



Harvard University
Dining Services

Learnings Report

2021-2022

Handwritten notes on the left margin include: "LOVE LOVE", "LOVE", "Sesame Chicken", "wichey", "soup", "pibw", "TI)", "KFAST", "ACOS".

Hello & Welcome!

Since joining Harvard University Dining Services (HUDS) as the Managing Director on April 6, 2021, I have been taking every opportunity to explore campus and to meet everyone I can with an interest in food – from our wonderful students to our dedicated staff to our thought and community partners throughout every program and school.

At Harvard University, together with our colleagues and partners from around campus, we advance an inclusive, healthy, nutritious hospitality and dining program for our students and our community.

This is how we bring our strategy and vision to life.

In community,



Smitha S. H. Haneef,
Managing Director, Harvard University Dining Services





5-Year Strategic Vision

Harvard University Dining Services (HUDS) entered the 2021-22 academic year with an ambitious new Five-Year Strategic Vision, crafted by Smitha Haneef, the new Managing Director for the department.

The goal: while still managing the daily flexibility of a campus navigating ongoing COVID-19 concerns, HUDS would pilot initiatives that set the table for living and learning engagement by providing a hospitality experience that fosters community, prioritizes health, cultural connection and religious sensitivity, challenges food systems convention, and relentlessly innovates.

Beyond simple foodservice, HUDS dining halls, cafes and events would be spaces for student and faculty engagement, celebrating diversity and inclusion through shared food experiences, and developing solutions to global food systems challenges through real-world applications.

The lessons learned from those pilots allows HUDS to enter the second year of its Strategic Vision with a new team culture, strong and deep campus connections and partnerships, and a strong foundation of successful small programs from which larger changes can launch and grow.

STRATEGIC VISION FRAMEWORK



STUDENT / COMMUNITY ENGAGEMENT & ADVOCACY

Listen, learn, and act as a living lab developing solutions in partnership with our community



FOOD SYSTEMS, CLIMATE CHANGE, HEALTH & ENVIRONMENTAL IMPACT

Collaborate with leaders from Schools to drive change



FOOD & AGRICULTURE

Grow faculty and student interest in curricular and co-curricular partnerships



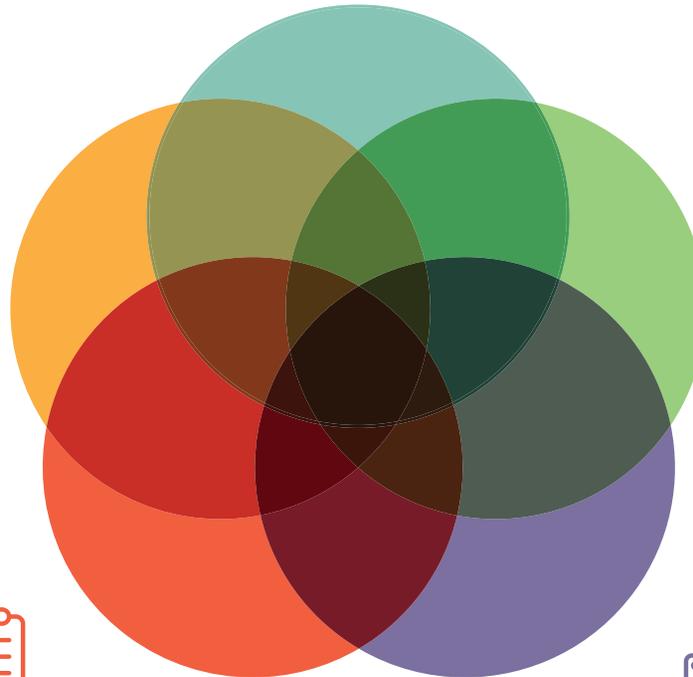
OPERATIONS STRATEGY, INNOVATION, QUALITY ASSURANCE & SAFETY

Lead with emphasis on effectiveness and efficiency of resources, and prioritize safety in all directions



DIVERSITY & INCLUSION

Celebrate through food and culture, team, and people





A DINING PROGRAM THAT PRIORITIZES:



Health Sensitivity

- + Wellbeing
- + Nutrition
- + Special dietary needs



Cultural Sensitivity

- + Diversity and inclusion through food, festivals, and celebrations
- + Representing students and staff, sharing their culture



