. Tabulations of this information, which had been compiled by each dormitory manager, showed the beginning inventory, purchases, ending inventory and packages. See Appendix Exhibit 1.

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## COMPARISON AND INTERPRETATION OF BREAKAGE COSTS

To achieve customer satisfaction in any food service well-prepared meals must be served in pleasant surroundings. High quality food loses appeal on unattractive or damaged china. Chipped or cracked dishes, or those whose glaze is damaged, must be discarded as readily as if they were shattered.

In a residence hall cafeteria hundreds of students are served in a limited time putting pressure on everyone handling the dishes and resulting in china breakage. If the size and layout of the building make it necessary to transport dishes relatively long distances or to a basement, there is greater possibility of accidents.

Mason-Abbot and Snyder-Phillips Halls are almost identical; the essential difference is that in Snyder-Phillips the kitchen and serving rooms are wider and are serviced by one large elevator rather than two small ones as in Mason-Abbot. The blueprint photostats for Mason-Abbot (Figures 3 and 4) show the basic layout for both food services. A central kitchen serves a large dining room on each wing and a small dining room in the basement; dish transportation involves relatively long distances. Accidents occur when the overloaded carts of soiled dishes returning to the dishroom must cross the path of the carts of food going to the serving rooms. In Mason and similarly in Phillips the hallway between the dining room and the kitchen area turns. In manipulating the carts around these turns many dishes are broken. It is particularly hazardous in Mason because the hall is narrow and the turn is in a traffic lane. China must be taken down the elevator to

# COMPARISON AND INTERPRETATION OF MESSAGE COSTS

To achieve maximum satisfaction in any food service well-prepared meals must be served in pleasant surroundings. High quality food losses appear on unattractive or damaged china. Cracked or chipped dishes, or those whose glass is damaged, must be discarded as readily as if they were shattered.

If a restaurant hall caters a number of students are served in a limited time putting pressure on everyone handling the dishes and resulting in other problems. If the size and layout of the building make it necessary to transport dishes relatively long distances or to a basement, there is greater possibility of accidents.

Mason-Abbott and Hyatt-Phillips halls are almost identical; the essential difference is that in Hyatt-Phillips the kitchen and serving rooms are wider and are served by one large elevator rather than two small ones as in Mason-Abbott. The blueprint photographs for Mason-Abbott (Figures 3 and 4) show the basic layout for both food services. A central kitchen serves a large dining room on each wing and a small dining room in the basement; this transportation involves relatively long distances. Accidents occur when the overloaded carts of soiled dishes returning to the kitchen must cross the path of the carts of food going to the serving rooms. In Mason and similarly in Phillips the hallway between the dining room and the kitchen area turns. In manipulating the carts around these turns many dishes are broken. If a particularly hazardous in Mason because the hall is narrow and the turn is in a traffic lane. China must be taken down the elevator to



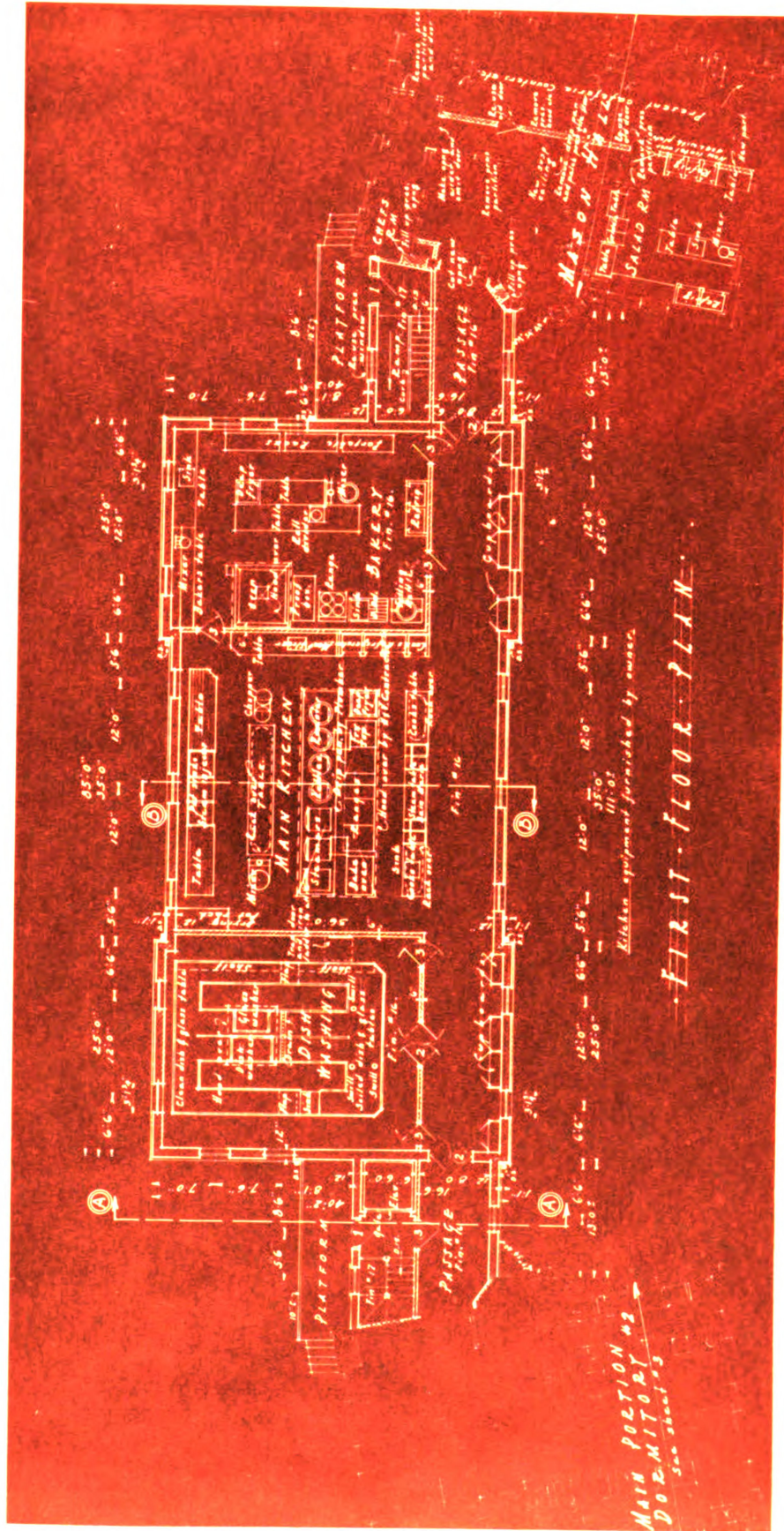


Figure 3. Main kitchen layout for Mason-Abbot Hall (first floor location).







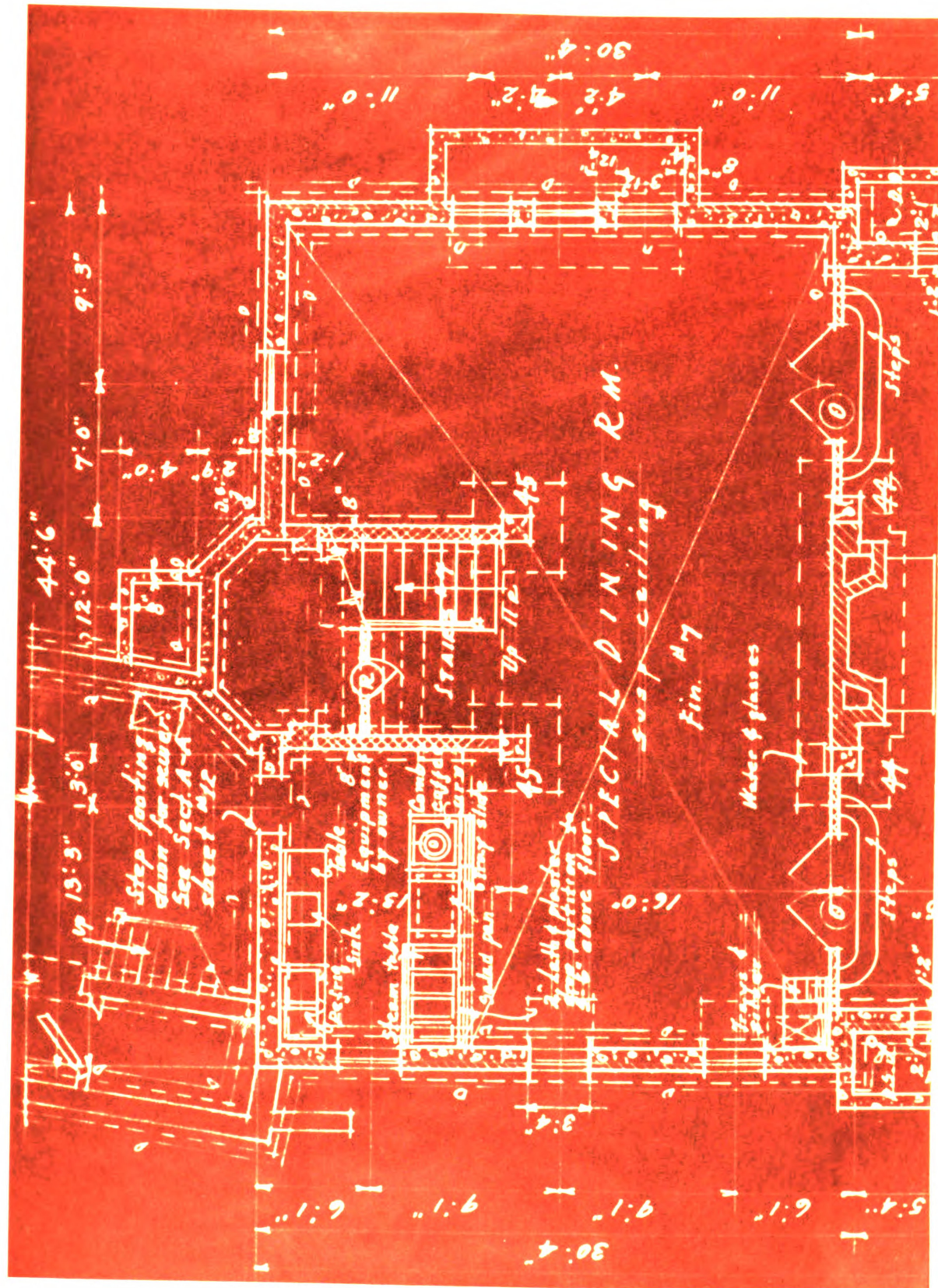


Figure 4. Special dining room layout in Mason-Abbot Hall (basement location).



the little dining rooms, and in Mason-Abbot the elevators do not always stop level with the floor.

In Landon Hall the kitchen is adjacent to the dining room but the dishwashing room is in the basement. See Figures 5 and 6. Soiled dishes are stacked on trays and sent down a subveyor to be washed. Clean dishes are assembled on shelf carts and brought up the elevator. The swivel wheels of these carts are only an inch thick and occasionally will drop into the opening between the floor and the elevator and cause dishes to slide off the stacks.

