

## Site Review Team Report Illinois State University Campus Dining Services

*(Date of Review : April 18-20, 2004)*

### Introduction:

#### Self Study

The SRT reviewed the 80 page Self-Study document and commends CDS on their comprehensive effort to describe the department. Particularly, the SRT validates Section 5, pages 73-76, identifying the department's challenges, obstacles and recommendations.

#### SRT

The SRT has identified some common themes from the 22 sessions and discussions with over 100 individuals interviewed over the course of the 2 day site review. We have arranged these themes in two major categories; STRENGTHS and AREAS OF FOCUS.

#### SRT Report

The final report includes a compilation of findings and is captured in the following format:

- Summary of findings.
- Detailed report of findings.
- Appendices
  - a) Roster of the SRT
  - b) SRT schedule
  - c) Facility overview

## **SRT Report Summary**

### ***STRENGTHS:***

**1) CDS Staff is dedicated and hard working.**

CDS Staff is dedicated to helping students any way they can. A strong work ethic is exhibited by staff from the front line employee all the way through to the interim director. In the case of management, this strength overplayed could present a weakness if management can not devote the time to communicate and guide hourly staff to achieve the objectives of the organization.

**2) CDS is flexible and adaptable.**

CDS has demonstrated that they are a change agent.

They have responded to and adjusted to many factors such as; separation from Housing, expansion to other campus services (in particular the Bone Student Center) and the staff reduction necessitated by budget cuts. Clearly the CDS Staff is very open to doing things differently.

**3) CDS has a professional image.**

CDS has made a recognizable and significant effort to expand their overall knowledge base in their business arena, both individually and collectively. Several long term ISU Staff, outside of CDS, commented on the department's major improvements in recent years and that outside groups left with a positive impression of ISU.

**4) CDS is dynamic and innovative.**

CDS demonstrates the ability to size up any situation, take control of that situation, ease the tension and quickly evaluate options and decide on a course of action that generates a quality product.

**5) CDS has made a financial turn around.**

CDS has generated operational losses over the past 5 years. In 2003-2004, it appears that they have increased revenues, cut expenses, made significant contributions to reserves for capital projects and produced a net operating income. The significance of this turn around can not be overstated. The CDS Staff is proud of this accomplishment. They feel empowered to operate their units and they are in support of the leadership of Arlene Hosea, Interim Director of CDS.

***Areas of Focus: (listed in order of importance)***

**1) Staffing and Human Resource issues.**

This area presents several challenges that are both complex and essential for the success of CDS. The CDS Self Study on this topic falls short in its conclusion and recommendations. For example: the creation of a Labor Relations Position may not be the most effective approach, the issues of absenteeism, management perceptions of limiting campus and state policies, morale and accountability are the prominent areas where improvement is crucial. Also, a strong collective bargaining strategy consistent with ongoing operational objectives, must become a corner stone of the CDS strategic plan.

**2) Bone Student Center.**

It is essential that CDS obtain a long range plan from the BSC before CDS is asked to commit its precious resources of time, energy, and capital.

**3) Improve Communication to Generate Trust.**

Effective communication by CDS is essential for the credibility and success of the dining program. Customers and CDS employees need to be presented a consistent message, delivered frequently in a variety of mediums, that will increase understanding and foster trust.

**4) Financial.**

Although the current fiscal year has produced positive results, it is essential that CDS programs and services adhere to a coordinated business strategy that will produce consistently positive results.

**5) Coordinate Tech Support, Systems, and Assessment.**

The collection, coordination, and effective analysis of data, in a timely fashion, needs to be achieved. There are several points of collection with no effective final product upon which management decisions can be based. A coordinated benchmarking initiative should be undertaken.

**6) Address Quality and Variety Perceptions.**

The nature of a campus food service presents challenges due to the high repeat usage of its food and services. Quality is often perceived as a function of consistency and great efforts need to be made to assure that standards are established and strictly followed. Variety is not simply the sum total of the amount of choices. The same daily 100 choices can become boring and routine.

**7) Meal Plans.**

The past several years have provided much change to the meal plans. This change has created confusion. It is a challenge to both simplify and communicate the meal plan to minimize the confusion and create trust and understanding. Strategies need to be developed to better communicate the plan.

**8) Catering: High Prices, Billing Issues, and the Presidents House.**

High prices are not unique to ISU or the catering industry. It is an expensive proposition to create an event for a specific number of guests at a specific time at a specific location. It is labor intensive, often involving extreme coordination of logistics with specific equipment and transportation. However, a university community requires a food service that will contribute and facilitate the gathering of people for a common effort. Catering services need to be mindful of the mission and develop services that more closely match the budget and needs of ISU departments and student organizations.

**9) Review the Closure of Parrots Echo for Lunch.**

There is confusion over the decision to eliminate lunch service at this popular campus eatery. The Parrots Echo has built a positive reputation from a wide variety of constituencies who view its closure as unwarranted and an unfortunate loss to ISU.

## SRT Report Specifics

### *Strengths:*

#### **1) CDS staff is dedicated and hard working.**

Campus Dining Services staff definitely is dedicated and hard working. They meet the current needs of their campus customers by providing them with the best service available within their resources. While they seek guidance and leadership, there is an apparent level of confidence with current administration. Upon receipt of such guidance, they are very willing to follow that direction. Additionally, they are frustrated by the continued shortage of staff, but extremely proud of their daily accomplishments.

Campus Dining Services (CDS) is comprised of a diverse and well trained staff of approximately 150 FTEs and 1000 student employees who are responsible for providing dining and catering services to the campus of Illinois State University. They are nationally recognized as a leader in the food service industry and also serve one of the largest university housing operations with nearly 7400 on campus residents. It is only through proper training and development of staff that an operation of such magnitude can function effectively and efficiently.

During interviews with various campus constituents, a theme emerged which indicated that professionalism, dedication, and a strong work ethic pervades throughout the department. The high energy level begins at the top with Interim Director Arlene Hosea. On several occasions, through both verbalizations as well as implicit comments, it was clear that a great deal of respect has been earned by Ms. Hosea. Her loyalty and dedication to the organization is manifested by her staff's successes.

The following comments resonated time and again throughout each of the focus group discussions:

- *CDS staff at all levels do an amazing job in serving over 16,000 customers daily with very limited resources*

- *CDS is constantly short-staffed and managers are quick to step in to help each other serve customers*
- *CDS staff are great at resolving problems effectively and efficiently*
- *CDS staff are often seen volunteering to help with various student and community functions even after putting in a long and tiring day of work in the dining centers*
- *CDS staff are dedicated to helping students in any way they can*
- *CDS staff are probably the hardest working staff at ISU when you consider the days and hours required to fulfill their job duties*
- *CDS staff go above and beyond their duties with a “whatever it takes to get the job done attitude”*
- *CDS Catering is always understaffed but somehow manages to provide excellent food and service with a smile*

Upon review of the CDS Self Study Report, one may observe the countless opportunities provided to CDS staff regarding development, awards, honors, certifications, professional presentations, and organizational memberships. Such a commitment to staff should be commended. Again, staff successes can be defined by the image portrayed through professionalism.