Religious Sensitivity

- + Support for inclusion and celebration on campus through food



Environmental Sensitivity

- + Biodiverse menus
- + Efficient operations
- + Mitigate wasted food
- + Reduce trash



Embedded in Harvard's Community Life

Celebrating World Food Day

On Thursday, September 23, 2021, the United Nations hosted the first-ever Food Systems Summit, and in so doing asked world leaders to reassert their responsibility and commitment to making our food system sustainable. The United Nations has outlined 17 Sustainable Development Goals in pursuit of this work, which coalesce in **World Food Day**, a celebration of the founding of the United Nations Food and Agriculture Organization.

WORLD FOOD DAY IN OUR OPERATIONS

HUDDS marked World Food Day with a series of events hosted by chefs across campus over the latter part of October. All started with the core tenant of climate-friendly, biodiverse menus – that is, foods that have high nutrient value without resource-intensive inputs, sourced in a way that celebrates season, region and variety. For New England, the focus is primarily on plants and plant-proteins, with modest inputs of seafood or poultry. Haneef and Director of Culinary Operations Chef Martin Breslin invited the culinary team to then present their own interpretations and menu offerings.

College Houses

Harvard College's Mather House Dining Hall featured a menu collaboration by Dunster/Mather Chef de Cuisine Donn Leonard and Harvard Kennedy School Executive Chef Ernie Quinones. The duo designed a Latin-inspired menu that was almost entirely plant-based, and included recipes passed down from Quinones' mother and grandmother,



including fresh masa tortillas from scratch, Mussels Diablo, Pan Seared Tempeh with Chimichurri Sauce, Vegan Chorizo Fried Beans, and Cinnamon & Sugar Churros with Chef Ernie's Abuelita Chocolate Sauce.

Harvard T.H. Chan School of Public Health

Executive Chef Arlene Richburg at the Harvard T.H. Chan School of Public Health presented Huevos Habaneros with Sofrito & Warm Tortilla; and Yellow Split Pea Soup with Cornmeal Dumplings, Salted Cod Buljol and a Plantain Chip. For Richburg, who is originally from Trinidad, these climate-friendly recipes also demonstrate that food can be both nutritious and inexpensive, making it accessible to all. "Both items are very cost effective, very simple, and have a lot of fun spices and flavors," says Richburg. "Growing-up in Trinidad, the Split Pea Soup was and still is a dish my mother will make and serve on a rainy Saturday or when there was very little left in the refrigerator."

Harvard Law School

Executive Chef Andrew Urbanetti at the Harvard Law School celebrated indigenous ingredients with New England Street Corn with a Spicy Aioli and Oyster Cracker Crumble; a local just-caught fish (*landed by HUDS partners through Red's Best*) topped with a Kohlrabi & Celery Root Remoulade; a Blue Hubbard Squash Soup with Toasted Seeds & Maple Drizzle; and an Ancient Grain Bowl with a Buttercup Puree, Griddled Delicata Squash and a Cider Agrodolce.

Harvard Kennedy School

At the Harvard Kennedy School, General Manager Serie Demelo and her team featured Guyanese recipes, including Curried Jackfruit with Coconut Milk & Potatoes, Guyanese Dhal, Scented Jasmine Rice with Raisins, Cardamon and Rose Water, and Salted Spinach & Turmeric Floats with Tamarind Dipping Sauce. "These are the recipes I grew up eating," said Demelo. "Our cuisine tradition is naturally climate-friendly and heavily focused on spices and ground provisions."

In crafting these events for our campus, HUDS celebrated and expanded on all the dimensions of diversity while focusing on the World Food Day goals of "better production, better nutrition, a better environment and a better life."





**Food & Agriculture, Diversity
& Inclusion**



Native American Heritage Day

In partnership with the Harvard University Native American Program (HUNAP), the Harvard University Office for Equity, Diversity, Inclusion & Belonging (OEDIB) and in close coordination with an on-campus member of the Wampanoag tribe, HUDS marked Native American Heritage Month on Thursday, Nov 18, 2021 with special menus at the Harvard Law School at lunch, and at Harvard College dining halls at Annenberg, Lowell and Winthrop Houses at dinner.