In Mason-Abbot and Snyder Phillips Halls clean dishes are stored and transported in lowerator carts thus minimizing handling and lowering breakage. However, the tall slim carts for sauce dishes, saucers and small plates tip rather easily and increase the dish breakage. Since Landon has no lowerator carts, dishes are stored under the serving counters.

The shape and weight of china are important. Heavy china is more resistant to damage than a lighter weight dish, but it is less attractive. All the women's residence halls used a hotel weight institution china in the cross-stitch pattern which was manufactured by several different companies (Figure 7). The wide rim plates were purchased in the following over-all diameter sizes: dinner, nine-inch; lunch, eight-inch; salad, six and seven-eighths-inch; and bread and butter, five and five-eighths-inch. Other pieces were sauce dishes, cups, saucers and soup bowls.

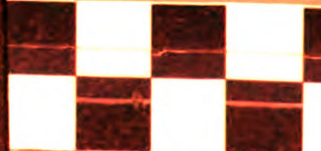
the little dining room, and in Mason-Albert the elevator do not always stop level with the floor.

In London Hall the kitchen is adjacent to the dining room but the dishwashing room is in the basement. See Figures 2 and 3. Solved dishes are stacked on trays and sent down a conveyor to be washed. Clean dishes are assembled on shelf carts and brought up the elevator. The wheel of these carts are only an inch thick and occasionally will drop into the opening between the floor and the elevator and cause dishes to slide off the stacks.

In Mason-Albert and Guyton Philip Hall clean dishes are stored and transported in lowwater carts that minimize handling and lowering packages. However, the tall carts for sauce dishes, casseroles and small plates tip rather easily and increase the dish packages. Since London has no lowwater carts, dishes are stored under the serving counters.

The shape and weight of china are important. Heavy china is more resistant to damage than a lighter weight dish, but it is less attractive. At the woman's residence hall a hotel weight institution china in the cross-stitch pattern which was manufactured by several different companies (Figure 7). The white rim plates were purchased in the following over-all diameter sizes: dinner, nine-inch, eight-inch; salad, six and seven-eighths-inch; and bread and butter, five and one-half-inch. Other pieces were sauce dishes, cups, casseroles and soup bowls.





This image shows a blank, aged, cream-colored page, likely an endpaper or flyleaf of a book. The paper has a slightly textured appearance with some minor discoloration and a prominent horizontal crease near the top. A small, dark, irregular mark is visible near the bottom left corner. The page is otherwise empty of text or illustrations.



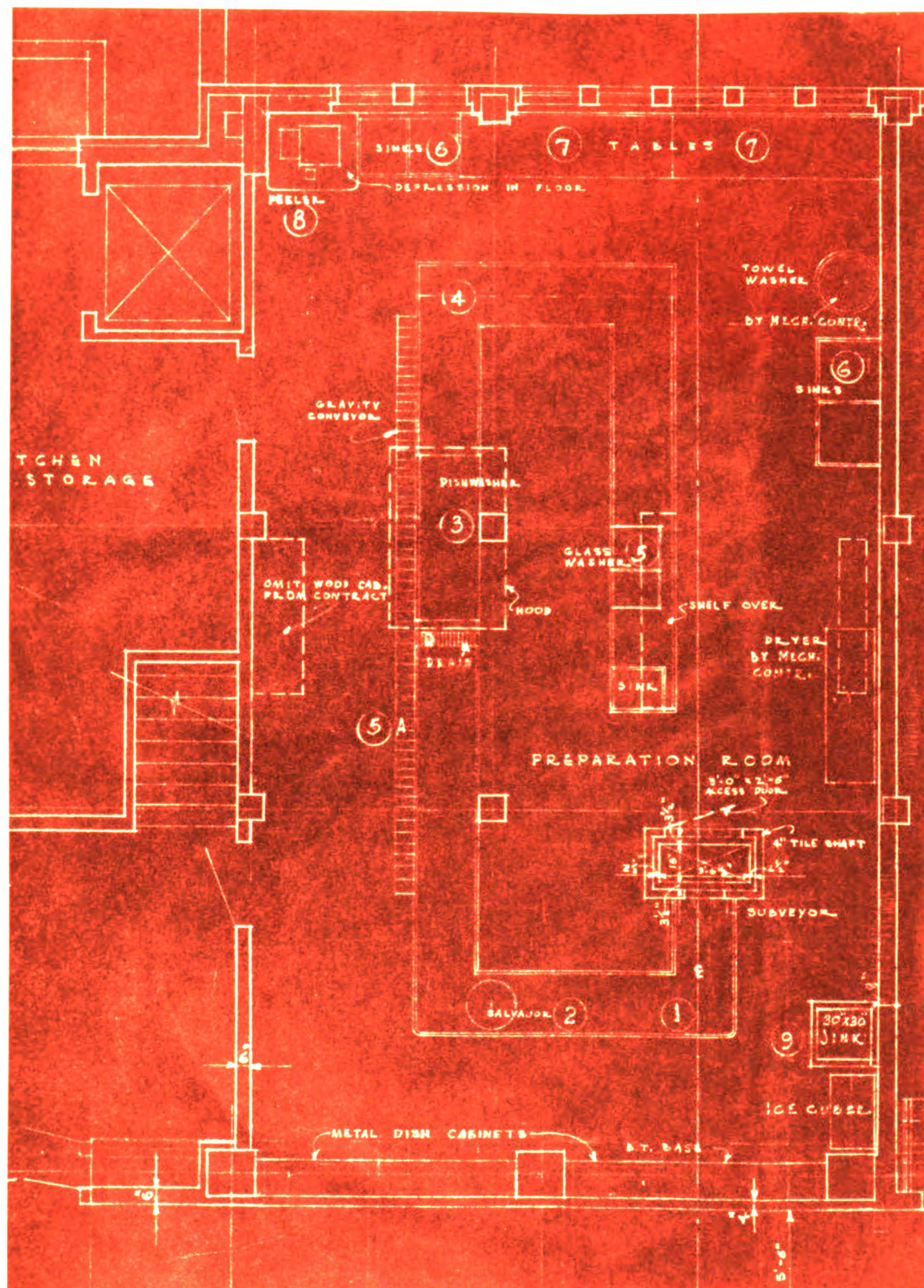


Figure 6. Dishwashing room in Landon Hall (basement location).



Dish usage patterns varied among the three residence halls. In Landon and Mason-Abbot paper was used for the Continental breakfast, while at Snyder-Phillips china cups and saucers were chosen. The light Sunday evening meal was served on china at Mason-Abbot and Snyder-Phillips but on paper at Landon.

There were some differences in the choice of dish for a particular food item:

| Food Item          | Dish Choices    |                |                |
|--------------------|-----------------|----------------|----------------|
|                    | Snyder-Phillips | Mason-Abbot    | Landon         |
| Watermelon chunks  | Soup bowls      | ---            | ---            |
| Watermelon wedges  | ---             | Lunch plate    | Lunch plate    |
| Toast, Sweet rolls | Lunch plate     | B. & B. plates | B. & B. plates |
| Muffins            | Lunch plates    | B. & B. plates | B. & B. plates |
| Cantaloupe         | Sauce dish      | Salad plate    | Salad plate    |
| Ice cream          | Sherbet dish    | Sauce dish     | Sauce dish     |

However, the general pattern of dish usage was the same in all residence halls:

| Food Item            | Dish Choices          |
|----------------------|-----------------------|
| Breakfast fruit      | Sauce dish            |
| Breakfast entree     | Lunch plate           |
| Vegetables           | Lunch or dinner plate |
| Juicy vegetables     | Sauce dish            |
| Salads               | Salad plate           |
| Cole slaw            | Sauce dish            |
| Cucumbers in vinegar | Sauce dish            |
| Small tossed salad   | Sauce dish            |



Dish usage patterns varied among the three residence halls. In London and Mason-Abbott paper was used for the Continental breakfast, while at Snyder-Phillips china cups and saucers were chosen. The light Sunday evening meal was served on china at Mason-Abbott and Snyder-Phillips but on paper at London.

There were some differences in the choice of dish for a particular

food item:

| Food Item          | Snyder-Phillips | Mason-Abbott   | London         |
|--------------------|-----------------|----------------|----------------|
| Watermelon chunks  | Soup bowls      | ---            | ---            |
| Watermelon wedges  | ---             | Lunch plate    | Lunch plate    |
| Toast, Sweet rolls | Lunch plate     | B. & B. plates | B. & B. plates |
| Muffins            | Lunch plates    | B. & B. plates | B. & B. plates |
| Cantaloupe         | Sauce dish      | Salad plate    | Salad plate    |
| Ice cream          | Sherbet dish    | Sauce dish     | Sauce dish     |

However, the general pattern of dish usage was the same in all

residence halls:

| Food Item            | Dish Choice           |
|----------------------|-----------------------|
| Breakfast fruit      | Sauce dish            |
| Breakfast entree     | Lunch plate           |
| Vegetables           | Lunch or dinner plate |
| Juicy vegetables     | Sauce dish            |
| Salads               | Salad plate           |
| Cole slaw            | Sauce dish            |
| Cucumbers in vinegar | Sauce dish            |
| Small tossed salad   | Sauce dish            |