As we delved further into the organization, an emerging culture manifested itself through a strong sense of customer service and pride. Exemplary performance in their work was exhibited by staff from the front line employee all the way through the Interim Director. Staff mentioned, on more than one occasion, that the department now appeared more fiscally responsible, possibly due to better financial information sharing and communication. They acknowledged a sense of accomplishment and pride after the end of a busy shift, and even described “self high fives” in recognition of their work and their peers. A very important concept to mention is the fact that the CDS staff appeared to have several “systems thinkers” among them. They clearly understand the concept of interdependence and that their actions integrally impact the work of others.

## **2) CDS is flexible and adaptable.**

A theme which was remarkably consistent throughout the site review process was the perception by the campus constituents that CDS has shown a remarkable ability to adapt and evolve along with changing circumstances. Some of the major change factors impacting CDS operations are as follows:

### **1. The separation of University Housing and CDS.**

This change was driven by the need for CDS to forge a unique identity and expand its scope of operations beyond the residence hall students. The separation is still ongoing and, in some fiscal, facility and technical support areas, the two organizations are still connected. However, CDS staff has adjusted well to this change structurally and philosophically.

### **2. Expansion of CDS into Greek Houses, University High, Metcalf.**

In the course of the last several years, CDS began to expand outward to the Greek Houses and two schools affiliated with ISU. CDS has been creative with menu options, staffing and service schedules to allow maximum use of ongoing residential dining centers to provide meals for these three new groups. The Greek house program has expanded quickly from its inception, as more groups attempt to take advantage of this popular service.

### **3. The role of CDS as the major food vendor and caterer in the BSC.**

CDS worked to move into the BSC with only a few weeks notice and assume control of several dining venues, as well as all catering. The staff found ways to maximize kitchen space and, in some cases, utilize equipment meant for an altogether different type of food prep to provide a multitude of services in the facility.

### **4. Staff reductions brought on by budget cuts.**

Due to budget cuts and a University mandated hiring freeze, CDS has managed the above-stated growth with fewer staff in all units.

Constituents interviewed repeatedly mentioned the willingness of CDS staff to work with them to adjust menus, make last minute changes to catering plans and respond to the ever shifting needs of ISU students. Those interviewed were especially impressed, given the fact that CDS has undertaken more responsibility with fewer staff. Not only has CDS staff

been flexible and willing to adjust, but the manner in which they have responded to their customers has been pleasant and positive.

The following comments resonated time and again throughout each of the focus group discussions:

- *CDS staff is very responsive to trying different things, new areas and new features.*
- *CDS staff is very open to doing things differently.*
- *CDS staff has done great with transitions: Example transition from all you can eat to a' la carte service, working through budget cuts that have affected the whole campus.*
- *CDS staff deals well with problems that arise*
- *The number of CDS staff that volunteers for University Events is incredible.*

### **3) CDS has a professional image.**

Another resounding positive theme conveyed by many constituency groups was a recognition of excellence and professionalism in their contact with CDS staff, their provision of services, and their basic knowledge of the food service occupational/business arena. This recognition was more than just a current snapshot opinion or evaluation of operations, which is a positive and respectably notable strength in its own right. More importantly though, this recognition was often defined in terms of the intense learning, training, and professional development, undertaken by each individual in CDS over a relatively short period of time, to collectively and measurably raise the overall standard of quality in their operations and services.

This depth of professional recognition, in a campus academic environment, is especially complimentary and noteworthy, since it portrays a genuine

community acknowledgement and appreciation of their effort to expand their overall knowledge base in their business arena, both individually and collectively. This resounding theme should be considered one of the highest constituency compliments and a real operational strength, demonstrating a true base knowledge and development growth. It exemplifies a willingness to learn and can be said to be the cornerstone of constant operational improvement and customer service.

Some specific comments about CDS staff as related to this topic include :

- 1) *'They have a deep awareness of trends in their profession.'*
- 2) *'They seem to always know the answer or have a resolve for your question.'*
- 3) *'They have noticeably improved their knowledge of food service.'*
- 4) *'They always seem to have new ideas.'*
- 5) *'The staff is far more astute about their profession.'*
- 6) *'They are more passionate and knowledgeable about their work than ever before.'*

All of the interview groups, whose functional areas were on-campus but outside of CDS, spoke of the highly professional image and attitude of CDS. In many interviews, people spoke of the promptness with which most inquiries were returned, the professional demeanor of the staff, the accessibility of the CDS leadership team and the willingness of the director to speak openly and candidly with them. When speaking specifically of catering, it was consistently noted that their staff did an excellent job of set-up, decoration and food presentation.

Several people we interviewed had a long (10 years or more) employment history at ISU and they spoke of the major improvement in this area in recent years.

Staff who worked with the Bloomington-Normal community and other non-ISU groups spoke of the professional manner in which CDS interacted with outside groups and how those groups left with a positive impression of ISU.

#### **4) CDS is dynamic and innovative.**

Consistent with the recognition that CDS has established a more professional image was the resounding theme that their operations were very dynamic and innovative. A simple review of the residential and non-residential programs and services highlighted in the Campus Dining Services Self Study Report portrays a very diverse, multi-faceted operational mindset varying in degrees of intensity, delivery, demographics, and customer contact. Dynamic and innovative would seem to be required in this operational setting. Most certainly, these strengths were conveyed by the many people contacted by the SRT.

Equally important though, this strength was even more specifically conveyed through examples of their adaptability and reaction to immediate customer service issues presented in their daily operations. As a personally observed example, part of the SRT team showed up early for our onsite visit requiring some immediate innovative decision on meal preparation and distribution. The decision was made quickly, with a focus on the customer, and a very good meal was quickly prepared and presented. I was personally astounded by their immediate positive reaction and professional response, demonstrating a truly dynamic and innovative conflict resolution approach to this unpredictable situation. They controlled the situation, eased the tension, quickly evaluated options, and ultimately presented a quality product. Similar types of situations were constantly referenced in our many contacts across campus.

To be identified as dynamic and innovative is a positive reflection on customer service. In every interview setting, these themes were given identity through example and there is no better way to evaluate the credibility of this strength than by seeing it in action. Little did we know that when some of the SRT made an untimely, unscheduled early arrival, we would have the opportunity to witness this true organizational strength and how it translates to a more positive customer contact.

#### **5) CDS has made a significant financial turn around.**

Since 1995, Campus Dining Services has undergone an unprecedented expansion of services provided to customers at Illinois State University. The organization has been transformed from a Residence Hall Food Service

operation to a premier Campus Dining provider, that has positioned itself for great success for many years to come.

The tremendous growth and expansion of services has come with great financial burdens that have resulted in significant operating losses in the past several years. As illustrated in the CDS Self Study Report, operating losses during FY 99 – FY 03 have ranged from \$(20,231) to \$(590,085). The shift from cafeteria style food services with very limited service hours to all-day service operations, along with the expansion of dining and catering services outside of residential areas, have resulted in large increases in labor and other operating costs over the past several years.