HUDS team members met with HUNAP representatives and with the tribe member, Kisha James, to explore family recipes and consider appropriate ingredients given the season. Chefs also gathered insights into tastes, textures and even presentation of the dishes.

At HLS, Chef Urbanetti presented Nasaump (*ground dried corn boiled and thickened like porridge*) sweetened with maple syrup and topped with nuts & berries; plus sassafras tea, a distinctly flavored beverage made from the root bark of the sassafras tree. HUNAP community members were able to gather as a group and enjoy lunch.



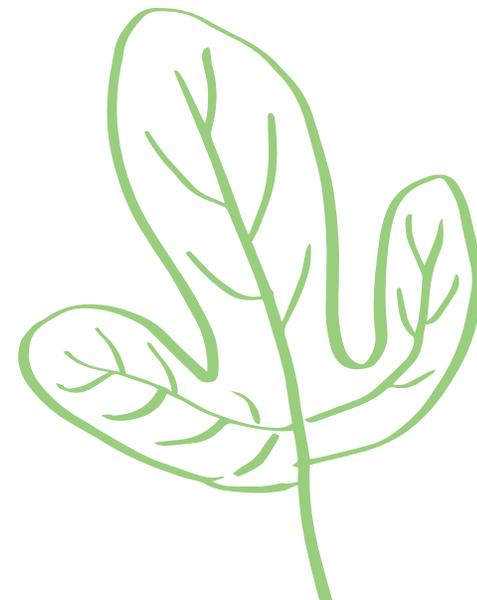
Smitha Haneef
with Harvard College
Dean of Students
Katie O'Dair, Harvard
University Native
American Program
Director **Jason Packi-
neau** & members of
the Office of Equity,
Diversity, Inclusion,
and Belonging

That community then reconvened over dinner at Lowell House, where the chef prepared:

- **Msickquatash** (*Succotash*) [VGN] – Msickquatash means boiled corn kernels, made into a succotash with kidney beans, acorn squash, dried cranberry, sunflower seeds and sunchoke.
- **Autumn Sobaheg** (*Stew*) – Beef, beans, grits, squash, sunchoke and sunflower seeds
- **Maple Roasted Vegetables** [VGN]
- **Puttuckqunnege** (*Boiled Cornbread*) [VGN]
- **Sassamanash** (*Cranberry*) Syrup [VGN]
- **Sasumuneash** (*Cranberries*) & **Askutasquash** (*Squash*) [V] a dessert whose recipe is most likely a 18th – 19th c. recipe as it uses spices that weren't available pre-colonization



HUDS' Managing Director Haneef was joined at dinner by Harvard College Dean of Students Katie O'Dair, HUNAP Interim Executive Director Jason Packineau, and members of the Harvard OEDIB, including Chief Diversity and Inclusion Officer Sherri Charleston.



Operations Strategy, Innovation,
Quality Assurance & Safety

New Operations: HLS, HDS & SEC



In the Fall of 2021, HUDS welcomed three new graduate (or professional) schools to its portfolio of campus cafes.

HARVARD LAW SCHOOL

The Harvard Law School selected HUDS as its partner in fully re-opening its hospitality services post-COVID, based on the strength of HUDS' relationship with its employee union, Local 26, as well as its reputation for culinary and customer service excellence as an integrated campus partner. HLS has the Harkness Grille, serving patrons five days a week from breakfast through dinner, and on weekends with a community brunch; the Harkness Dining Room serving lunch daily with more than six menu concepts; the Harkbox espresso bar; and the HLS Pub, a week-night social hub. In addition, HLS is the birthplace and host to some of the world's most influential lawmakers and politicians, for whom HUDS literally sets the table for pivotal community dialogues.

HARVARD DIVINITY SCHOOL

Likewise, the Harvard Divinity School launched a new community café, HDS Commons, at its renovated Swartz Hall. HDS Commons was designed to bring the tight-knit community together over a satisfying, biodiverse, environmentally conscious menu with broad appeal. HUDS and HDS community members, led by student Prince Jenkins, partnered over the course of the year to elevate community engagement in considering entirely plant-based days of service.



