

# Campus Dining Services (CDS)

## CAS Required Actions and Program Enhancements

### Mission

A deficiency was recognized in CDS' ability to describe students in terms of developmental characteristics. CDS should identify students' professional and personal goals and track them over time. This would allow CDS to assess whether their programming has had an effect on the lives of its students.

- 1) Conduct one on one interviews with student workers to collect information about professional and educational goals to assess whether CDS can play a role in career development.
- 2) Require all students to participate in training aimed towards developing customer service skills, responsibility, accountability, and improving time management.
- 3) Keep in contact with NACUFS interns and share information on employment opportunities with them.

Although CDS intuitively assesses student behavioral patterns, a more structured process needs to be implemented in order to compile related documentation.

- 1) A "traffic report" survey should be designed to measure which dining centers students frequent the most and what time they generally frequent each establishment.

### Program

Although CDS strives to collect some demographic and developmental profiles of the students served, there is little documentation that indicates reflection or analysis of the data. Further, CDS does little to tie this data meaningfully with quantitative variables.

- 1) Through RES, expand data collection efforts to include demographic and developmental variables.

CDS only shares program assessment results when the information is asked for by other University affiliates. This may be a result of ambiguous assessment

results. CDS needs to clarify the results of their assessment efforts and identify what information can or should be disseminated through the University.

- 1) After conducting future research endeavors, collaborate with the University Assessment Office in order to interpret research results.
- 2) Create a committee that decides what types of information CDS should disseminate throughout the institution.

## Leadership

Although CDS has implemented some program evaluation processes, the results have been ambiguous. More expertise is needed in this area to make data more meaningful.

- 1) Collaboration with the University Assessment Office.

Although the CDS Director has excellent communication skills, information is not always disseminated throughout the organization. This is a function of this position as director of CDS.

- 1) Infuse strategic plan into day to day operations through daily production meetings with staff and student managers.

## Organization and Management

At the upper administration level, job assignments are known and disseminated. At the micro level (in unit), expectations for signature brands need to be developed. Additionally, expectations for student help and extra help need to be defined.

- 1) Create training manuals for all signature brands.
- 2) Increase frequency of current training programs to ensure that high turnover rates do not compromise program effectiveness.
- 3) Expand mentoring program to student workers.
- 4) Create "Student of the Month" and submit an entry to NACUFS for Student of the Year award.

CDS needs to set universal expectations that will attribute to a positive change in the overall mental model. This can be achieved through more training, greater accountability, and consistency.

1) Decide upon universal expectation for student employees in order to increase consistency in customer service between dining centers.

## Human Resources

CDS lacks the necessary support staff to accomplish its mission and goals. CDS would benefit from hiring an additional accountant, 3 clerks, and consider placing a support staff member in each dining facility.

1) Hire an additional clerk/secretary.

## Financial Resources

It is apparent that CDS has budgetary concerns and is need of making changes to remedy those concerns. CDS would benefit from more timely financial statements and tighter inventory control. In addition, dining center managers should be held accountable not only for revenue, but food cost and labor cost.

1) Incorporate a more efficient system for estimating and tracking costs attributed to food and labor.

2) Hold managers accountable for recording food waste.

3) Estimate theft liability. Implement security measures to reduce loss.

4) Update Computrition to utilize sales figures for greater efficiency in management practices.

5) Find different ways to benefit from centralized production.

6) Bid new prime vendor contract. Closely monitor clauses that control cost.

7) Identify changes in packaging that may result in cost-savings.

## Legal Responsibilities

It has been identified that only certain individuals within CDS have direct access to the university lawyer. It has not been determined if indirect access through the director of CDS or human resources is defined as sufficient access.

## Equal Opportunity, Access, and Affirmative Action

Ensuring that the program and its services are accessible to all constituents, changes with the diverse characteristics of the population that the program serves are needed. It is recognized that accessibility is an ongoing pursuit and CDS would benefit by addressing a wide variety of accessibility issues.

- 1) Inclusion of Braille menus in each dining center.
- 2) Ensure wheel chair accessibility for all building and individual venues.
- 3) Ensure that global procedures are in place to provide consistent service to special needs students.
- 4) Expand mentorship program to assist underrepresented groups to achieve student manager status.
- 5) Offer presentation to staff on public service opportunities.

## Diversity

CDS needs to address unique characteristics and needs of the diverse population it serves when establishing policy and procedure. This would detail looking past accessibility into issues such as relation, culture, and gender.

- 1) Expand vegetarian menu in all dining centers.
- 2) At point-of-sale, create standard signage to annotate vegetarian offerings.
- 3) Conduct an assessment detailing the impact of health fairs and wellness on the student body.
- 4) Create random acts of kindness programs for student employees.

- 5) Participate in University health Education Committee's campus wide wellness website.
- 6) Routinely submit CDS events to university calendar.
- 7) Maintain table tent program and continue to post information related to university sponsored events.
- 8) Develop educational components into "Traditions" and "Eleanor's Kitchen".
- 9) Communicate our ability to provide special diets to Student Health Services.
- 10) Post diversity statement within the dining center and on web site.

## Ethics

It was suggested that CDS should perform a systematic review of the UHS and CDS Standards of Ethics and Conducts guide.

- 1) Update the ethics manual to conform to appropriate industry and departmental norms.
- 2) Ensure that CDS ethical code fits within division and university policy.

## Assessment and Evaluation

Although CDS excels in qualitative program evaluation, it does very little to tie quantitative variables to program success.

- 1) Tie data collected through RES to quantifiable variables relevant to the departmental success.
- 2) Identify best practices around the country, assess for potential use in our operations.
- 3) Submit two articles to national and regional trade publications.

CDS uses very few measures to ensure objectivity and comprehensiveness.

- 1) Create a comprehensive definition of what constitutes a successful employee. Base performance evaluations upon that definition.
- 2) Tie performance evaluation process to individual evaluations.

3) Incorporate exit interview questions into Student Employee Action Notice (SEAN) form to identify potential for improving working environment.

CDS has collected some quantitative data in the past. However, staff have not had the expertise to interpret the data in a meaningful way. Therefore, data has not been used to revise and improve program services.

1) Create a graduate assistant position within CDS to help with assessment and evaluation efforts.