Campus Dining Services is to be commended for an amazing financial turnaround unfolding during FY 2004. The following is a financial snapshot of Campus Dining Services FY 2004 operating results for the fiscal year-to-date period ending February 2004 as compared to the same period during FY 2003:

- **Total revenues are up \$1,410,648 (12%).**  
Board revenue has increased 23% over last year. It appears that reverting the meal plans back to a base cost/dining dollars/flex dollars plan has dramatically improved board revenue during FY 2004. The meal plans offered during the 2002-2003 school year were a retail cost based plan.
- **Total expenses are down \$740,937 (6%).**  
With total staff and student wages down \$633,624 (14%) Campus Dining Services is clearly delivering services with less staff. Food costs are down \$399,858 (9%). Converting Vrooman and Linkins Dining Centers from all-you-care-to-eat to a la carte dining has enabled Campus Dining Services to reduce food costs dramatically.

Supplies expense is down \$152,204 (23%).

While repairs expense is down slightly, utilities and equipment spending are up from last year.

University overhead expenses are up \$109,124 (19%).

FY 2004 expenses include a \$600,000 contribution to the Reserves for Capital Projects which was not allocated for FY 2003.

- **Net Operating Income is up \$2,151,585 for the year-to-date FY 2004 as compared to FY 2003.**

It is evident that Campus Dining Services is working very hard to turn around their financial operating results from years of large operating losses and looking to establish a solid financial footing with which to move forward into the future.

The Site Review Team noted the following comments during discussions with Campus Dining Unit and General Managers that reveal a very proactive approach the organization is taking in its financial affairs:

*Managers feel they are more aware of the financial aspects of Campus Dining Services than ever before. They are seeing first-hand the financial results of their efforts to reduce costs within their respective units and are able to reinforce to staff the importance of being fiscally responsible while still maintaining excellent service to customers.*

*The managers commented that they feel empowered to run their units in an efficient manner much like a business enterprise has to operate to be successful.*

*Managers praised the leadership of Arlene Hosea and said that while her title is Interim Director of Campus Dining Services, she is not acting like an interim.*

## **AREAS OF FOCUS:**

### **1) Staffing and Human Resource issues.**

This is by far the most complex area of concern and the most difficult to accurately capture, detail, and offer insight and recommendation. Surprisingly, in the CDS Self Study Report, little was mentioned of the complex Human Resource component attached to this highly diversified operation, except to note that the lack of a full-time Labor Relations and Personnel position had created some challenges. Consequently, the CDS Self Study Report recommended that this position was critical in managing complex labor agreements with various collective bargaining units, representing employees responsible for various basic operational activities.

The self-assessment of the internal human resource function, as captured in the CDS Self Study Report, falls extremely short and is incomplete in its conclusion and recommendation. Many comments were expressed by virtually every constituency group interviewed, even customer groups not directly attached to operations, indicating an unusual awareness and concern for employee relations issues such as excessive absenteeism, poor worker morale, management working in a constant crisis mode, summer employment difficulties, basic assignment of duties/responsibilities by classification, and the administration of their many collective bargaining agreements. The magnitude and depth of these comments would seem to indicate that this topic could be labeled as a primary challenge and obstacle for CDS in the implementation and success of various programs and the ultimate fulfillment of their strategic plan and mission.

While an individual position specifically designated to Labor and Employee Relations would be beneficial in addressing these concerns, it is somewhat naïve to believe that this position alone will resolve the many complex relationship issues that seem to permeate our many discussions on the challenges facing CDS. These problems appear to be far more complex, weaving intricately through the organizational structure and history, and probably require a more intense focus and general cultural shift.

An alternative approach to address this sometimes overwhelmingly complex human resource topic is through an intimate partnership and contact point

with the campus Human Resource Office. Presumably, this office can provide immediate resources in terms of policy guidelines, statutory obligations, legal support, and collective bargaining expertise required in this complex operation. However, this alternative will not work unless the contact point has an intimate knowledge of the food service operations and is willing to literally participate and contribute in both the higher level organizational strategic planning and base level operational directives. Even though an in-house Labor and Employee Relations Officer would certainly be required to perform these organizational functions, the community connection through the campus Human Resource Office with the heightened resource component could add an increase in effectiveness, efficiency, and application. This contact point could even be geographically located within the CDS operation, assisting in the operational learning process and the development of these higher level organizational activities. With the right person in this position, this alternative approach could be more efficient and cost effective than an in-house expert. It could provide a better synergy between the CDS operations and the general campus human resource function.

This report will attempt to specifically describe some of these human resource difficulties expressed in our narrow window of interviews and offer some limited recommendations and possible direction on these specific items. This is not intended to be a comprehensive list of relevant human resource issues, but instead a capture of some dominant topics and comments expressed.

By far, the most prominent issue expressed by many was the perception that absenteeism was out of control, resulting in significant support staff shortages during critical operational periods. It was extraordinary to find this issue expressed by many who were not even operationally connected. It was believed by many that local policies limited the ability of departmental administrators to effectively manage and assertively address this employee relations issue. Additionally, some supervisors and administrators even believed that external statutory guidelines, as related to the State Universities Civil Service System and other federal/state legislation, limited management capabilities in these matters. While in some instances, state and federal legislation does afford some statutory entitlements, attendance programs are predominantly governed by local campus policies and aggressive management through these policies is a basic decision made at the campus level. Certainly, a review of local campus policies, along with the

implementation of an aggressive attendance management program, may best and most immediately address this concern.

Many also expressed the belief that there was some intentional reduction in staffing, supposedly required due to budget cuts, contributing and exposing managers to many daily operational crisis situations. The recommendation by many was that more people were needed, either more student workers, more status civil service employees, or other part time workers. The assumption was that more bodies would reduce the crisis situations and ease the operational delivery of services. One must be very careful in leaping to this conclusion without first examining the classification structure, job description content, assignment of responsibilities, and scheduling of staff. Without an in depth review of these components within the operational objective, assigning more people may just serve to further complicate this dilemma. Effective operational management techniques require a thorough study of these components before making any final conclusion and recommendation on staffing and schedules.

Often we heard how managers were forced to perform operational duties typically assigned to their support staff or student positions. Even though this type of activity can be said to be customer service friendly, other basic supervisory activities are often set aside which will ultimately serve to diminish the overall operational integrity of the unit. Basic communications do not occur, attention to quality may suffer, and overall unit morale may diminish. It was expressed by many that this issue is what defines CDS at this moment in time, specifically that they are at a critical juncture of wariness and fatigue.

It was also believed by many that some operational limitations were imposed through collectively bargained language contained in various union agreements, representing employees working within CDS operations. It did seem apparent that there was no long term collective bargaining strategy developed, consistent with operational objectives, and possibly this lack of planning had led to further confrontations in these relationships. Unfortunately, this is often a forgotten component in many organizational strategic plans and, consequently poses difficulties in the implementation stages of these programs. Trust and integrity are the critical elements in these relationships and it seemed as if this was lacking based on our many interview sessions.