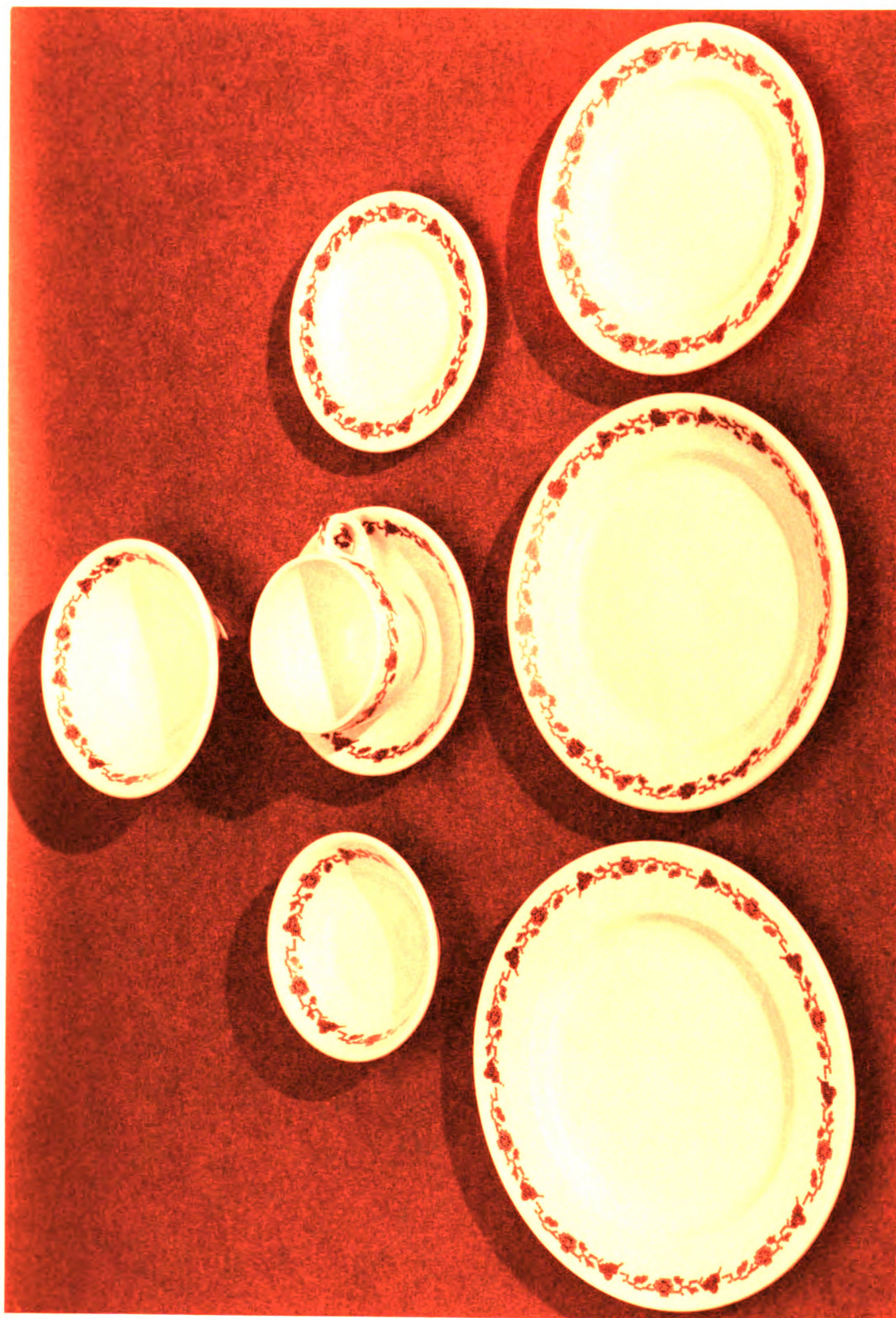
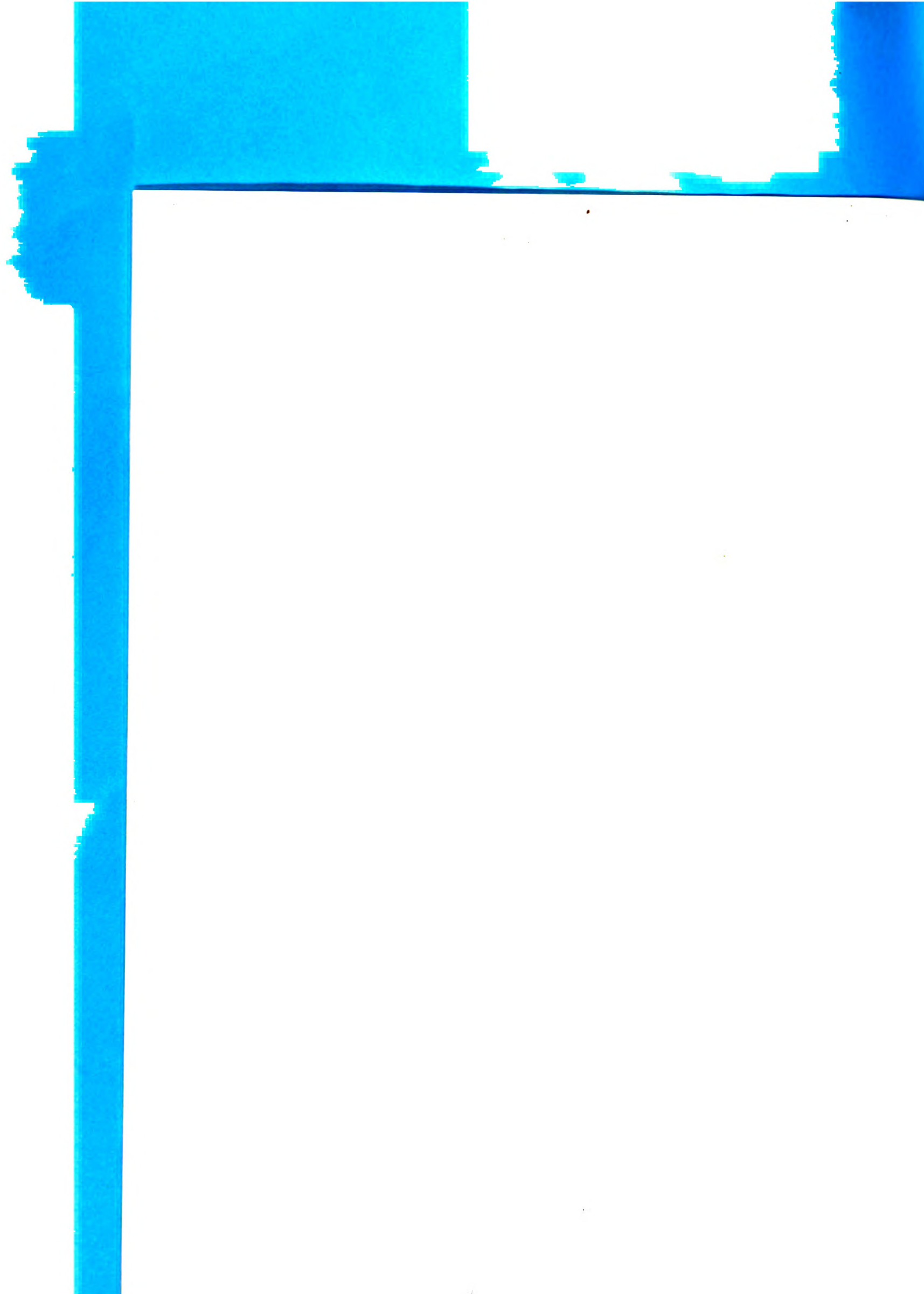


Figure 7. Kinds, design and shape of women's residence hall dishes.





| <u>Food Item</u>            | <u>Dish Choice</u> |
|-----------------------------|--------------------|
| Large tossed salad          | Soup bowl          |
| Pie, cake                   | Salad plate        |
| Desserts eaten with a fork  | Salad plate        |
| Puddings, canned fruit      | Sauce dish         |
| Desserts eaten with a spoon | Sauce dish         |

Dish breakage does not follow a consistent pattern in the three residence halls. See Table 1. Numerically more cups were broken in each dormitory than any other type of dish. Second highest breakage in Mason-Abbot occurred in sauce dishes, and third highest was saucers. At Snyder-Phillips second highest breakage was salad plates and then bread and butter plates. Landon showed bread and butter plates in second place and sauce dishes in third.

Table 1. Numerical dish breakage in three residence hall food services during the school year 1958-1959.

| Item             | Number of dishes broken |             |        |
|------------------|-------------------------|-------------|--------|
|                  | Snyder-Phillips         | Mason-Abbot | Landon |
| Cups             | 1527                    | 1082        | 299    |
| Salad plates     | 1084                    | 189         | 110    |
| B. and B. plates | 754                     | 326         | 274    |
| Soup bowls       | 702                     | 244         | 65     |
| Sauce dishes     | 606                     | 1057        | 253    |
| Saucers          | 350                     | 400         | 82     |
| Dinner plates    | 323                     | 288         | 66     |
| Lunch plates     | 298                     | 228         | 18     |



| <u>Food Item</u>            | <u>Dish Choice</u> |
|-----------------------------|--------------------|
| Large tossed salad          | Soup bowl          |
| Pie, cake                   | Salad plate        |
| Desserts eaten with a fork  | Salad plate        |
| Puddings, canned fruit      | Sauce dish         |
| Desserts eaten with a spoon | Sauce dish         |

Dish presage does not follow a constant pattern in the three residence halls. See Table I. Numerically more cups were broken in each dormitory than any other type of dish. Second highest presage in Mason-Abbot occurred in sauce dishes, and third highest was saucers. At Snyder-Phillips second highest presage was salad plates and then bread and butter plates. Landon showed bread and butter plates in second place and sauce dishes in third.

Table I. Numerical dish presage in three residence hall food services during the school year 1928-1929.

| Item             | Number of dishes broken |             |        |
|------------------|-------------------------|-------------|--------|
|                  | Snyder-Phillips         | Mason-Abbot | Landon |
| Cups             | 1227                    | 1082        | 229    |
| Salad plates     | 1084                    | 189         | 110    |
| B. and B. plates | 724                     | 326         | 274    |
| Soup bowls       | 702                     | 244         | 62     |
| Sauce dishes     | 606                     | 1027        | 223    |
| Saucers          | 320                     | 400         | 82     |
| Dinner plates    | 323                     | 288         | 66     |
| Lunch plates     | 298                     | 228         | 18     |

Table 2. Comparison of dish breakage based on the number of times used in three residences  
halls during the school year 1958-59.

| Item             | Snyder-Pulliam     |                    |                   |                   | Horn-Abbott        |                    |                   |                   | London             |                    |                   |                   |
|------------------|--------------------|--------------------|-------------------|-------------------|--------------------|--------------------|-------------------|-------------------|--------------------|--------------------|-------------------|-------------------|
|                  | Times used         |                    | Breakage per cent |                   | Times used         |                    | Breakage per cent |                   | Times used         |                    | Breakage per cent |                   |
|                  | No. of dishes used | No. of dishes used | No. of times used | No. of times used | No. of dishes used | No. of dishes used | No. of times used | No. of times used | No. of dishes used | No. of dishes used | No. of times used | No. of times used |
| Dinner plates    | 119222             | 383                | .2715             | 137224            | 208                | .2304              | 50059             | 66                | .1346              |                    |                   |                   |
| Lunch plates     | 184041             | 298                | .361              | 187535            | 208                | .114               | 81320             | 18                | .002               |                    |                   |                   |
| Salad plates     | 337970             | 1084               | .321              | 296531            | 189                | .064               | 134342            | 110               | .082               |                    |                   |                   |
| B. and B. plates | 175991             | 754                | .428              | 303134            | 326                | .108               | 112916            | 274               | .243               |                    |                   |                   |
| Cups             | 334078             | 1527               | .457              | 353565            | 1082               | .306               | 147930            | 299               | .202               |                    |                   |                   |
| Saucers          | 334078             | 350                | .105              | 353565            | 400                | .113               | 147930            | 82                | .055               |                    |                   |                   |
| Sauce dishes     | 86916              | 606                | .697              | 211461            | 1057               | .500               | 82560             | 253               | .306               |                    |                   |                   |
| Soup bowls       | 155185             | 702                | .452              | 168247            | 244                | .145               | 70008             | 65                | .092               |                    |                   |                   |



Because of the differences in dish choice and inventories, a more realistic comparison of breakage is based on the number of times dishes are used. Table 2 clearly shows this breakage comparison. The percentage for sauce dishes is highest in all the residence halls studied. Cup breakage is second in Mason-Abbot and Snyder-Phillips and third in Landon. Breakage of bread and butter plates is second in Landon. The highest breakage occurs in small bowl-shaped dishes. Two different companies had supplied the china, and the shapes of the sauce dishes were not identical. Consequently the stacks tipped very easily. It has been noted previously that the carts for the smaller dishes were tall and slim and thus more easily upset than the larger, heavier carts. The shape of the cups and the fact that they have handles make them more vulnerable to damage than other pieces of china.