HARVARD SCIENCE & ENGINEERING COMPLEX (SEC)

Finally, HUDS had the honor to join the launch of a new era for Harvard's community and campus, with the official opening of the new **Science & Engineering Complex (SEC)** on Western Avenue. The award-winning building is the first for Harvard's Faculty of Arts and Sciences (FAS) on the expanded Allston Campus.

With labs, offices and classrooms for both undergraduate and graduate academic and research efforts, the SEC is a bustling hub for burgeoning research and learning. The space was designed to foster community, with extensive gathering and collaboration spaces, and advance healthy buildings and environments.

Serving a Diverse Community

HUDS is proud to be a partner in that effort with a centrally located community cafe, surrounded by both indoor and outdoor gathering spaces. The hospitality experience is designed to support this very mixed, diverse community with a range of food experiences that advance the ethos of the SEC. Beginning with the breakfast program that welcomes the community for complimentary coffee (*6,600 cups, actually!*), HUDS extends a warm welcome and a menu that focuses first on

plants such as fresh açai bowls, vegetarian breakfast boxes, bountiful fruits, granolas and yogurts. At lunch, the program turns to a rotation of internationally-inspired sandwiches, such as the Vegetarian Roti, the Chicken Banh Mi or the Louisiana Shrimp Po Boy; a selection of hearty bowls like Ramen or Super Foods with a choice of chicken, salmon or seitan; and complementing grill, salad and soup stations.

HUDS is excited to bring the building to life through our hospitality services and climate-friendly menus which inspire our community and encourage serendipitous encounters among our students, faculty and staff.

For undergraduates on the unlimited meal plan, they can use their swipe at the SEC FlyBy, a dedicated sandwich, soup and salad outpost for students. This service was vital to ensuring that this contingent of the community could attend classes, and conveniently gather to collaborate with peers or professors. In the 2021-22 academic year, FlyBy served almost 32,000 lunches to undergraduates.

But the SEC was committed to encouraging the community to stay and connect even into the evening. To do so, they partnered with HUDS to stay open in the evenings with student employees, and once a week host a sponsored break of favorites like burritos, ice cream, or an omelet bar and more from 7-9:15pm. The three undergraduates who staff the program have connected across radically different life experiences to form a tight team that welcomes roughly 75 community members a night to come together and connect in a way that is both casual and rejuvenating, with food as the convening force.

Climate-Friendly Menus

The climate-friendly menus have been enhanced with periodic special events to engage guests, inspire conversation and exploration, and showcase world flavors as part of our larger diversity and inclusion ethos. On World Food Day, Chef Robert Torino spotlighted local harvests with just-caught haddock, spaghetti and acorn squash and Brussels sprouts. In December, when HUDS' Food Literacy Project hosted cookbook author Mariana Velásquez to talk about Colombian cuisines, the cafe featured a lunch of arepas, frijoles, maduras and empanadas.





Chef Robert Torino has also enthusiastically supported culinary innovation focused on plant-forward choices and meat or seafood-substitutes, trialing numerous new products and sharing tastings with the community. Most notably in the spring, Harvard hosted the Ivy-Plus Sustainability Conference at SEC, and guests raved about the predominantly vegan menu. “Your team was great to work with from start to finish and was very helpful and accommodating throughout the whole process, helping us achieve a beautiful and delicious creative plant based menu. Chef Robert and Erika were incredibly kind and paid attention to every last detail... We can’t thank you enough for a great experience!” said Kris Locke, Associate Director, Harvard OFS.

A Living Building

The building has been named one of the healthiest, most sustainable, and energy-efficient laboratory buildings in the world! The cafe itself is at the center of the building, surrounded by soaring, sun-drenched spaces with ample relaxed seating and inviting green space. The LEED Platinum and Living Building Challenge (LBC) certified complex has already been recognized with multiple awards, including the Prix Versailles for Best Exterior in the Campus category, and the Engineering News Record’s Best Project in Education and Research.

HUDS is excited to bring the building to life through our hospitality services and climate-friendly menus which inspire our community and encourage serendipitous encounters among our students, faculty and staff. HUDS is proud to be a partner in this successful model for a space that celebrates curricular, co-curricular and extra-curricular connection.





How safe is your food?