It was our understanding that Labor Management Committees had been established, but their success in building consensus had been limited. A lack of communication was also a resounding theme in this context. Certainly, it was easy for the SRT Team to identify a significant disconnection between the supervisory level within the organization and the actual hourly workers or represented employees. There was not a complete knowledge, on the part of the basic hourly worker, of the CDS mission and overall operational objectives. Consequently, there was no overall depth of loyalty and commitment through this level of the organization. This really must change in order for CDS to fully realize its potential and become the best it can be. Time and effort must be given to these employee relationships, successes must be realized through team efforts, and managers must be forced to communicate more effectively with employees. A strong collective bargaining strategy, consistent with organizational and operational objectives and built on extensive interpersonal communications, must become one of the cornerstones in the final identity and strategic plan for CDS.

## **2) Bone Student Center.**

The role of CDS in the BSC is a “chicken-egg” quandary, and the confusion stems from the lack of focus on what the role of the BSC is in the larger campus community. However there were 3 major themes that resonated in regards to the CDS and the BSC:

### *1. Foot traffic in the BSC is very low.*

There are simply fewer students coming through the BSC throughout hours of operation. There has been some success with late night programming options and concert series events but overall the BSC is not a widely used campus resource.

### *2. Among current dining options in the BSC, cost is high while quality and consistency of the food is low.*

When compared to the “value menu” options provided by several large restaurant chains, the price of a lunch meal at the BSC is perceived to be cost prohibitive. In addition, the consistency of a single item may fluctuate from day to day depending on who is cooking. A very telling remark that was echoed by several BSC staff was “I work there and I either bring my lunch or go out”.

### *3. Nationally recognizable dining options would bring back students to the BSC.*

Those interviewed felt that as national brands left the BSC, the students who would come to the BSC for these options dwindled and have not returned to use the new options. They feel that this trend can be reversed by bringing back venues comfortable and familiar to students.

Even with the above stated trends, the issue of CDS and its role in the BSC goes beyond dining options. The relationship between the BSC and CDS is a nebulous partnership somewhere between that of business partners and cooperating departments. This status appears to be having a negative financial impact on both departments and in the realm of public perception. In order for this to work, the two entities need to separately define achievable roles, missions and objectives. Once that is done a determination can be made as to whether CDS has the human and fiscal capital to create a workable partnership in the BSC.

With the knowledge that the mission and focus of the Bone Student Center is to be significantly impacted by the creation of the Dean of Students Office reorganization plan, the Campus Dining Services department is presented with some unique and timely options. It is suggested that CDS should examine its own capabilities and identify those programs it currently has and can do well. Perhaps its involvement in the BSC has stretched its resources beyond its capacity to respond, particularly given the limitations on human resources as well as its financial condition, i.e., with little in fiscal reserves to commit to major renovations which would undoubtedly be required in the BSC. There certainly are greater needs in the residence hall side of CDS.

Perhaps the BSC solution provides an opportunity. If CDS is interested in continuing to be the food service provider in the BSC, it should be allowed to operate all the operations in the facility. This could involve CDS supervising branded options and holding the franchise license. If CDS is not allowed to be THE service provider for all food options in the BSC, it seems that it will not have the flexibility to respond to ever changing needs of the customer. If it IS allowed to be the vendor for all food operations, it can work in concert with the BSC as a part of the Dean of Students Office, to provide a mix of food options within the context of the limitations of the facility. Under no circumstances should CDS be asked to be the supplemental food service provider—and frankly neither should any vendor

be asked to do that. The preferred solution lies in the need to have a single vendor that has the span of control over all the food service options in the facility. This would allow it to retain maximum control over human and financial resources. Is CDS in the best position to take on the role of the primary food service provider? That is the critical question facing CDS and the university.

### **3) Improve Communication.**

CDS has indicated they have a strong desire to create a culture of trust, of open and honest communication, of respect for fellow employees and the students they serve. Many of the CDS staff are systems thinkers. They have participated in “Learning Organization” training. They understand the concepts of relationships, interconnectedness, and alignment with a vision. One of the more astute members of the CDS staff indicated that the organizational leaders needed to “share the vision.” Another suggested CDS implement communications training programs via regularly scheduled one-on-ones or monthly staff meetings.

It is apparent that in order to meet the goal of “sharing the vision” additional work will be required. Information sharing meetings should be scheduled regularly with all staff members, on all shifts. The purpose of such meetings would be first, to provide communications regarding future plans, ongoing projects, and daily operations. More importantly, these meetings should be designed such that all employees will have a forum for asking questions and receiving complete answers on the spot. Additionally, if regular one-on-ones are not currently conducted, time should be allocated for them.

Other methods of communication should also be employed. Emails, written correspondence, telephone conversations, and visibility at various university functions are excellent methods for walking the talk. Each one provides opportunities for sharing the vision. Only when staff members feel that their leadership is truly listening to and answering their concerns will they then trust the leaders and support their initiatives.

Communications can be accomplished in a variety of ways. In previous times, it was less formal and more face-to-face. In this new millennium, the workplace has become more complicated and expectations have become

more difficult to fulfill. Even with the fast paced society in which we live, it is still essential to communicate on a personal level.

#### **4) Financial Performance.**

Campus Dining Services has been very effective in reducing operating costs during FY 2004. In addition, the change in meal plan format back to a base cost system has dramatically increased board income in the current fiscal year.

The Site Review Team is in agreement with the financial related findings and recommendations of the Campus Dining Services Self Study Report:

Campus Dining Services needs to evaluate the financial viability of all of its business functions to ensure that it can deliver services to customers in an efficient and cost effective manner. Special emphasis should be placed on analysis of the following programs and services:

- Bone Student Center venues
- Metcalf Lunch Program
- U-High Lunch Program
- Catering Services
- Airport Lounge
- Sorority and Fraternity House Services
- ISU Child Care Center

#### **5) Coordinate Tech Support, systems and assessment.**

CDS current technology allows them to conduct their programs and services but a major challenge is the fragmentation of those systems. Many of the systems used are from the early 1990s and are no longer supported by the vendors. As a result, CDS is faced with a need to integrate all their systems to provide more timely and accurate information especially useful for making management decisions.

The following comments resonated time and again throughout each of the focus group discussions:

*No staff currently focusing on technology advisement. University Housing is sharing their tech staff with CDS. As a result not enough attention is paid to the CDS tech needs.*

*It's not easy to make management decisions based on the current technology because the information is scattered among different systems.*

*Due to technology challenges there is delayed billing, financial reports among others. These data lags affect other areas and their effectiveness.*

*Need for overall assessment of the current market technology and how it would fit the CDS operation. These would help CDS be efficient in their operation as well as easier upgrading in the future since the systems would not be outdated. A systems analyst would be needed specifically for this task.*

*One of the staff commented "we have many tools but no ability to condense quantitative data that would help determine an accurate financial standing of each operation".*

In the CDS Self Study Report, there was recognition of a major weakness in collecting, coordinating, and effectively analyzing meaningful quantitative data in a timely fashion. While it appears as if some basic data is collected related to inventories, labor costs, meals served, student plans, and service schedules, much of this information is produced from various independent sources in a very untimely manner, rendering it somewhat useless in the real time, day-to-day operations.

