

THE COURSE IN INSTITUTIONAL MANAGEMENT

THE care of large groups requires an organization that involves a very real problem in institutional management. On our campus we have six large two-story dormitories, two recreational houses, one used for a dormitory and one for the infirmary, and two leased apartments. The operation of these includes engineering and housekeeping problems on a large scale. The former are under the direct control of the manager of buildings and grounds; and the latter are in charge of the director of dormitories, who engages the maids, requisitions necessary supplies, attends to repairs, and gives careful attention to all the activities that form a part of the housing problems of large groups.

In one of our administrative buildings is the so-called service unit. In the basement of this is a large storeroom, with a storekeeper in charge to receive, check, store, inventory, and keep the records of all incoming and outgoing supplies. On the first floor is a dining room with a seating capacity of two hundred; and above on the second floor, are the kitchen, bakeshop, employees' dining rooms, small storerooms, cold-storage compartments, pantry, and dietitian's office. On the same floor is the main dining room, with a seating capacity of six hundred. Connecting the basement with the first and second floors is a large electrically run elevator used to bring up supplies and also to accommodate the trucks that carry the food and dishes to the first floor dining room.

The management of the dining rooms is under the direction of the dietitian and her assistant. A staff of workers prepares the food and keeps all the rooms in which the food is prepared clean and in order. The kitchen and the adjoining room, where the dishes are washed and the vegetables prepared, are well equipped with power and hand machinery to aid in efficient prepara-

tion. The bake shop, with its built-in oven, dough mixer, proof box, and work tables, is a busy and interesting place. Here hot breads are made for breakfast, fresh rolls and bread for lunch and dinner, as well as all the pastries and other desserts.

The dining room service is in charge of students, who receive a monetary scholarship as compensation. Two head dining room girls preside over the main dining room, one over the smaller dining room—known as the senior dining room—and one girl supervises the service in the pantry. The food is rolled into the dining rooms on specially constructed metal trucks, with rubber tired swivel wheels. One truck is provided for each two girls, and it is possible to take in at one time all the food required for six tables. Each table seats nine students and each girl serves three tables. The dining room girls in their plain white smocks present a uniform, neat, and attractive appearance.

It is the policy of the dietitian to carry student government principles into the dining room. All disciplinary problems, as well as the maintenance of standards, are in the hands of the dining-room girls. They quite often seek the advice and counsel of the dietitian, but the actual solution is carried out by those in charge. Any complaints on the part of boarding students are taken to the head dining-room girls. They in turn bring them to the dietitian. A conference takes place, and the solution or policy, usually suggested by the students in charge, is decided upon. This plan has brought about a fine atmosphere and spirit of co-operation.

Apart from the service unit, in the basement of the same building, is our college tea room, where students and faculty may buy, at reasonable prices, sandwiches, candies, ice cream, and light lunches. The tea room supplies the element of choice and the chance for small groups to get together in a social way.

In another part of the basement is a well equipped laundry, where all personal

laundry of the students, with all the linen from the dormitories and the dining rooms, is efficiently handled. A system of collection, receiving, and delivery has been worked out and moves along with the utmost smoothness.

The dietitian as member of the teaching staff of the home economics department gives a course in institutional management. This is an elective and is designed to supplement the course in home economics and provide those who are institutionally minded with the training that will fit them for administrative positions in cafeterias, in the various feeding units of colleges and universities, in tea rooms, or other places where large groups are housed or fed.

To give perspective, a survey is made of the opportunities in this field, with an attempt to make clear the relation of the various subjects as laid down in the home economics curriculum to institutional management as a profession. With this as a basis the various problems in the administrative field are studied. Food in all its aspects is discussed. Purchasing and marketing, dietaries and menus, preparation and serving, storage and disposal of waste are taken in logical order, discussed, and applied. The care of the plant is another phase. This leads to the study of heating, lighting, ventilation, sanitation, cleanliness, repairs, and upkeep. Other topics are record-keeping, financial management, equipment, and all those administrative problems that have to do with new policies, special occasions, and employment management.

The dietitian, in lieu of a special laboratory, uses the entire college plant. Each student is scheduled to spend a specified amount of time with the dietitian and her assistant in the college kitchen. There she studies menus, notes quantities and methods of preparation and serving, the use of machinery, employment management, the care and upkeep of the plant, and record keeping. She is required to have conferences with the dietitian during this time so that

she may have help and guidance in assimilating the actual operation of such an organization.

Another scheduled period of time is spent in the tea room. Definite hours are assigned by the manager in charge, and the student is enabled to participate in the work and gain through experience a working knowledge of tea-room management.

A certain amount of time is required for the study and inspection of the dormitories for the purpose of acquiring some knowledge of institutional housekeeping.

This training, together with the practical and scientific training that the home economics course affords, not only should fit the students who elect this subject for the administrative positions already mentioned, but should form an excellent foundation for those who enter hospitals as student dietitians. It is strongly recommended that those who desire positions as hospital dietitians enter some approved hospital for student training. Only in a hospital can one get the atmosphere, the knowledge, and the experience that is required for this special type of dietitian.

No such course is complete without some reference to the dietitian in regard to her health, her personality, and her relation to all other departments. She should have perfect health, a good disposition, and a keen sense of humor. Her relation to others means the application of self-control, generosity, and consideration, and a real sympathy and sincere desire to understand the problems of her associates.

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Nine charts of Nutrition and Growth by the Bureau of Home Economics showing the results of adequate and inadequate diets may be bought for 50 cents from the Superintendent of Documents, Government Printing Office, Washington, D. C.