Halal Residents ONLY

Please ensure you only use the food & equipment **only** for Halal purposes. Thank you.

HS
DS

Line
1

8 October 2019
World



Eating Halal

In close dialogue with Harvard’s Muslim Chaplains, Dr. Khalil Abdur-Rashid and Samia Omar, and a committed group of Harvard College students, HUDS expanded Halal options to create a more nutritious and inclusive experience for students eating halal on campus.

The daily menu was modified to feature a protein-based entrée at every location; at three locations (Annenberg, Currier and Adams), the entrée was available as part of the full buffet, while the entrée was available upon request from the other nine locations. This entrée paralleled the regular menu option. In addition, HUDS’ two grab-n-go lunch locations, called FlyBy, were enhanced to include a daily halal protein sandwich or salad.

Over the course of the year, HUDS’ procurement partners transitioned one of HUDS’ standard protein cuts of chicken to be halal, which further expanded halal choices to include all the chicken on the greens & grains station, as well as at most make-your-own stations.

With Ramadan in 2022 taking place fully within the academic year, HUDS bolstered supports for the campus community fasting for the holiday. Daily Suhur kits allowed students to cook and dine in small groups before sunrise, or have a personal meal kit. Additionally, students could take food to go from dining halls for breaking their fast if they could not join the community dinner. Finally, for the first time HUDS partnered with the Chaplains to have

our Crimson Catering division cater the nightly Iftar celebration for more than 300 community members.

Chaplain Samia noted, “This was an extremely generous initiative that supported the entire campus Muslim community of around 350 people nightly. This demonstrated not only how the University works for diversity and inclusion and excels at providing quality education for students, but how they also invest in the religious and spiritual well-being of their students. It was the only Ivy League School that catered through their dining and catering services a nightly Iftar dinner for hundreds of people for all 30 nights of Ramadan.”

“It is truly very touching for each and every Muslim parent with children on campus for the President of the University to take notice and make sure things are running smoothly, [and] for Harvard University Dining Services to take on the additional burden of preparing extra meals.”

- A Harvard parent to President Larry Bacow



Operations Strategy, Innovation,
Quality Assurance & Safety

Managing Through COVID & Restarting Crimson Catering



As the 2021-22 school year began, COVID-19 remained a persistent campus concern that required HUDS to pivot its operational practices repeatedly. The proliferation of vaccinations allowed the campus to resume many operations as normal, including buffet meal service in dining locations and relaxed requirements related to social distancing. Campus dining rooms were alive with the buzz of students who were excited to reconvene.

That said, our team's safety was paramount, and continued to be prioritized with routine COVID testing, safety protocols such as mandatory face coverings, and generous additional sick days for personal and family care.

Additionally, we moved through several phases of service, including modified menus for portability and for reduced staffing, and meal support for students required to isolate. Over the course of the year, HUDS shifted from customized daily meal deliveries to isolation and quarantine spaces (*including through planned campus holiday breaks when dining was not*

regularly operating), to dedicated, in-residence meal pick-up spaces spread across campus. In all, HUDS projects that it provided approximately 60,000 meals through the academic year, with students or residential staff tallying almost 20,000 required isolation days.

CRIMSON CATERING

As restrictions were lifted, the University turned its sights to renewing celebrations, which also required HUDS to safely, creatively, and carefully resume services in its Crimson Catering division, which was shut down for the duration of COVID.

Beginning with modified menus and single-serve packaging, Crimson re-opened with beautifully presented to-go meals, and continuously adjusted as community need grew and expanded. After the new year, all eyes turned towards the traditional Commencement and Reunion season, with a backlog of celebrations queued for June 2022.

Crimson Catering led HUDS' Commencement (*for the classes of 2020, 2021 and 2022*) and Reunion planning that accounted for three weeks worth of events, serving 122,000 meals through more than 260 events all across our campuses.

Phillip Lovejoy, Associate Vice President and Executive Director of the Harvard Alumni Association, noted, "I have heard great praise for the work of Crimson....Congratulations. No small feat to get that organization rebuilt so quickly! I am grateful for your partnership."



"I've heard nothing but rave reviews...food has been fantastic and service amazing. You and your team have been nothing short of extraordinary... and we are so appreciative of your partnership."