The total cost of dish breakage is of vital concern to each manager, since cost of china is determined by breakage and replacement rather than initial cost. Although the percentage of breakage appears negligible, the dollar value of the china broken in a school year is worth consideration. See Table 3.

Table 3. Average resident count and dish breakage cost for three residence hall food services for the school year 1958-59.

| Residence<br>Hall | Average<br>Resident<br>Count | Breakage Cost |                      |
|-------------------|------------------------------|---------------|----------------------|
|                   |                              | Total         | Per Resident Student |
| Snyder-Phillips   | 638.3                        | \$3087.45     | \$4.837              |
| Mason-Abbot       | 746.7                        | 2055.17       | 2.752                |
| Landon            | 305.3                        | 592.42        | 1.9444               |



Because of the differences in dish shapes and inventories, a more realistic comparison of breakage is based on the number of times dishes are used. Table 3 clearly shows this breakage comparison. The percentage for same dishes is highest in all the residences halls studied. Cup breakage is second in Mason-Abbott and Snyder-Phillips and third in London. Breakage of bread and butter plates is second in London. The highest breakage occurs in small bowl-shaped dishes. Two different companies had supplied the china, and the shape of the same dishes were not identical. Consequently the stacks tipped very easily. It has been noted previously that the care for the smaller dishes was less and this was easily upset than the larger, heavier ones. The shape of the cups and the fact that they have handles make them more vulnerable to damage than other pieces of china. The total cost of dish breakage is of vital concern to each manager, since cost of china is determined by breakage and replacement rather than initial cost. Although the percentage of breakage appears negligible, the dollar value of the china broken in a school year is worth consideration. See Table 3.

Table 3. Average resident count and dish breakage cost for three residence hall food services for the school year 1958-59.

| Residence Hall  | Average Resident Count | Breakage Cost |                      |
|-----------------|------------------------|---------------|----------------------|
|                 |                        | Total         | Per Resident Student |
| Snyder-Phillips | 638.3                  | \$3007.45     | \$4.87               |
| Mason-Abbott    | 746.7                  | \$2525.17     | \$3.38               |
| London          | 302.3                  | \$282.15      | \$0.94               |

Although it appears that breakage costs were excessive at Snyder-Phillips, inventory figures may be misleading. The food services operated continuously and made accurate dish counts difficult to obtain. The supervisors decided arbitrarily when glass damage was great enough to remove the dish from daily use. This decision could have been made before the inventory period in one residence hall and at a later time in the others. Glass damage appeared greater where dishes were stored in lowerators. Perhaps it would be more economical to buy lighter-weight, more expensive dishes to lessen the weight on the bottom dishes in the lowerator stack. Further investigation would be necessary to validate this observation because other factors such as the type of dishwashing compounds and de-staining agents and the quality of glass could contribute to this type of damage.

All phases of residence hall food service must be constantly examined to keep the cafeteria operation financially stable. In the face of rising food and labor costs, more attention must be given to indirect expenses which include the cost of dish breakage. Over a period of time this expense item is significant and well worth consideration by management.

Although it appears that bridge costs were excessive at Sugar-

Phillips, inventory figures may be misleading. The lead services

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great enough to remove the disk from daily use. This decision could

have been made before the inventory period in one residence hall

and at a later time in the others. Glass damage appeared greater

where disks were stored in lower levels. Perhaps it would be more

economical to buy lighter-weight, more expensive disks to lessen

the weight on the bottom disks in the lower stack. Further

investigation would be necessary to validate this observation because

other factors such as the type of dissolving compounds and de-

staining agents and the quality of glass could contribute to this

type of damage.

All phases of residence hall food service must be constantly

examined to keep the cafeteria operation financially stable. In the

case of dining food and labor costs, more attention must be given to

indirect expenses which include the cost of dish washing. Over a

period of time this expense item is significant and will warrant

consideration by management.

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**APPENDIX**



32

ATTACHED

Table 4. Daily customer count and breakfast dish usage pattern--Landon  
Residence Hall food service. (February 9, 1959 - March 1, 1959.)

| Date    | Meal<br>Count | Lunch<br>Plates | Salad<br>Plates | B. & B.<br>Plates | Cups | Saucers | Sauce<br>Dishes | Soup<br>Bowls |
|---------|---------------|-----------------|-----------------|-------------------|------|---------|-----------------|---------------|
| Feb. 9  | 180           | 1               |                 |                   | 1    | 1       | 1               | 1             |
| Feb. 10 | 175           | 1               |                 |                   | 1    | 1       | 1               | 1             |
| Feb. 11 | 198           | 1               |                 |                   | 1    | 1       |                 | 1             |
| Feb. 12 | 185           | 1               |                 |                   | 1    | 1       |                 | 1             |
| Feb. 13 | 185           | 1               |                 |                   | 1    | 1       |                 | 1             |
| Feb. 14 | 160           |                 |                 |                   |      |         |                 |               |
| Feb. 15 | 140           |                 |                 |                   |      |         |                 |               |
| Total   | 1223          | 923             |                 |                   | 923  | 923     | 355             | 923           |
| Feb. 16 | 185           | 1               |                 |                   | 1    | 1       |                 | 1             |
| Feb. 17 | 187           | 1               |                 | 1                 | 1    | 1       |                 | 1             |
| Feb. 18 | 187           | 1               |                 |                   | 1    | 1       | 1               | 1             |
| Feb. 19 | 172           |                 |                 | 1                 | 1    | 1       |                 | 1             |
| Feb. 20 | 175           | 1               |                 |                   | 1    | 1       |                 | 1             |
| Feb. 21 | 150           |                 |                 |                   |      |         |                 |               |
| Feb. 22 | 150           |                 |                 |                   |      |         |                 |               |
| Total   | 1206          | 734             |                 | 399               | 906  | 906     | 187             | 906           |
| Feb. 23 | 180           |                 |                 | 1                 | 1    | 1       | 1               | 1             |
| Feb. 24 | 195           | 1               |                 | 1                 | 1    | 1       |                 | 1             |
| Feb. 25 | 185           | 1               |                 |                   | 1    | 1       |                 | 1             |
| Feb. 26 | 178           | 1               |                 |                   | 1    | 1       | 1               | 1             |
| Feb. 27 | 180           | 1               |                 |                   | 1    | 1       |                 | 1             |
| Feb. 28 | 130           |                 |                 |                   |      |         |                 |               |
| Mar. 1  | 120           |                 |                 |                   |      |         |                 |               |
| Total   | 1168          | 738             |                 | 375               | 918  | 918     | 358             | 918           |

Table 4. Daily customer count and breakfast plate usage pattern--London  
Residence Hall food services. (February 9, 1959 - March 1, 1959.)

| Date    | Meal Count | Lunch Plates | Salad Plates | B. & B. Plates | Guest Count | Guest Plates | Guest Group |
|---------|------------|--------------|--------------|----------------|-------------|--------------|-------------|
| Feb. 9  | 180        | 1            |              |                | 1           |              | 1           |
| Feb. 10 | 175        | 1            |              |                | 1           |              | 1           |
| Feb. 11 | 198        | 1            |              |                | 1           |              | 1           |
| Feb. 12 | 185        | 1            |              |                | 1           |              | 1           |
| Feb. 13 | 185        | 1            |              |                | 1           |              | 1           |
| Feb. 14 | 160        |              |              |                |             |              |             |
| Feb. 15 | 160        |              |              |                |             |              |             |
| Total   | 1553       | 5            |              |                | 5           |              | 5           |
| Feb. 16 | 185        | 1            |              |                | 1           |              | 1           |
| Feb. 17 | 187        | 1            |              | 1              | 1           |              | 1           |
| Feb. 18 | 187        | 1            |              |                | 1           | 1            | 1           |
| Feb. 19 | 175        |              |              | 1              | 1           |              | 1           |
| Feb. 20 | 175        | 1            |              |                | 1           |              | 1           |
| Feb. 21 | 170        |              |              |                |             |              |             |
| Feb. 22 | 170        |              |              |                |             |              |             |
| Total   | 1506       | 4            |              | 2              | 4           | 1            | 4           |
| Feb. 23 | 180        |              |              | 1              | 1           |              | 1           |
| Feb. 24 | 192        | 1            |              | 1              | 1           |              | 1           |
| Feb. 25 | 185        | 1            |              |                | 1           |              | 1           |
| Feb. 26 | 178        | 1            |              |                | 1           | 1            | 1           |
| Feb. 27 | 180        | 1            |              |                | 1           |              | 1           |
| Feb. 28 | 170        |              |              |                |             |              |             |
| Mar. 1  | 150        |              |              |                |             |              |             |
| Total   | 1468       | 4            |              | 2              | 4           | 2            | 4           |

Table 5. Daily customer count and lunch dish usage pattern--Landon  
Residence Hall food service. (February 9, 1959 - March 1, 1959.)

| Date    | Meal<br>Count | Lunch<br>Plates | Salad<br>Plates | B. & B.<br>Plates | Cups | Saucers | Sauce<br>Dishes | Soup<br>Bowls |
|---------|---------------|-----------------|-----------------|-------------------|------|---------|-----------------|---------------|
| Feb. 9  | 282           | 1               | 1               |                   | 1    | 1       | 1               | 1             |
| Feb. 10 | 288           | 1               | 1               | $\frac{1}{2}$     | 1    | 1       |                 | 1             |
| Feb. 11 | 291           | 1               | 1               | 1                 | 1    | 1       |                 | 1             |
| Feb. 12 | 277           | 1               | 1               | 1                 | 1    | 1       | 1               |               |
| Feb. 13 | 283           | 1               | 1               | 1                 | 1    | 1       | 1               | 1             |
| Feb. 14 | 217           | 1               | 1               |                   | 1    | 1       | 1               |               |
| Feb. 15 | 173           |                 |                 |                   |      |         |                 |               |
| Total   | 1811          | 1638            | 1638            | 1005              | 1638 | 1638    | 1059            | 1144          |
| Feb. 16 | 291           | 1               | 1               | $\frac{1}{2}$     | 1    | 1       | $\frac{1}{2}$   | 1             |
| Feb. 17 | 292           | 1               | 1               | 2                 | 1    | 1       |                 | 1             |
| Feb. 18 | 297           | 1               | 1               |                   | 1    | 1       | 1               | 1             |
| Feb. 19 | 293           | 1               | 1               | 2                 | 1    | 1       |                 |               |
| Feb. 20 | 278           | 1               | 1               | 2                 | 1    | 1       |                 |               |
| Feb. 21 | 192           | 1               | 1               |                   | 1    | 1       | 1               | 1             |
| Feb. 22 | 155           |                 |                 |                   |      |         |                 |               |
| Total   | 1798          | 1643            | 1643            | 1071              | 1643 | 1643    | 634             | 1072          |
| Feb. 23 | 270           | 1               | 1               |                   | 1    | 1       | 1               | 1             |
| Feb. 24 | 296           | 1               | 1               | 1                 | 1    | 1       |                 | 1             |
| Feb. 25 | 288           | 1               | 1               |                   | 1    | 1       | 1               |               |
| Feb. 26 | 298           | 1               | 1               |                   | 1    | 1       | 1               | 1             |
| Feb. 27 | 271           | 1               | 1               | 1                 | 1    | 1       | 1               |               |
| Feb. 28 | 178           | 1               | 1               | $1\frac{1}{2}$    | 1    | 1       | $\frac{1}{2}$   |               |
| Mar. 1  | 172           |                 |                 |                   |      |         |                 |               |
| Total   | 1773          | 1601            | 1601            | 834               | 1601 | 1601    | 1216            | 864           |