Particularly in these difficult budget times, and particularly in a production venue of this nature, it is vital that such a complex operation have access to real time financial assessment instruments capable of assisting with such basic immediate managerial decisions, such as maintaining onsite inventory to reduce storage and spoilage, alter labor schedules based on current meal delivery numbers, and facilitate immediate menu changes based on student participation. A quick response to the ever changing student demographics,

labor costs and inventory was considered as both a very important management and marketing tool. Without such a coordinated data system and tech support, decisions that affect customer service and ultimately the financial status of individual operations are delayed, possibly becoming costly to the organization and potentially impacting customer service. It was believed by many managers, supervisors, and administrators that a truly high tech assessment instrument and support team of professionals would more than pay for itself over time through an immediate decision making capability to alter operations, develop marketing strategies, and deliver services.

It is believed that with the right technology and support group in place, CDS can obtain specific customer demographic and logistics information, answering many basic operational questions and possibly targeting underutilization with new marketing strategies and menu offers. Without an assessment tool of this precision, it seems that many new initiatives are merely experiments with no fundamental statistical extrapolation available. High tech, coordinated data systems can provide some statistical justification and marketing reality to these plans and increase the likelihood of financial success.

On a related note, a competent support staff of computer specialists, marketing personnel, and operational experts is equally important in the implementation of any real-time data assessment tool. Without such a competent support team, a high tech assessment instrument of this nature would be rendered useless. Again, it was believed by many that the cost of such an instrument and support team would yield tremendous dividends in terms of customer service and financial success.

## **6) Perceptions of Quality and Variety**

The word **perception** is crucial, because this is an area in which, even though the reality may not be what people think it is, the perception is so prevalent that it becomes reality. The quality of food used by CDS is equal to or greater than that of most large chains, however those interviewed felt that if given the choice between a higher quality Sunset Strips chicken nugget and a McNuggett, students will go for the McNuggett. This must be taken into consideration.

The talk of variety resonated through the groups in a very specific way; the desire for there to be more nationally recognized brands in all dining venues. From the residence halls, U-High and the BSC, the removal of national brands has been perceived to have led to a drop off in quality of food and number of customers. Specifically mentioned repeatedly was the loss of McDonalds in the BSC and the conversion of national brands Sbarro's and Panda Express in the halls to Donzello's and Eleanor's Kitchen. In regards to the BSC, it was a perception of the majority of groups that the national brands brought familiarity and cheaper menus which led to more traffic in the BSC.

National branding was also seen by groups as a method of insuring better consistency. It was the opinion of many that national brands have stricter adherence to recipes and quality control. This is a factor because many felt that, from one day to the next, there is huge variance in the taste of various items. This holds true in the residence halls and in the BSC. However, when it comes to variety, by the end of the semester almost every student, faculty, and staff member is tired of eating the same food every week and national brands will not solve this challenge.

Constituents expressed that our students might also be more satisfied with options that they are familiar with, and that this familiarity would lead to greater satisfaction.

## **7) Meal Plans**

The last few years of meal plan changes has created confusion for parents, students and staff. With the change from a discount to retail and back to discount, the students don't really know how they are using their money. Even the CDS accounting staff has had trouble keeping up with the changes.

Campus Dining Services has faced the continuing challenge of providing meal plans that serve many purposes for students and the organization. While the meal plans provide students with a great deal of flexibility in their dining choices, they also are central to the financial well being of Campus Dining Services.

The meal plan structure was consistent in design from 1995 to 2002. The meal plans contained a base cost component designed to cover labor and overhead costs of the department along with dining and flex dollar components designed to give students many dining options. Under these meal plans, students received a 60% discount for dining in the residential dining centers. Students could also use meal plan dollars in campus Subway restaurants, Bone Student Center restaurants, and vending machines, but these purchases were at retail cost. Unused dining and flex dollars were refunded to students.

The meal plans were changed for the 2002-2003 school year to a retail cost based system. The new meal plans were an attempt to simplify students' dining options by eliminating the base cost component and placing all purchases on a retail cost basis. Students could also use their meal plan dollars in new Campus Dining operations opened in the Bone Student Center. Refunds of unused dollars were limited to amounts over the basic meal plan cost. The financial result of the new meal plan structure for Campus Dining Services was a decrease in board income of nearly \$2 million.

The meal plans were changed back to the original base cost system for the 2003-2004 school year. However, unlike earlier meal plans with up to 4 buy-in levels, the current meal plans include only 2 buy-in levels: a basic plan and enhanced plan.

The Site Review Team heard numerous comments about meal plans during the focus group discussions with campus representatives:

*The meal plans in place this year are much simpler for students to understand. We tell students "if you're a light eater, buy a basic plan; if you're a heavier eater, buy an enhanced plan".*

*Students run out of money too fast.*

*Students really miss the check-your-balance week that used to take place in the dining centers.*

*Campus Dining should set up a computer station in each dining center that students could use to check their meal plan balance.*

*Campus Dining Services needs to develop a separate meal plan designed for the 13,000 non-residential students and faculty and staff of ISU.*

*Campus Dining Services needs to find a meal plan system that works and stick with it. It is very confusing to students when meal plans are changed from year to year.*

## **8) Catering :**

### **Prices are too high.**

In virtually all of the meetings conducted by the SRT, one of the major criticisms was that the catering prices were outrageously high. Even though there was a genuine belief among their many customers that the overall customer service component was excellent, specifically as related to the quality of service, quantity of food, timely delivery, adaptability to customer needs and professional setup, most customers indicated that quite simply the costs were outrageously high. Many had even indicated that whenever events were held off campus, they could not afford to consider CDS Catering as an option.

There seemed to be a very unusual twist in this discussion. Most customers seemed to equally complain about the prices while, at the same time, they complimented CDS for the very professional service and attention to customer needs. Ultimately though, financial considerations took precedence and, when given a choice, price won out and these customers sought out other vendors. When questioned further with the thought that, at some point, quality and service would justify a somewhat higher cost, customers suggested that catering provide some variation in their service delivery, including smaller food quantities, setup by the customer, paper/plastic dining service versus china/silverware, and even customer pickup of prepared foods with no setup. This variability in service delivery could reduce some of the overhead cost and allow CDS to be more price competitive in this food service venue.

Even supervisory staff and managers recognized the need to become more price competitive in the catering business. This is the only component that prevents this venue from achieving its ultimate potential. They really need

to discover a way to more innovatively market this quality service at a competitive price or risk losing this business aspect of their operation.