**Erin Reeves & Sarah Karmon
of Alumni Affairs and Development**

Operations Strategy, Innovation,
Quality Assurance & Safety

Team & People



In the fall of 2022, Harvard celebrated the signing of a new five-year agreement with our foodservice union, UNITE HERE Local 26. The agreement assured that Harvard’s foodservice employees remain among the highest paid and most well-benefited in the country. This agreement recognizes the invaluable role of these individuals in shaping the hospitality and community experienced by our students, faculty and staff around HUDS’ operations and events.

Care for our team defined our decisions entering the “new normal” of a fully populated campus following the COVID-driven de-densification. That said, we were eager to return to some long-held initiatives. After a long absence from formal professional development, HUDS was thrilled to resume training opportunities for our team. Daily attention continued to be paid to HUDS high health and safety standards, for the well-being of our staff as well as our guests.

TRAININGS

During Spring Break, we celebrated opportunities for our team to earn ServSafe, Allergen Awareness and CPR and Chokesave certifications. We also highlighted Financial Literacy skills, hearing from Harvard partners whose work helps Harvard employees to manage their money and credit and plan for retirement, including:

- The Harvard Employee Credit Union who discussed bank accounts, loans, savings planning, and budgeting



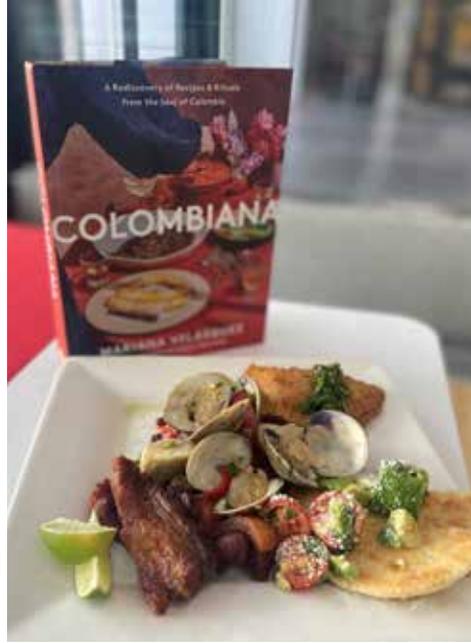
- The **Benefits Office** discussing the value of Harvard's benefits, including its retirement savings and planning resources
- And **Working Credit**, a non-profit agency offering training and guidance on how to establish and maintain credit

In June and July, we further invested in developing team members with a pilot culinary training program, designed and launched by Martin Breslin, Director of Culinary Operations and Crista Martin, Director for Strategic Initiatives. The program was broken into two three-week sessions and led by a professional instructor. The first three-week session was an advanced class, designed to give team members who already held Assistant Cook roles a chance to learn enhanced culinary and team leadership skills, as well as prepare for the ServSafe exam. The second three-week session was a beginner class, designed to upskill non-culinary team members to take on "beginning" culinary roles as Assistant Cooks.

GROWING THE TEAM

Finally, over the course of the year, we also had the opportunity to grow members of our management team, promoting 20% of the team to greater areas of responsibility. We also integrated 12 new management team members to new roles or vacant positions. Similarly, our Local 26 team had the opportunity to grow into new positions, but also welcome more than 24 new colleagues.





Student/Community Engagement & Advocacy

Reconvening & Resurrecting Traditions



In an important return to “normal”, HUDS collaborated with campus partners to reconnect our all-important feedback loops and to resume traditions that create memories and connections outside the classroom and long past a student’s years on campus.

NEW MEET & GREETs

Beginning in August 2022, Haneef met regularly with students on campus through opportunities such as a snack-laden Meet & Greet with Dean of Students Katie O’Dair, meetings with the Undergraduate Council through its successive leadership groups, and visiting dining locations to be in community with students on a regular basis.

STUDENT EVENTS

Normal traditions returned, too. Elegant Winter Formals were preceded by beautiful, chef-inspired dinners. YardFest, the annual spring live concert in the Yard for College students, included a hearty American Barbecue. Visitas, the weekend experiential campus visit for accepted students, welcomed future first-years to the Science Center Plaza for al fresco meals. And Freshman Formal began with an elegant dinner in Memorial Hall followed by dancing under an outdoor tent into the late night.