Table 2. Daily customer count and lunch dish usage patterns--London  
Residence Hall food service. (February 9, 1959 - March 1, 1959.)

| Date    | Meal Count | Lunch Plates | Salad Plates | B. & B. Plates | Other | Supper | Supper Plates | Group |
|---------|------------|--------------|--------------|----------------|-------|--------|---------------|-------|
| Feb. 9  | 285        | 1            | 1            |                | 1     | 1      |               | 1     |
| Feb. 10 | 288        | 1            | 1            | 1              | 1     | 1      |               | 1     |
| Feb. 11 | 291        | 1            | 1            | 1              | 1     | 1      |               | 1     |
| Feb. 12 | 277        | 1            | 1            | 1              | 1     | 1      |               | 1     |
| Feb. 13 | 283        | 1            | 1            | 1              | 1     | 1      |               | 1     |
| Feb. 14 | 217        | 1            | 1            |                | 1     | 1      |               | 1     |
| Feb. 15 |            |              |              |                |       |        |               |       |
| Total   | 1817       | 1038         | 1038         | 1002           | 1038  | 1038   | 1116          |       |
| Feb. 16 | 291        | 1            | 1            | 1              | 1     | 1      |               | 1     |
| Feb. 17 | 295        | 1            | 1            | 2              | 1     | 1      |               | 1     |
| Feb. 18 | 297        | 1            | 1            |                | 1     | 1      |               | 1     |
| Feb. 19 | 293        | 1            | 1            | 2              | 1     | 1      |               | 1     |
| Feb. 20 | 278        | 1            | 1            | 2              | 1     | 1      |               | 1     |
| Feb. 21 | 195        | 1            | 1            |                | 1     | 1      |               | 1     |
| Feb. 22 |            |              |              |                |       |        |               |       |
| Total   | 1798       | 1043         | 1043         | 1017           | 1043  | 1043   | 1076          |       |
| Feb. 23 | 270        | 1            | 1            |                | 1     | 1      |               | 1     |
| Feb. 24 | 280        | 1            | 1            | 1              | 1     | 1      |               | 1     |
| Feb. 25 | 288        | 1            | 1            |                | 1     | 1      |               | 1     |
| Feb. 26 | 288        | 1            | 1            |                | 1     | 1      |               | 1     |
| Feb. 27 | 271        | 1            | 1            | 1              | 1     | 1      |               | 1     |
| Feb. 28 | 178        | 1            | 1            | 1 1/2          | 1     | 1      |               | 1     |
| Feb. 1  |            |              |              |                |       |        |               |       |
| Total   | 1773       | 1001         | 1001         | 877            | 1001  | 1001   | 1076          |       |

Table 6. Daily customer count and dinner dish usage pattern--Landon  
Residence Hall food service. (February 9, 1959 - March 1, 1959.)

| Date         | Meal<br>Count | Dinner<br>Plates | Salad<br>Plates | R. & B.<br>Plates | Cups        | Saucers     | Sauce<br>Dishes | Soup<br>Bowls |
|--------------|---------------|------------------|-----------------|-------------------|-------------|-------------|-----------------|---------------|
| Feb. 9       | 262           | 1                | 1½              | 1                 | 1           | 1           | ½               |               |
| Feb. 10      | 274           | 1                | 1½              | 1                 | 1           | 1           | ½               |               |
| Feb. 11      | 275           | 1                | 1               | 1                 | 1           | 1           | 1               |               |
| Feb. 12      | 283           | 1                | 1               | 1                 | 1           | 1           | 1               |               |
| Feb. 13      | 288           | 1                | 1½              | 1                 | 1           | 1           | 1               |               |
| Feb. 14      | 195           | 1                | 1               | 1                 | 1           | 1           | 1               |               |
| Feb. 15      | 215           | 1                | 2               | 1                 | 1           | 1           |                 |               |
| <b>Total</b> | <b>1792</b>   | <b>1792</b>      | <b>2419</b>     | <b>1792</b>       | <b>1792</b> | <b>1792</b> | <b>1309</b>     |               |
| Feb. 16      | 267           | 1                | 1               | 1                 | 1           | 1           | 1               |               |
| Feb. 17      | 271           | 1                | 1½              | 1                 | 1           | 1           | ½               |               |
| Feb. 18      | 298           | 1                | 1½              | 1                 | 1           | 1           | ½               |               |
| Feb. 19      | 280           | 1                | 1               | 1                 | 1           | 1           | 1               |               |
| Feb. 20      | 196           | 1                | 1½              | 1                 | 1           | 1           | ½               |               |
| Feb. 21      | 196           | 1                | 1               | 1                 | 1           | 1           | 1½              |               |
| Feb. 22      | 188           | 1                | 1               | 1                 | 1           | 1           | 1               |               |
| <b>Total</b> | <b>1696</b>   | <b>1696</b>      | <b>2078</b>     | <b>1696</b>       | <b>1696</b> | <b>1696</b> | <b>1411</b>     |               |
| Feb. 23      | 260           | 1                | 1½              | 1                 | 1           | 1           | 1               |               |
| Feb. 24      | 286           | 1                | 1               | 1                 | 1           | 1           | 1               |               |
| Feb. 25      | 269           | 1                | 1½              | 1                 | 1           | 1           | ½               |               |
| Feb. 26      | 274           | 1                | 1½              | 1                 | 1           | 1           | ½               |               |
| Feb. 27      | 165           | 1                | 2               | 1                 | 1           | 1           |                 |               |
| Feb. 28      | 180           | 1                | 1               | 1                 | 1           | 1           | 1               |               |
| Mar. 1       | 196           | 1                | 1               | 1                 | 1           | 1           | 1               |               |
| <b>Total</b> | <b>1630</b>   | <b>1630</b>      | <b>2196</b>     | <b>1630</b>       | <b>1630</b> | <b>1630</b> | <b>1193</b>     |               |

Table 6. Daily customer count and dinner dish usage patterns--London  
Resthouse Hall food service. (February 9, 1979 - March 1, 1979.)

| Date    | Meal Count | Dinner Plates | Salad Plates | R. & B. Plates | Corn Succotash | Garage Succotash | Garage Soup |
|---------|------------|---------------|--------------|----------------|----------------|------------------|-------------|
| Feb. 9  | 265        | 1             | 1½           | 1              | 1              | 1                | ½           |
| Feb. 10 | 274        | 1             | 1½           | 1              | 1              | 1                | ½           |
| Feb. 11 | 272        | 1             | 1            | 1              | 1              | 1                | 1           |
| Feb. 12 | 283        | 1             | 1            | 1              | 1              | 1                | 1           |
| Feb. 13 | 288        | 1             | 1½           | 1              | 1              | 1                | 1           |
| Feb. 14 | 192        | 1             | 1            | 1              | 1              | 1                | 1           |
| Feb. 15 | 272        | 1             | 2            | 1              | 1              | 1                |             |
| Total   | 1785       | 1785          | 2479         | 1785           | 1785           | 1785             | 1309        |
| Feb. 16 | 267        | 1             | 1            | 1              | 1              | 1                | 1           |
| Feb. 17 | 271        | 1             | 1½           | 1              | 1              | 1                | ½           |
| Feb. 18 | 298        | 1             | 1½           | 1              | 1              | 1                | ½           |
| Feb. 19 | 280        | 1             | 1            | 1              | 1              | 1                | 1           |
| Feb. 20 | 196        | 1             | 1½           | 1              | 1              | 1                | ½           |
| Feb. 21 | 196        | 1             | 1            | 1              | 1              | 1                | 1½          |
| Feb. 22 | 188        | 1             | 1            | 1              | 1              | 1                | 1           |
| Total   | 1696       | 1696          | 2078         | 1696           | 1696           | 1696             | 1471        |
| Feb. 23 | 260        | 1             | 1½           | 1              | 1              | 1                | 1           |
| Feb. 24 | 266        | 1             | 1            | 1              | 1              | 1                | 1           |
| Feb. 25 | 269        | 1             | 1½           | 1              | 1              | 1                | ½           |
| Feb. 26 | 274        | 1             | 1½           | 1              | 1              | 1                | ½           |
| Feb. 27 | 192        | 1             | 2            | 1              | 1              | 1                |             |
| Feb. 28 | 180        | 1             | 1            | 1              | 1              | 1                | 1           |
| Mar. 1  | 196        | 1             | 1            | 1              | 1              | 1                | 1           |
| Total   | 1630       | 1630          | 2126         | 1630           | 1630           | 1630             | 1192        |