Most of those interviewed seemed to understand that labor and personnel costs have a large impact on the cost of catering, however this did nothing to change the fact that the prices charged by catering are considered exorbitant. Events that required a large amount of set-up, preparation and presentation were not problematic because the labor required of those events is apparent. The negative perception arises over the costs of a tray of cookies, fruit or cheese platters and beverage assortments. The cost of these “simple” catering items is perceived to be so high that they make people want to bring their own food. Due to the fact that CDS is the exclusive caterer in the BSC, if groups in the BSC want food, they must go with CDS. Several people did state that because of these factors, they have moved events elsewhere or had local restaurants cater events for them.

Registered Student Organizations use the BSC frequently because of its proximity to campus and the discounted room rate they receive from the BSC, however even with the discount many of these groups go elsewhere because they can't afford catering prices.

Perception may play a part in the view of catering prices as well. Several of those interviewed stated that they had compared prices with outside hotel and the CDS prices were higher, however some people had no basis with which to draw an accurate conclusion. In order for CDS to truly work to make change in this area, a comprehensive cost comparison should be done with local competitors to determine if there is indeed a huge price discrepancy or if there is just the perception of one.

Comments: (Catering prices are too high)

1. Create alternative menu and prices for different groups. For example, for Registered Student Organizations provide accommodating menus and simple presentations, maybe even pick-ups by customers instead of CDS delivering the food.
2. Some people mentioned that since Campus Dining is a department within the university, it feels like they are “robbing Peter to pay Paul”. There is a perception CDS should have lower prices than other catering services outside the university.
3. Catering should become a unit by itself that is separate for CDS.

4. Catering should look for less expensive products of high quality to cut down on purchasing expenses.
5. Catering should serve less food for buffet because a lot of food often goes to waste after an event.
6. Catering should allow customers to carry any remaining food because they have paid for it.

Overall, there was great appreciation for the work that the catering staff does under staffing challenges. The presentation of the catered services is great.

It should also be noted that for public events, there is great satisfaction with the catering services offered as reported by the conferencing unit and the BSC scheduling unit.

### **Billing Issues.**

The CDS billing system should be evaluated. Several groups interviewed expressed frustration due to delayed billing by CDS. Here are some comments mentioned.

1. *There is a continuous database address changes by Registered Student Organization but CDS doesn't seem to have the right billing address for most of these organizations. These bills always end up being returned to the office in charge of RSOs and usually have to be traced to specific group. Most of these bills are usually for a period way past.*
2. *Prepayment should be considered.*
3. *Late billing affects the different departments in different ways. Timely billing is helpful to keep the budget that is set for a certain period of time.*
4. *Billing is delayed due to staffing issues*
5. *Billing is delayed because staff that should be handling accounts are busy serving in the front line*

### **Presidents House**

Every effort should be made to identify the objectives and the style of Dining experience that the President wishes to create. This may require

additional resources of equipment, linens, tables, chairs and staffing. It is recommended that one person take the lead for each event and see it through from booking to planning to the event itself. This will instill confidence and peace of mind with the President and his wife.

The President's house may also need to be physically altered or adjusted to accommodate the type and style of events they wish to host. Catering needs to participate as a resource for these alterations and be ready with recommendations on layout, equipment and furniture.

### **9) Review the closure of Parrots Echo.**

One of the clear messages that resonated through all of our meetings concerned the closure of Parrots Echo. There remains a great deal of confusion as to the hows and whys of that decision. It is clear that the closure was not managed well, i.e., little communication with the university community regarding the decision, continuing confusion as to the actual reasons for the closure, and consternation about the impact on the campus climate resulting from the closure.

There are a number of people who work for the University that went to Parrots Echo a couple of times a week. It was perceived as a nice place to bring guests and perspectives. It was even stated that the restaurant continues to receive calls for lunch reservations.

The financial information available is incomplete concerning the actual cost of this operation. Particularly noted are the absence of data about student employee costs as well as no application of overhead expenses. The latter is true throughout all of CDS and is of concern. Given the financial data available to the Committee, it is evident that several other cost centers were operating at greater losses than was Parrots Echo.

The closure of Parrots Echo is an interesting and even contradictory example of the state of campus dining across the campus. There is a high level of interest in branded, recognizable national food concepts. Parrots Echo, as a CDS developed concept, is distinct in its overwhelming popularity with virtually ALL university constituent groups. On the surface, it appears as though CDS made attempts to concentrate its lunch-time efforts in the

redevelopment of the old 1857 Room after the previous vendor left the BSC. That effort has been reasonably attractive, but does not generate the kind of enthusiasm that Parrots Echo enjoyed...and still does...in the hearts and minds of many in the university community.

## **Appendix A**

### **COMPREHENSIVE PROGRAM REVIEW**

#### **SITE REVIEW TEAM**

#### **MEMBER LIST**

**April 18 – 20, 2004**

#### **Site Review Team Members:**

Mr. Frank Gladu – Director Dining Services, Vanderbilt University and Team Leader  
Ms. Molly Arnold – Interim Director, Admissions  
Mr. John Davenport – Area Coordinator/Watterson Towers, University Housing Services  
Mr. Tom Morelock – Director, State Universities Civil Service System  
Mr. Chuck Scott – Executive Director, Facilities Management  
Mr. David Sauls – Undergraduate Student, Association of Residence Halls Food Chair  
Mr. Tom Shadid – Chief Accountant, Comptrollers Office  
Mr. Michael Schermer – Associate Dean and Director, Career Center  
Ms. Susan Wangai – Undergraduate Student, Bone Student Center Student Manager

#### **Assisting the Site Review Team:**

Mr. Roger Cann – General Manager, Campus Dining Services  
Mrs. Nicole Lett – Clerk, Campus Dining Services  
Mrs. Ruby Jones – Training and Development Coordinator, Campus Dining Services

## Appendix B

### COMPREHENSIVE PROGRAM REVIEW SITE REVIEW SCHEDULE April 18-20, 2004

#### DAY 1

##### Sunday, April 18, 2004

2:44 p.m. Frank Gladu, Director of Food Service at Vanderbilt University, arrives in Bloomington. A Campus Dining Services Representative will pick him up and take him to his hotel.