FOOD LITERACY PROJECT

HUHS also connected with students in a return to in-person Food Literacy Project meetings and events. With a calendar centered around monthly themes (*Food In Culture @ Community, Food Policy, Nutrition @ Health, Sustainability @ the Environment, and more*) featuring guest speakers including Robert Paarlberg, Associate in the Sustainability Science Program at the Harvard Kennedy School and at Weatherhead Center for International Affairs; Allyson Perez, Former FLP Fellow, and current Child Nutrition Policy Analyst at Food Research & Action Center; Mariana Velasquez, *Colombiana* cookbook author and food stylist for “In the Heights;” and Kevin Cody, New Farmer Training Manager at New Entry Sustainable Farming Project.

Food Literacy Project (FLP) Fellows – 18 campus leaders in peer-to-peer engagement – also led food-driven experiences, including such diverse explorations as:

- **Gourmet Cheese Tasting** with Formaggio Kitchen
- **Chocolate Tour and Tasting** at Gaté Commes des Filles chocolatier
- **Nigerian Cooking Class** in collaboration with the Nigerian Student Association
- **Healthy Snacks and Healthy Conversations** with HUHS Dietitians

- **Apple Picking** at Honey Hill Pot Orchard
- **Gnocchi Parisienne Cooking Class** with Chef Ben
- **Climate Hope Healing Community Dinner**
- **Bug Protein Smoothie Class** at Pfoho Faculty Dean’s Residence

In all, the FLP offered more than 60 opportunities to learn about and dig into the food system on campus or in our Greater Boston community.





Looking Ahead

As we enter Year 2 of our Strategic Vision, HUDS has an ambitious agenda that includes:

- **The Launch of the Harvard Food Systems Initiative**, an educational and experiential program to inspire elevated thinking and change to shape future food systems leaders for a more sustainable future. For students, with students—led by Harvard University Dining Services in collaboration with Harvard Faculty and practitioners in the field—HFSI will drive knowledge and experience in pursuit of food systems citizenship.
- **Rethinking menus to celebrate healthy diets** from sustainable food and ecosystems, including chef-crafted dishes at our “Delish!” vegetable station, and Make-Your-Own stations such as the Fruit-Forward dessert spotlight.
- **Broadening celebrations** to encompass a greater diversity of our community and its experiences, whether it be pop-up Heritage Month menus or month-long community supports such as at Ramadan.
- **Continuously upskilling our Team & People** to ensure a greater sense of inclusion and opportunity at Harvard, within our department and beyond.

HUDS by the Numbers

- Undergraduate and Professional School Students: **25,100**
- Faculty & Researchers: **4,856**
- University Staff: **12,993**
- HUDS Open Locations: **25**
- HUDS Kitchens: **18**
- HUDS Team: **60 Managers, 500 Staff**
- Meals: **4.2 million**

Routine!
 spicy foods
 pesto pasta!
 Vegan
 biryani
 Ethiopian food (injera!!)
 dumplings
 Feijoada
 Fish + chips
 Chicken + Dumplings
 - I agree +/
 make sandwich food
 Khmer food
 empanadas
 tater tot holdish
 Cangee
 Mantou (Turkish)
 chicken noodle soup
 SUSHI
 White rice
 PADTHAZI
 viet food
 French Food
 Gujarati food
 cheddar cheese
 indian food (chicken tikka masala)
 Korean Ramen
 my mom's spaghetti & meatballs (-/ homemade sauce!)
 south indian food
 Haitian food
 Pepperpot (Guyana?)
 JREPTS!
 Nigerian food
 Puff Puff
 Fried Rice
 tortellini
 chow mein
 thai curry
 seconded (Rasmalai is a MUST!)
 Indian Food:
 Karen eggs + this!
 falafel
 breakfast +acos
 BRAZILIAN FOOD
 Omelette
 Puerto Rico empanadas
 Spicy food
 Russian food!!
 Biscuits + Green (Haitian)
 Mexican Food
 Pizza
 Jollof
 orange chicken
 banana bread
 dawa
 come de Puerto Rico
 A Y R H B
 x3





Harvard University
Dining Services