**Table 7. Summary of customer counts and breakfast dish usage for London Residence Hall feed service by weeks. (September 21, 1958 - December 16, 1958.)**

| <b>Date</b>                   | <b>Meal Count</b> | <b>Lunch Plates</b> | <b>Salad Plates</b> | <b>B. &amp; B. Plates</b> | <b>Cups</b>  | <b>Sauces</b> | <b>Sauce Dishes</b> | <b>Soup Bowls</b> |
|-------------------------------|-------------------|---------------------|---------------------|---------------------------|--------------|---------------|---------------------|-------------------|
| <b>Sept. 21-<br/>Sept. 28</b> | 751               | 501                 |                     |                           | 501          | 501           | 107                 | 501               |
| <b>Sept. 29-<br/>Oct. 5</b>   | 1580              | 889                 | 230                 | 471                       | 1130         | 1130          | 445                 | 1130              |
| <b>Oct. 6-<br/>Oct. 12</b>    | 1454              | 1094                |                     | 225                       | 1094         | 1094          | 420                 | 1094              |
| <b>Oct. 13-<br/>Oct. 19</b>   | 1352              | 1132                |                     |                           | 1132         | 1132          | 437                 | 1132              |
| <b>Oct. 20-<br/>Oct. 26</b>   | 1275              | 853                 |                     | 405                       | 1055         | 1055          | 415                 | 1055              |
| <b>Oct. 27-<br/>Nov. 2</b>    | 1500              | 1050                |                     | 206                       | 1050         | 1050          | 221                 | 1050              |
| <b>Nov. 3-<br/>Nov. 9</b>     | 1266              | 1016                |                     |                           | 1016         | 1016          | 211                 | 1016              |
| <b>Nov. 10-<br/>Nov. 16</b>   | 1271              | 798                 |                     | 417                       | 1001         | 1001          | 385                 | 1001              |
| <b>Nov. 17-<br/>Nov. 23</b>   | 1320              | 968                 |                     | 201                       | 968          | 968           | 182                 | 968               |
| <b>Nov. 24-<br/>Nov. 30</b>   | 595               | 595                 |                     |                           | 595          | 595           | 196                 | 595               |
| <b>Dec. 1-<br/>Dec. 7</b>     | 1374              | 773                 |                     | 393                       | 974          | 974           | 398                 | 974               |
| <b>Dec. 8-<br/>Dec. 14</b>    | 1169              | 1069                |                     | 190                       | 1069         | 1069          | 176                 | 1069              |
| <b>Dec. 15-<br/>Dec. 16</b>   | 180               | 180                 |                     |                           | 180          | 180           | 180                 | 180               |
| <b>Totals</b>                 | <b>15087</b>      | <b>10918</b>        | <b>230</b>          | <b>2508</b>               | <b>11765</b> | <b>11765</b>  | <b>3773</b>         | <b>11765</b>      |



| Date    | Count | Imperial | Salad | N. & B. | Green | Peasants | Marines | Battle | Group |
|---------|-------|----------|-------|---------|-------|----------|---------|--------|-------|
| Dec. 16 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 17 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 18 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 19 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 20 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 21 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 22 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 23 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 24 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 25 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 26 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 27 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 28 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 29 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 30 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Dec. 31 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 1  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 2  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 3  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 4  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 5  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 6  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 7  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 8  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 9  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 10 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 11 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 12 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 13 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 14 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 15 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 16 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 17 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 18 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 19 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 20 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 21 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 22 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 23 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 24 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 25 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 26 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 27 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 28 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 29 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 30 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Jan. 31 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 1  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 2  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 3  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 4  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 5  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 6  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 7  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 8  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 9  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 10 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 11 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 12 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 13 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 14 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 15 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 16 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 17 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 18 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 19 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 20 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 21 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 22 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 23 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 24 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 25 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 26 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 27 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 28 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 29 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Feb. 30 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 1  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 2  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 3  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 4  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 5  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 6  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 7  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 8  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 9  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 10 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 11 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 12 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 13 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 14 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 15 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 16 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 17 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 18 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 19 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 20 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 21 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 22 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 23 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 24 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 25 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 26 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 27 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 28 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 29 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 30 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Mar. 31 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 1  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 2  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 3  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 4  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 5  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 6  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 7  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 8  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 9  | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 10 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 11 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 12 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 13 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 14 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 15 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 16 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 17 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 18 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 19 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 20 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 21 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 22 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 23 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 24 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 25 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 26 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 27 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 28 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 29 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| Apr. 30 | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| May 1   | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| May 2   | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| May 3   | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| May 4   | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| May 5   | 180   | 180      | 180   | 180     | 180   | 180      | 180     | 180    | 180   |
| May 6   | 180   | 180      | 180   | 180     | 180   | 180      |         |        |       |

Table 8. Summary of customer count and dish usage for breakfast, lunch and dinner in Landon Residence Hall food service by school terms. (September 21, 1958 - June 17, 1959.)

### Breakfast

| Term   | Meal Count | Lunch Plates | Salad Plates | B. & B. Plates | Cups  | Sauces | Sauce Dishes | Soup Bowls |
|--------|------------|--------------|--------------|----------------|-------|--------|--------------|------------|
| Fall   | 15087      | 10918        | 230          | 2508           | 11765 | 11765  | 3773         | 11765      |
| Winter | 12999      | 8520         | 200          | 3236           | 9944  | 9944   | 3563         | 9944       |
| Spring | 13668      | 8472         | 654          | 3727           | 11070 | 11070  | 3511         | 11070      |
| Total  | 41754      | 27910        | 1084         | 9471           | 32779 | 32779  | 10847        | 32779      |

### Lunch

| Term   | Meal Count | Lunch Plates | Salad Plates | B. & B. Plates | Cups  | Sauces | Sauce Dishes | Soup Bowls |
|--------|------------|--------------|--------------|----------------|-------|--------|--------------|------------|
| Fall   | 23212      | 19994        | 19840        | 17989          | 21042 | 21042  | 10062        | 13108      |
| Winter | 20103      | 17042        | 18178        | 13645          | 18178 | 18178  | 11897        | 12997      |
| Spring | 19467      | 16374        | 17842        | 12249          | 17842 | 17842  | 10603        | 11037      |
| Total  | 62782      | 53410        | 55860        | 43883          | 57062 | 57062  | 32762        | 37142      |

### Dinner

| Term   | Meal Count | Dinner Plates | Salad Plates | B. & B. Plates | Cups  | Sauces | Sauce Dishes | Soup Bowls |
|--------|------------|---------------|--------------|----------------|-------|--------|--------------|------------|
| Fall   | 20813      | 20813         | 28374        | 21430          | 20813 | 20813  | 12465        | 456        |
| Winter | 19182      | 18905         | 24664        | 19182          | 18905 | 18905  | 14320        | 140        |
| Spring | 18371      | 18371         | 24360        | 18950          | 18371 | 18371  | 12166        | 291        |
| Total  | 58366      | 58089         | 77398        | 59562          | 58089 | 58089  | 38951        | 887        |

Table 8. Summary of customer count and dish usage for breakfast, lunch and dinner in London Residence Hall food service by school terms. (September 21, 1978 - June 17, 1979.)

| Breakfast |            |              |              |                |          |                  |              |
|-----------|------------|--------------|--------------|----------------|----------|------------------|--------------|
| Total     | Meal Count | Lunch Plates | Salad Plates | B. & B. Plates | Omelette | Breakfast Plates | Salad Plates |
| Fall      | 12087      | 10918        | 230          | 2208           | 11762    | 11762            | 11762        |
| Winter    | 12399      | 8250         | 200          | 2526           | 9944     | 9944             | 9944         |
| Spring    | 13668      | 8425         | 67           | 2257           | 11070    | 11070            | 11070        |
| Total     | 47544      | 25100        | 1087         | 9471           | 32779    | 32779            | 32779        |

| Lunch  |            |              |              |                |          |                  |              |
|--------|------------|--------------|--------------|----------------|----------|------------------|--------------|
| Total  | Meal Count | Lunch Plates | Salad Plates | B. & B. Plates | Omelette | Breakfast Plates | Salad Plates |
| Fall   | 23312      | 19994        | 19940        | 12989          | 21046    | 21046            | 13108        |
| Winter | 20023      | 15043        | 18128        | 12642          | 18128    | 18128            | 12597        |
| Spring | 19645      | 15324        | 12046        | 12849          | 12046    | 12046            | 11027        |
| Total  | 62980      | 25110        | 22860        | 43880          | 21046    | 21046            | 21046        |

| Dinner |            |               |              |                |          |                  |              |
|--------|------------|---------------|--------------|----------------|----------|------------------|--------------|
| Total  | Meal Count | Dinner Plates | Salad Plates | B. & B. Plates | Omelette | Breakfast Plates | Salad Plates |
| Fall   | 20813      | 20813         | 28224        | 21420          | 20813    | 20813            | 426          |
| Winter | 19182      | 18902         | 24664        | 19182          | 18902    | 18902            | 140          |
| Spring | 18271      | 18271         | 24260        | 18271          | 18271    | 18271            | 237          |
| Total  | 58266      | 58086         | 77148        | 58773          | 58086    | 58086            | 58086        |

Table 9. Summary of customer count and dish usage in three residence hall food services by meals for the school year. (September 21, 1958 - June 17, 1959.)

London

|   | Meal<br>Count | Dinner<br>Plates | Lunch<br>Plates | Salad<br>Plates | B. & B.<br>Plates | Cups   | Saucers | Sauce<br>Dishes | Soup<br>Bowls |
|---|---------------|------------------|-----------------|-----------------|-------------------|--------|---------|-----------------|---------------|
| B | 41754         |                  | 27910           | 1084            | 9471              | 32779  | 32779   | 10847           | 32779         |
| L | 62782         |                  | 53410           | 55860           | 43883             | 57062  | 57062   | 32762           | 37142         |
| D | 58366         | 58089            |                 | 77398           | 59562             | 58089  | 58089   | 38951           | 887           |
| T | 162902        | 58089            | 81320           | 134342          | 112916            | 147930 | 147930  | 82560           | 70808         |

Mason-Abbot

|   | Meal<br>Count | Dinner<br>Plates | Lunch<br>Plates | Salad<br>Plates | B. & B.<br>Plates | Cups   | Saucers | Sauce<br>Dishes | Soup<br>Bowls |
|---|---------------|------------------|-----------------|-----------------|-------------------|--------|---------|-----------------|---------------|
| B | 87890         |                  | 60109           | 1171            | 23138             | 70768  | 70768   | 39026           | 70768         |
| L | 145905        |                  | 138517          | 129485          | 116370            | 145573 | 145573  | 85575           | 94726         |
| D | 137224        | 137224           | 929             | 165875          | 163626            | 137224 | 137224  | 86860           | 2753          |
| T | 371019        | 137224           | 199555          | 296531          | 303134            | 353565 | 353565  | 211461          | 168047        |

Snyder-Phillips

|   | Meal<br>Count | Dinner<br>Plates | Lunch<br>Plates | Salad<br>Plates | B. & B.<br>Plates | Cups   | Saucers | Sauce<br>Dishes | Soup<br>Bowls |
|---|---------------|------------------|-----------------|-----------------|-------------------|--------|---------|-----------------|---------------|
| B | 85359         |                  | 61727           | 822             |                   | 85359  | 85359   | 33198           | 61727         |
| L | 129987        |                  | 123114          | 167145          | 97931             | 129497 | 129497  | 34937           | 89141         |
| D | 119222        | 119222           |                 | 170003          | 118060            | 119222 | 119222  | 18781           | 4317          |
| T | 334568        | 119222           | 184841          | 337270          | 175991            | 334078 | 334078  | 86916           | 155185        |

Table 2. Summary of customer count and dish usage in three residences  
half food services by meals for the school year. (September 21,  
1928 - June 17, 1929.)