5:30 – 7:00 p.m. DINNER  
Dinner with Dr. Helen Mamarchev, Vice President for Student Affairs (VPSA); Dr. Brent Patterson, Associate Vice President of Student Affairs (AVPSA); Mr. Chika Nnamani, Assistant Vice President of Student Affairs (AVPSA) and Arlene Hosea, Interim Director of Campus Dining Services.  
**Location:** Founder's Suite located in the Bone Student Center

*7:15 p.m. – 9:30 p.m. Site Review Team (SRT) Preparation Meeting – Review Agenda, Questions and Make Assignments, Orientation to Office.*

**Location:** Cherry Room, located in the Office of Residential Life Building (Site Review Team meeting headquarters).

#### DAY 2

##### Monday, April 19, 2004

8:00 – 9:00 a.m. Continental Breakfast for Site Review Team:  
Review agenda for day, team member assignments, questions  
**Location:** Cherry Room

9:10 – 10:15 a.m. SRT Tour of Department (Part I) with Ruby Jones and Roger Cann  
Southside  
Airport Lounge  
Watterson  
Vrooman  
Linkins  
U-High

John Green Building

10:15 – 10:30 a.m. Break

10:30 – 11:30a.m. SRT 1 - meets with:  
Dianne Feasley R.D. – Registered Dietitian/Purchasing  
Ruby Jones – Training and Development Coordinator  
Steve Wolfe – Associate Director/Operations  
Brett Swigart – Accountant/Payroll and Personnel  
Steve Lancaster- Associate Director/Facilities  
Dean Plumadore – Associate Director/Information Systems  
(CDS/UHS)  
Don Dawson – General Manager/Catering  
Debi Grossman – Catering Supervisor  
**Location:** John Green Building Maple Room

SRT 2 - meets with: Student Affairs Council Members (SAC)  
Ann Caldwell – Director, Disability Concerns  
Jeff Lopez – Director, Recreation Services and University Golf  
Course  
Bill Campbell – Director, Students’ Legal Services  
Raydean Davis – Director, Ecumenical Campus Ministers  
Wayne Ericson – Director, Student Health Services  
Sandy Colbs – Director, Student Counseling Services  
Jill Benson – Director, Student Life  
Rick Olshak – Director, Student Dispute Resolution Services  
Rick Lewis – Director, Intercultural Program and Services  
Amy Sajko – Director, Development  
Jan Shane – Associate Provost; Professor of Family and Consumer  
Sciences  
**Location:** Linkins Private Dining Room

11:30 – 11:45 a.m. Break

12:00 – 1:15 p.m. SRT 1 - Lunch with representatives from Association of Residence  
Halls, CDS Student Manager Advisory Group and CDS  
Department Advisory Group  
Anthony Bolton – Department Advisory Board (DAB)  
Jeremy Tackett – Department Advisory Board (DAB)  
Kait Hindley- Department Advisory Board (DAB)  
Melissa Moretti – Student Manager Advisory Group (SMAG)  
Jen Mangers – Former Vice President, Association of Residence  
Halls  
Antoinette D’Souza – CDS Marketing Department  
**Location:** Giuseppe’s 1857 Private Dining Room

SRT 2 - Lunch with Director BSC and Director UHS  
Lowa Mwilambwe – Director, Bone Student Center  
Maureen Blair – Director, University Housing Services  
**Location:** Southside at Feeney Private Dining Room

1:30 – 2:30 p.m.

SRT 1 - meets with:  
Greg Alt - Comptroller  
JoEllen Bahnsen – Assistant Comptroller  
Sandy Warlow - Accountant  
Elizabeth Banks – Accountant  
Robin Knapp – Redbird Card Office  
Connie Guhlstorf – Administrative Clerk  
Erin Dwyer – Network Administrator  
Chris Ratajski – Accountant  
Steve Chinski – Business Manager  
**Location:** 302 Hovey Hall conference room

SRT 2 - meets with:  
Dr. Gary O’Malley – Principal, University High School  
Julie Albers – Assistant Principal, Metcalf Laboratory School  
Leanna Bordner - Assistant Director, Intercultural Athletics  
Ben Ryburn – Deputy Director, Facilities Management  
Jerry Carlson – Assistant Director, Facilities Management  
Linda Foster – Superintendent of Building Services, Campus Services  
Linda Pierce – Human Resources Officer, Human Resources  
**Location:** Southside Private Dining Room

Frank Gladu will meet with Linda Bowman – Academic Advisor  
**Location:** Brewster’s Corner, Watterson Food Court

2:30 – 3:30 p.m.

SRT 1 - meets with CDS hourly staff:  
Karol Enright – Lead Cook, Southside at Feeney and Labor Management Team member  
Viola Marsee – Cook, Southside at Feeney and Labor Management Team member  
Marcia Scott – Cook, Watterson Dining Center and Labor Management Team member  
Thomas Hawthorne – Laborer, Watterson Dining Center and Labor Management Team member  
Mildred Gardner – Cash Register Operator, Watterson Dining Center and Labor Management Team member

Everett Jones – Pots and Pans Washer, CDS Catering and Retail Operations/Bone Student Center

Paul Uphoff – Building Mechanic, Campus Dining Services Facilities

Jeff Withey – Baker, Watterson Dining Center

Ron Kohlrus – Driver, Campus Dining Services Catering/Bone Student Center

**Location:** Linkins Private Dining Room

SRT 2 - meets with:

Amy Irving – Mennonite College of Nursing

Anita Revelle – Senior Professionals/Conferencing Unit

Julie Barnhill – Office of Advancement

Becky Lee – Conferencing Unit

Ricky Johnson – Bone Student Center

Danielle Miller-Schuster – Office of Student Life

Angie McKinney – Orientation Services

Susan Callahan – Assistant Director, Alumni Services

**Location:** Southside Private Dining Room

3:45 – 4:00 p.m.

Break

4:00 – 5:00 p.m.

SRT 1 - meets with: CDS Assistant Managers and Supervisors

Barb Busick – Linkins Dining Center

Cody Key – Bone Student Center Retail Operations

Desarae Topolski – Bone Student Center Retail Operations

Brittani Evans – Bone Student Center Retail Operations

Ann Smoots – Watterson Dining Center

Elisabeth Foster – Watterson Dining Center

Mary Krutke – Southside Dining Center

Bernadin Charles – Watterson Dining Center

Chris Yeadon – Watterson Dining Center

Kim Ummel – Campus Dining Services Catering/Bone Student Center

Lawrence Emch – Campus Dining Services Catering/Bone Student Center

Mark Hotlen – Vrooman Dining Center

Darin Ganci – Chatters Dining Center

**Location:** Linkins Private Dining Room/West Campus

SRT 2 - with CDS Unit Managers

Lori Reh Valentine - Southside at Feeney  
Nate Sims – Chatter’s at Walker  
Mark Buckley – Linkins ala carte’  
David Geshiwlm – Vrooman ala carte’/Parrot’s Echo  
Wayne Ellis – Watterson Food Court  
Debbie Grossman - Catering  
Jennifer McIntosh – Lab Schools and Day Care  
**Location:** Southside Private Dining Room

Frank Gladu meets with Mr. Chika Nnamani  
**Location:** Chika’s office in Hovey 301

5:15 – 5:45 p.m. Department Tour (Part II) with Ruby Jones and Roger Cann  
Bone Student Center Retail and Catering Operations

6:30 – 8:00 p.m. SRT Dinner hosted by Student Affairs Representative on SRT.  
Review information from meetings that day  
**Location:** Parrot’s Echo in Vrooman Dining Center

8:00 – 9:30 p.m. SRT Meeting: Outline and assign sections of the report and  
establish time lines. Review schedule for next day.  
**Location:** Cherry Room