| Landon |        |        |        |         |      |          |       |
|--------|--------|--------|--------|---------|------|----------|-------|
| Meal   | Dinner | Lunch  | Salad  | B. & B. | Cups | Remnants | Sauce |
| Count  | Plates | Plates | Plates | Plates  |      |          | Bowls |
| B      | 4174   | 2210   | 1804   | 4711    | 2219 | 2219     | 1804  |
| I      | 6285   | 2210   | 2280   | 4283    | 2102 | 2102     | 2210  |
| D      | 2280   | 2280   | 2280   | 2280    | 2280 | 2280     | 2280  |
| T      | 12739  | 6700   | 6350   | 11274   | 6601 | 6601     | 6350  |

| Hanson-Lippert |        |        |        |         |       |          |       |
|----------------|--------|--------|--------|---------|-------|----------|-------|
| Meal           | Dinner | Lunch  | Salad  | B. & B. | Cups  | Remnants | Sauce |
| Count          | Plates | Plates | Plates | Plates  |       |          | Bowls |
| B              | 8780   | 6010   | 1171   | 2378    | 7068  | 7068     | 2002  |
| I              | 14202  | 12812  | 12482  | 11620   | 14212 | 14212    | 8212  |
| D              | 12224  | 12224  | 12224  | 12224   | 12224 | 12224    | 12224 |
| T              | 35206  | 21046  | 25417  | 37622   | 27504 | 27504    | 10438 |

| Brydges-Lippert |        |        |        |         |       |          |       |
|-----------------|--------|--------|--------|---------|-------|----------|-------|
| Meal            | Dinner | Lunch  | Salad  | B. & B. | Cups  | Remnants | Sauce |
| Count           | Plates | Plates | Plates | Plates  |       |          | Bowls |
| B               | 8222   | 6122   | 822    | 8222    | 8222  | 8222     | 8222  |
| I               | 12222  | 12222  | 12222  | 12222   | 12222 | 12222    | 12222 |
| D               | 12222  | 12222  | 12222  | 12222   | 12222 | 12222    | 12222 |
| T               | 32666  | 20566  | 20566  | 20566   | 20566 | 20566    | 20566 |



Table 10. Breakage costs determined by the inventory method in three residence hall food services. (July, 1958 - June, 1959.)

## INVENTORIES

## Landon

|                        | Dinner<br>Plates | Lunch<br>Plates | Salad<br>Plates | B. & B.<br>Plates | Cups     | Spoons  | Sauce<br>Dishes | Soup<br>Bowls |
|------------------------|------------------|-----------------|-----------------|-------------------|----------|---------|-----------------|---------------|
| Beginning<br>Inventory | 624              | 426             | 487             | 541               | 241      | 267     | 360             | 228           |
| Purchases              |                  | 24              | 178             | 408               | 288      |         | 216             | 108           |
| Available              | 624              | 450             | 665             | 949               | 529      | 267     | 576             | 336           |
| Ending<br>Inventory    | 558              | 432             | 455             | 675               | 230      | 185     | 323             | 271           |
| Breakage               | 66               | 18              | 110             | 274               | 299      | 82      | 253             | 65            |
| Cost of<br>Breakage    | \$43.40          | \$12.77         | \$59.15         | \$94.39           | \$208.50 | \$30.41 | \$109.04        | \$33.96       |

## Mason-Abbot

|                        |          |          |          |          |          |          |          |          |
|------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Beginning<br>Inventory | 866      | 1875     | 595      | 1012     | 644      | 638      | 595      | 1026     |
| Purchases              | 576      |          | 576      | 288      | 864      | 576      | 1008     |          |
| Available              | 1442     | 1875     | 1171     | 1300     | 1508     | 1214     | 1603     | 1026     |
| Ending<br>Inventory    | 1156     | 1647     | 982      | 974      | 426      | 814      | 546      | 782      |
| Breakage               | 286      | 228      | 189      | 326      | 1082     | 400      | 1057     | 244      |
| Cost of<br>Breakage    | \$189.36 | \$161.62 | \$101.32 | \$112.47 | \$751.89 | \$151.67 | \$458.91 | \$127.49 |

## Snyder-Phillips

|                        |          |          |          |          |           |          |          |          |
|------------------------|----------|----------|----------|----------|-----------|----------|----------|----------|
| Beginning<br>Inventory | 910      | 1042     | 1412     | 1156     | 938       | 888      | 1073     | 1083     |
| Purchases              | 216      | 216      | 684      | 540      | 1440      | 432      | 468      | 216      |
| Available              | 1126     | 1258     | 2096     | 1696     | 2378      | 1320     | 1541     | 1299     |
| Ending<br>Inventory    | 803      | 960      | 1012     | 942      | 851       | 970      | 935      | 597      |
| Breakage               | 323      | 298      | 1084     | 754      | 1527      | 350      | 606      | 702      |
| Cost of<br>Breakage    | \$212.37 | \$211.33 | \$582.65 | \$260.13 | \$1061.27 | \$129.79 | \$263.11 | \$366.89 |
| Cost per<br>Dozen      | \$7.89   | \$8.51   | \$6.45   | \$4.14   | \$8.34    | \$4.45   | \$5.21   | \$6.27   |

Table 10. Breakfast costs determined by the inventory method in three residence hall food services. (July, 1958 - June, 1959.)

| INVENTORIES                |                  |                 |                 |                   |          |                  |                 |
|----------------------------|------------------|-----------------|-----------------|-------------------|----------|------------------|-----------------|
| Landon                     |                  |                 |                 |                   |          |                  |                 |
|                            | Dinner<br>Plates | Lunch<br>Plates | Salad<br>Plates | B. & B.<br>Plates | Cups     | Sauces<br>Plates | Sauces<br>Bowls |
| Beginning Inventory        | 654              | 456             | 487             | 247               | 247      | 267              | 258             |
| Purchases                  |                  | 24              | 178             | 408               | 288      |                  | 108             |
| Available Ending Inventory | 654              | 480             | 665             | 655               | 535      | 267              | 366             |
| Breakfast Cost of          | 66               | 18              | 170             | 244               | 288      | 85               | 62              |
| Breakfast                  | \$13.40          | \$12.77         | \$29.17         | \$44.39           | \$508.20 | \$30.41          | \$109.84        |

| Hanson-Vibot               |                  |                 |                 |                   |          |                  |                 |
|----------------------------|------------------|-----------------|-----------------|-------------------|----------|------------------|-----------------|
|                            | Dinner<br>Plates | Lunch<br>Plates | Salad<br>Plates | B. & B.<br>Plates | Cups     | Sauces<br>Plates | Sauces<br>Bowls |
| Beginning Inventory        | 866              | 1872            | 292             | 1072              | 644      | 638              | 1056            |
| Purchases                  | 276              |                 | 276             | 288               | 864      | 276              | 1008            |
| Available Ending Inventory | 1142             | 1872            | 568             | 1360              | 1508     | 914              | 2064            |
| Breakfast Cost of          | 288              | 228             | 188             | 256               | 1085     | 400              | 244             |
| Breakfast                  | \$189.36         | \$101.69        | \$101.22        | \$172.47          | \$127.22 | \$121.67         | \$122.49        |

| Gardner-Hillside           |                  |                 |                 |                   |           |                  |                 |
|----------------------------|------------------|-----------------|-----------------|-------------------|-----------|------------------|-----------------|
|                            | Dinner<br>Plates | Lunch<br>Plates | Salad<br>Plates | B. & B.<br>Plates | Cups      | Sauces<br>Plates | Sauces<br>Bowls |
| Beginning Inventory        | 210              | 1045            | 1472            | 1726              | 238       | 888              | 1083            |
| Purchases                  | 216              | 216             | 684             | 240               | 1440      | 432              | 216             |
| Available Ending Inventory | 426              | 1261            | 2156            | 1966              | 2828      | 1320             | 1300            |
| Breakfast Cost of          | 323              | 298             | 1084            | 244               | 1252      | 320              | 405             |
| Breakfast                  | \$215.37         | \$217.37        | \$285.62        | \$250.13          | \$1061.52 | \$125.29         | \$266.80        |
| Cost per Dozen             | \$2.89           | \$8.21          | \$6.42          | \$4.14            | \$8.34    | \$4.42           | \$6.21          |

Table 11. Comparison of costs of dish breakage in three residence hall food services for the school year. (September 21, 1958 - June 17, 1959.)

|                       | COST OF DISH BREAKAGE |               |                 |
|-----------------------|-----------------------|---------------|-----------------|
|                       | London                | Mason-Abbot   | Snyder-Phillips |
| Dinner Plates         | \$ 43.40              | \$ 189.36     | \$ 212.37       |
| Lunch Plates          | 12.77                 | 161.69        | 211.33          |
| Salad Plates          | 59.15                 | 101.59        | 582.65          |
| Bread & Butter Plates | 94.39                 | 112.47        | 260.13          |
| Cups                  | 208.50                | 751.99        | 1061.27         |
| Saucers               | 30.41                 | 151.67        | 129.79          |
| Sauce Dishes          | 109.84                | 458.91        | 263.11          |
| Soup Bowls            | <u>33.96</u>          | <u>127.49</u> | <u>366.80</u>   |
| Total                 | \$592.42              | \$2055.17     | \$3087.45       |

Table II. Comparison of costs of day services in three residential facilities for the school year. (September 21, 1958 - June 17, 1959.)

| COST OF DAY SERVICES |                        |                        |                        |
|----------------------|------------------------|------------------------|------------------------|
| Day Services         | Residential Facility A | Residential Facility B | Residential Facility C |
| Room & Board         | \$ 10.00               | \$ 10.00               | \$ 10.00               |
| Laundry              | 1.00                   | 1.00                   | 1.00                   |
| Supplies             | 1.00                   | 1.00                   | 1.00                   |
| Transportation       | 1.00                   | 1.00                   | 1.00                   |
| Medical              | 1.00                   | 1.00                   | 1.00                   |
| Recreation           | 1.00                   | 1.00                   | 1.00                   |
| Special Services     | 1.00                   | 1.00                   | 1.00                   |
| Other                | 1.00                   | 1.00                   | 1.00                   |
| <b>Total</b>         | <b>\$ 24.00</b>        | <b>\$ 24.00</b>        | <b>\$ 24.00</b>        |

Table 12. Average daily resident count based on the McRee report--  
Landon Residence Hall. (September 21, 1958 - June 17, 1959.)

| AVERAGE DAILY RESIDENT COUNT |                 |                      |                         |
|------------------------------|-----------------|----------------------|-------------------------|
| Month                        | McRee<br>Report | Days in<br>Operation | Total<br>Resident Count |
| Sept. - Oct.                 | 319             | 41                   | 13079                   |
| Nov.                         | 317             | 26                   | 8242                    |
| Dec.                         | 317             | 16                   | 5072                    |
| Jan.                         | 292             | 27                   | 7884                    |
| Feb.                         | 292             | 28                   | 8176                    |
| Mar.                         | 292             | 24                   | 7008                    |
| Apr.                         | 306             | 31                   | 9486                    |
| May                          | 305             | 31                   | 9455                    |
| June                         | 305             | <u>17</u>            | <u>5185</u>             |
| Total                        |                 | 241                  | 73587                   |

Total Resident Count = Average Daily Resident Count  
Total Days Operation

$$\frac{73587}{241} = 305.3$$



Table 12. Average daily resident count based on the Helios report--  
London Residence Hall. (September 21, 1978 - June 17, 1979.)

| Month        | Helios Report | Days in Operation | Total Resident Count |
|--------------|---------------|-------------------|----------------------|
| Sept. - Oct. | 312           | 41                | 12779                |
| Nov.         | 317           | 30                | 9810                 |
| Dec.         | 317           | 31                | 9921                 |
| Jan.         | 322           | 31                | 10082                |
| Feb.         | 322           | 28                | 9216                 |
| Mar.         | 322           | 31                | 10082                |
| Apr.         | 302           | 31                | 9462                 |
| May          | 302           | 31                | 9422                 |
| June         | 302           | 17                | 5134                 |
| Total        |               | 301               | 72287                |

Total Resident Count = Average Daily Resident Count  
Total Days Operation

$$\frac{72287}{301} = 240.15614618$$



45

RESIDENCE HALLS  
DISH INVENTORY

ITEM \_\_\_\_\_

|        | BEGINNING<br>INVENTORY | PURCHASED | SHOULD<br>HAVE | TERM END<br>INVENTORY | BROKEN OR<br>MISSING | % |
|--------|------------------------|-----------|----------------|-----------------------|----------------------|---|
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |
| AMOUNT |                        |           |                |                       |                      |   |
| DATE   |                        |           |                |                       |                      |   |







## ITEM \_\_\_\_\_

R.H. 25











WOMEN'S RESIDENCE HALLS MENUS  
Winter Term, 1959

Monday, Jan. 12, Feb. 9, Mar. 2

BREAKFAST

Banana

Grapefruit Juice

Assorted Dry Cereal

Rallston

Crisp Bacon (3)

Toast, Jam, Butter

Coffee, Tea, Cocoa, Milk

LUNCHEON

Turkey-Rice Soup, Crackers

Coney Island Hot Dogs

Egg Salad Sandwich

Pear-Sugared Bats Salad

Cabbage-Apple Salad

Assorted Breads, Butter

Frozen Peaches

Butterscotch Pudding

Coffee, Tea, Milk

DINNER

Roast Beef

Shrimp, Cocktail Sauce

Mashed Potatoes, Gravy

Buttered Broccoli

Harvard Beets

Sliced Orange-Cocoanut Salad

Tossed Vegetable Salad

Poppy Seed Rolls - Dark Bread

Lime Sherbet

Boston Cream Cake

Coffee, Tea, Milk

Exhibit 2. Daily menu for women's residence halls. (Winter term, 1959. Second Cycle.)

**SECRET**

**RECEIVED BY THE DIRECTOR**  
**1961 JAN 10 10 10 AM**

SECRET

| 724701358             | 724701358             | 724701358             |
|-----------------------|-----------------------|-----------------------|
| anand                 | anand                 | anand                 |
| colab jharkhand       | colab jharkhand       | colab jharkhand       |
| larned yd barrow      | larned yd barrow      | larned yd barrow      |
| noted                 | noted                 | noted                 |
| (3) noon gult         | (3) noon gult         | (3) noon gult         |
| noted and ,juat       | noted and ,juat       | noted and ,juat       |
| all ,noon and ,seetoo | all ,noon and ,seetoo | all ,noon and ,seetoo |

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SECOND SERIES

WOMEN'S RESIDENCE HALLS MENUS

Winter Term, 1959

Tuesday, Jan. 13, Feb. 10, Mar. 10

BREAKFAST

Half Grapefruit

Pineapple Juice

Assorted Dry Cereal

Parian

Fried Eggs

Toast, Jelly, Butter

Coffee, Tea, Cocoa, Milk

LUNCHEON

French Onion Soup, Croutons

American Souffle

Big Boy Sandwich

Apricot-Pine Salad

Chopped Lettuce Salad

Assorted Breads, Butter

Dixie Cup

Molasses Cookies

Coffee, Tea, Milk

DINNER

Baked Ham, Mustard

Chop Sng, Rice, Chinese Noodles

Mashed Potatoes

Buttered Cauliflower

Buttered Green Beans

Molded Pineapple-Lime Jello

Head Lettuce Slice

Butter Rolls, Bread, Butter

Citrus Fruit Cup

Apple Pie

Coffee, Tea, Milk

Exhibit 2. (Continued) Daily menu for women's residence halls. (Winter term, 1959. Second Cycle.)





WOMEN'S RESIDENCE HALLS MENUS

Winter Term, 1959

Wednesday, Jan. 14, Feb. 11, Mar. 11

| <u>BREAKFAST</u>         | <u>LUNCHEON</u>                              | <u>DINNER</u>                  |
|--------------------------|----------------------------------------------|--------------------------------|
| Pigs                     | Split Pea Soup, Crackers                     | Grilled Pork Chops             |
| Blended Juice            | Omelet                                       | Fish Sticks, Tartare Sauce     |
| Assorted Dry Cereal      | Hamburgers in Buns                           | Baked Potatoes                 |
| Pettijohn                | Mustard, Sliced Onions, Catnip Buttered Peas |                                |
| Poached Eggs             | Relish Plate                                 | Buttered Corn                  |
| Toast, Marmalade, Butter | Cottage Cheese Salad                         | Walnut Salad                   |
| Coffee, Tea, Cream, Milk | Assorted Fruit Cup                           | Chopped Lettuce Salad          |
|                          | Chocolate Brownies                           | Hot Green Beans, Bread, Butter |
|                          | Coffee, Tea, Milk                            | Strawberry Shortcake           |
|                          |                                              | Pineapple Ice Box Cake         |
|                          |                                              | Coffee, Tea, Milk              |

Rebellet 2. (Continued) Daily menu for women's residence halls. (Winter term, 1959. Second Cycle.)



Second Grade

WOMEN'S RESIDENCE HALLS MENUS  
Winter Term, 1959

Thursday, Jan. 15, Feb. 12, Mar. 12

| <u>BREAKFAST</u>         | <u>LUNCHEON</u>             | <u>DINNER</u>                   |
|--------------------------|-----------------------------|---------------------------------|
| Applesauce               | Orange Juice                | B. B. Q. Roast Veal             |
| Orange Juice             | Baked Beans, Canadian Bacon | Salisbury Steak, Mushroom Gravy |
| Assorted Dry Cereal      | Boston Brown Bread          | Mashed Potatoes                 |
| Malt O' Meal             | Egg Omelets                 | Carrot Circles                  |
| French Toast, Hot Syrup  | Lettuce with Fruit Dressing | Battered Asparagus              |
| Toast, Marmalade, Butter | Cabbage, Pineapple Salad    | Beanna-Bot Salad                |
| Coffee, Tea, Cocoa, Milk | Bread, Butter               | Tomato Green Salad              |
|                          | Pork Sweet Cherrries        | Portobacco Rolls, Bread, Butter |
|                          | Chocolate Chip Cookies      | Ice Cream                       |
|                          | Coffee, Tea, Milk           | Fruit Jello                     |
|                          |                             | Coffee, Tea, Milk               |

Exhibit 2. (Continued) Daily menu for women's residence halls. (Winter term, 1959. Second Grade.)





WOMEN'S RESIDENCE HALLS MENUS  
Winter Term, 1959

Friday, Jan. 16, Feb. 13, Mar. 13

| <u>BREAKFAST</u>         | <u>LUNCHEON</u>                     | <u>DINNER</u>                     |
|--------------------------|-------------------------------------|-----------------------------------|
| Sliced Peaches           | Brothless Clam Chowder,<br>Crackers | Fried Potatoes, Tartare Sauce     |
| Tomato Juice             | Ham Sliced Beef                     | Lamb Steaks, Mint Jelly           |
| Assorted Dry Cereal      | Tomato Sliced Beef                  | Baked Potatoes                    |
| Oatmeal                  | Grapefruit, Orange, Pear Sliced     | Buttered Turnips with Frozen Peas |
| Scrambled Eggs           | Hard Lettuce Salad                  | Buttered Spinach                  |
| Toast, Butter, Jelly     | Fruit Cup                           | Cranberry Relish                  |
| Coffee, Tea, Cocoa, Milk | Apple Brown Betty                   | Chopped Lettuce                   |
|                          | Coffee, Tea, Milk                   | Cinnamon Bread, Butter            |
|                          |                                     | Apricot Halves                    |
|                          |                                     | White Layer Cake                  |
|                          |                                     | Coffee, Tea, Milk                 |

Exhibit 2. (Continued) Daily menu for women's residence halls. (Winter term, 1959. Second Cycle.)

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**Learning Objectives**

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WOMEN'S RESIDENCE HALLS MENUS  
Winter Term, 1959

Saturday, Jan. 17, Feb. 14, Mar. 14

| <u>CONTINENTAL BREAKFAST</u> | <u>LUNCHEON</u>           | <u>DINNER</u>                 |
|------------------------------|---------------------------|-------------------------------|
| Roasted Coffee Cake          | Blended Juice             | Country Fried Steak           |
| Cocoa                        | Sausage & Pineapples      | Veal Chopettes                |
| Coffee                       | Grilled Cheese Sandwiches | Bash Brown Potatoes           |
|                              | Cabbage Salad             | Battered Mar Beans            |
|                              | Tossed Vegetable Salad    | Battered Mixed Vegetables     |
|                              | Bread, Butter             | Tangerine-Prune Salad         |
|                              | Butter                    | Hard Lettuce Slice            |
|                              | Chocolate Pudding         | Twin Balls, Butter            |
|                              | Coffee, Tea, Milk         | Banana Cream with Raspberries |
|                              |                           | Valentine Ice Cream           |
|                              |                           | Coffee, Tea, Milk             |

Exhibit 2. (Continued) Daily menu for women's residence halls. (Winter term, 1959. Second Cycle.)



Second Cycle

WOMEN'S RESIDENCE HALLS MENUS

Winter Term, 1959

Sunday, Jan. 18, Feb. 15, Mar. 15

CONTINENTAL BREAKFAST

Long Johns

Coffee

Cocoa

DINNER

Fried Chicken

Baked Ham

Mashed Potatoes, Gravy

Buttered Brussel Sprouts

Succotash

Molded Arabian Peach Salad

Head Lettuce Slice

Rolls, Dark Bread, Butter

Cherry Pie a la Mode

Pineapple Chunks

Coffee, Tea, Milk

SUPPER

Sloppy Joes - Buns

Potato Chips

Relish Trays

Fruit Trays

Peanut Butter Cookies

Cocoa, Tea, Coffee, Milk

Exhibit 2. (Continued) Daily menu for women's residence halls. (Winter term, 1959. Second Cycle.)







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