## **DAY 3**

Tuesday, April 20, 2004

8:00 – 9:00 a.m. Continental Breakfast for SRT  
**Location:** Cherry Room

Frank Gladu will meet with Dr. Mamarchev  
**Location:** 301 Hovey Hall

9:15 – 10:15 a.m. SRT 1 - meets with:  
CDS Assistant Managers and Supervisors  
Anna Lehr – Linkins Dining Center  
Becky Meier – Bone Student Center Retail Operations  
Patrice Germain – Bone Student Center Retail Operations  
Dwayne Weekes – Bone Student Center Retail Operations  
Jim Wall – Watterson Dining Center  
Diane Jeakins – Watterson Dining Center  
Sandra Collins – Southside Dining Center  
Jen Bietsch – Southside Dining Center

Debbie White – CDS Catering/Bone Student Center  
Rebecca Bogardus – CDS Catering/Bone Student Center  
Adam Feaman – CDS Catering/Bone Student Center  
Susan Giddings – CDS Catering/Bone Student Center  
Kay Casey – Bakery Manager/Campus Dining Services  
**Location:** Linkins Dining Center, Wilkins Dining Room

SRT 2 meets with:

Hemlata Jhaveri – Area Coordinator for South/Central Campus  
David Holtzman – Area Coordinator for East Campus  
Donald Reed – Area Coordinator for West Campus  
Marilyn Tyus – Associate Director, University Housing Services  
Stacey Mwilambwe – Assistant Director, Residential Life  
Mindy Mangialardi – Associate Director, Residential Life  
Mboka Mwilambwe – Assistant Director, Student Dispute  
Resolution Services  
Jim Carlson – Assistant Director, Bone Student Center  
Michael Speros – Associate Director, Bone Student Center  
**Location:** Southside Private Dining Room

10:15 – 10:30 a.m. Break

10:30 – 11:30 p.m. SRT 1- meets with John Green Clerical Staff, Janet Hoffman and  
Robyn McGownd  
Robyn McGownd – Administrative Clerk, Office of Student  
Affairs  
Janet Hoffman – Staff Clerk, University Housing Services  
Catina Jones – Clerk, Campus Dining Services  
Connie DuBois – Account Technician, Campus Dining Services  
Sikiru Alliu – Payroll Specialist, Campus Dining Services  
Nicole Lett – Clerk, Campus Dining Services  
**Location:** Maple Room

SRT 2 - meets with General Managers:

Susan Jones – Southside at Feeney/Watterson Food Court  
Roger Cann – Chatter’s at Walker/Linkins/Vrooman/Auxiliary  
Charles DiVerde – Bone Student Center Retail Operations  
Don Dawson – Senior Executive Chef/Catering

**Location:** Cherry Room

Frank Gladu meets with Arlene Hosea  
**Location:** John Green Building

11:30 – 12:00 p.m. Department Tour (Part III) with Ruby Jones and Roger Cann

Chatter's in Walker Hall  
Metcalf Laboratory School

- 12:15 – 2:15 p.m. SRT Lunch: Discuss findings, finalize report assignments, and prepare preliminary thoughts for exit interview  
**Location:** Eleanor Kong Conference Room/Walker Hall; Catered Lunch
- 2:30 – 3:30 p.m. SRT Exit Interview
- SRT
  - VPSA
  - AVPSA
  - AVPSA
  - Department Director
- Location:** Conference room in Hovey 302
- 4:00 p.m. SRT Team Leader leaves for airport

Please note: Ruby Jones and Roger Cann will drive the Site Review Team to locations that are not within walking distance.

## Appendix C

### CDS Facilities

Campus Dining Services (CDS) is housed in five primary locations and has smaller operations in Metcalf Lab School, Turner Child Care, and CVA Airport Lounge. The primary locations-Chatters, Linkins, Southside, Vrooman, and Watterson Commons-all reside within the University Housing Residence Halls.

#### Chatters:

Walker Hall, built in 1955 is the home of Chatters. It is the oldest of dining center operations on campus and it serves the 749 students living in the Central Campus Complex. Consisting primarily as a sandwich counter, this facility is not utilized as originally intended, as the latte bar is virtually unused. This facility serves its customers as well as can be expected,

considering the age of the building, leaking ceiling in the storage area, and a food preparation area that is original to the building. CDS has attempted to meet a “grab and go” niche at Chatters and appears to be somewhat successful in achieving that goal.

Linkins:

Linkins is located between Wilkins, Wright, and Haynie Halls and serves the 780 students living in West Campus. It consists of a kitchen and food preparation area that is original to the building and was constructed in 1964. This facility has been identified on the Long Range Dining Plan as the first site for major renovation. Due to its proximity to the athletic facilities, many student athletes choose to live in West Campus and therefore, it consists of an all-you-care-to-eat concept. Some minor remodeling has occurred within the last 4 years which includes creation of a grill and serving area. Greek house food preparation is also accomplished in Linkins. As the Site review team toured the facility it was noted that customers may be confused as they enter the space. There is no clear “wayfinding” plan.

Southside:

Southside, or Feeney Dining Center, is located in the South Campus Complex which includes Hamilton, Whitten, Atkin, and Colby Halls. Student population in the complex is 1414. The facility was built in 1960 and continues to provide food to its customers with original equipment. A clear view to the food preparation area has created an atmosphere the students seem to enjoy as they are very comfortable with viewing their meal as it is being prepared. Southside includes various types of food, from made-to-order sandwiches to rotisserie chicken to an all day waffle bar. Students have indicated their pleasure with the longer breakfast hours as well as the capability of preparing their own waffles.

Vrooman:

East Campus and its 1608 student are served by Vrooman Dining Center. Built in 1966, this facility also utilizes existing equipment for cooking and food preparation. A new “grab and go” concept has recently been introduced in this facility and accompanies a more traditional cafeteria style area as well as a less traditional Parrot’s Echo, complete with wait staff. Food for Metcalf, University High School, and the Child Care Center is prepared at this location.

### Watterson Commons:

Watterson Towers is recognized as the tallest university housing facility in the nation and is the home of 2099 students. Such a large facility, built in 1969, it is essential that food service operations keep up with the needs of its residents. Much of the kitchen and food preparation are equipped with original equipment, but a significant remodeling took place in the facility in 1996-1997. A food court concept was created and now serves from six different venues. Wayfinding is obvious in this facility, yet when interviewing students some felt as if the space was cold and unwelcoming. They also indicated a preference for the better product served by nationally recognized brands.

As the Site Review team toured all facilities, there was a general impression that CDS has made great strides in providing facilities that are conducive to the attractive delivery of food services. There was consensus that the facilities are old and that much of the equipment used is outdated and, if replaced, could provide more space and greater options for the residents. In addition, the replacement and updating of the food preparation areas would greatly benefit the morale of the CDS employees working under less than perfect conditions.

Regarding the ease of use by customers, the Site Review Team was sometimes confused as to where to go next. A marketing and signage plan would make for a smoother transition when customers traverse through the dining facilities. Students interviewed also indicated a preference for more food courts and extended hours-especially for breakfasts and self serve operations.