

## Governors State University

Student Affairs and Enrollment Management: Reaching Vision 2020

**Focus Area: Auxiliary Services & University Housing**

**Leader(s): Betsy Joseph/Arena Food Service Management**

**Implementation Year: 2017-2018**

**Goal 6: Establish a comprehensive dining and catering program on the campus that meets the needs of students and GSU employees.**

<b>Objective 1:</b>	<b>Develop comprehensive marketing and communication plan to increase participation and build brand awareness in the café and c-store.</b>
<b>Action Items</b>	<ol style="list-style-type: none"> <li>1. Develop marketing strategies to increase customer traffic to the dining services website.</li> <li>2. Maintain online database of nutritional information for items in the café and vending operation</li> <li>3. Develop marketing of café nutritional information so guests can make informed nutritional choices.</li> <li>4. Increase awareness of existing healthier options;</li> <li>5. Implement additional healthier options in the café;</li> <li>6. Increase social media presence for promotion and awareness of options with the café and c-store</li> <li>7. Develop strong social media presence for promotion and awareness of options within the café and c-store;</li> <li>8. Expand the loyalty program to reward repeat visits and brand awareness;</li> <li>9. Develop a strong social media presence for promotion of awareness of options within the c-store;</li> <li>10. Foster community awareness by participating in community and charitable activities;</li> </ol>
<b>Indicators and Data Needed</b> (Measures that will appraise progress towards the strategic objective)	<ul style="list-style-type: none"> <li>• /gsudining unique page hits</li> <li>• /gsucomments unique page hits</li> <li>• /nutritioninfo unique page hits</li> <li>• /gsudining links from govst.edu site</li> <li>• GSU Café menu downloads</li> <li>• Food Service at GSU Facebook likes</li> <li>• Loyalty card usage</li> <li>• Number of catering events</li> <li>• Amount of money raised in Make a Difference campaign (\$0.25 donation – GSU food pantry program)</li> </ul>
<b>Responsible Person and/or Unit</b> (Data collection, analysis reporting)	<ul style="list-style-type: none"> <li>• Arena Food Service Management</li> </ul>
<b>Milestones</b> (Identify Timelines)	<ul style="list-style-type: none"> <li>• Midyear report (by Dec 15)</li> <li>• Spring report (by May 30)</li> </ul>
<b>Desired Outcomes and Achievements</b> (Identify results expected)	<ul style="list-style-type: none"> <li>• Increase in number of meal plan contracts (10%);</li> <li>• 15% increase in customer counts in c-store and café;</li> <li>• 10% increase in revenues generated by customer purchases;</li> <li>• 10% increase in number of Facebook likes;</li> <li>• Increase in number of healthy options offered in café and vending (10%)</li> </ul>

	<ul style="list-style-type: none"> <li>• \$300/semester raised in café for Make a Difference Campaign (donation to GSU food pantry)</li> </ul>
<b>Achieved Outcomes &amp; Results</b>	<ul style="list-style-type: none"> <li>• Fall 2017 Meal Plans = 163 compared to Fall 2016 = 151; 7.94% increase</li> <li>• Began fall 2017 with 151 Facebook likes;</li> </ul> <p>Fall 2017 Update (7/1/2017-12/31/17)</p> <ul style="list-style-type: none"> <li>• 157 Facebook likes, 4% increase</li> <li>• 24 Twitter followers, 33% increase.</li> <li>• 1552 /gsudining unique page hits</li> <li>• 111 /gsucomments unique page hits</li> <li>• 482 /nutrition unique page hits</li> <li>• 1311 direct links from GSU web pages</li> <li>• 364 GSU Café Downloads</li> <li>• 71 Loyalty card redemptions</li> <li>• There is at least 1 vegetarian item featured everyday. There is often multiple vegetarian or vegan items offered daily. We offer a wide range of healthier items, outside of the featured items, on a daily basis.</li> <li>• Featured items that are 'healthier' have increased in sales by 10% as compared to standard featured items.</li> <li>• Vegetarian items are noted with a symbol on the menus and digital signage.</li> <li>• \$140.25 has been collected through the Make A Difference campaign from July 1, 2017-December 31, 2017.</li> <li>• 369 Catering events produced from 7/1-12/31 of 2017.</li> <li>• Café Sales/Transactions compared to same reporting period of 2016 <ul style="list-style-type: none"> <li>○ 2.2% decrease in sales (approx. 4.2% decrease when accounting for change in pricing)</li> <li>○ 5.4% decrease in transactions.</li> </ul> </li> <li>• C-Store Sales/Transactions compared to same reporting period of 2016 <ul style="list-style-type: none"> <li>○ 12% increase in sales (approx. 10% increase when accounting for change in pricing)</li> <li>○ 2.8% increase in transactions.</li> </ul> </li> </ul> <p>Spring 2018 Update (1/1/2018-5/16/2018)</p> <ul style="list-style-type: none"> <li>• 1236 /gsudining unique page hits</li> <li>• 524 /nutrition unique page hits</li> <li>• 131 /gsucomments unique page hits</li> <li>• 947 direct links from GSU web pages</li> <li>• 380 Café menu downloads</li> <li>• 48 Loyalty card redemptions</li> <li>• Continued vegetarian offerings daily. Multiple vegetarian and special diet menu items featured daily.</li> <li>• Healthier items have been steady at 10% increase over last year.</li> <li>• \$91.50 has been collected through the Make a Difference Campaign from 1/1/2018-May 15, 2018</li> <li>• Café Sales/ Transactions compared to same reporting period 2017 <ul style="list-style-type: none"> <li>○ .6% increase in sales when accounting for change in pricing</li> <li>○ 1.2% DECREASE in transactions</li> </ul> </li> <li>• C-Store Sales/ Transactions compared to same reporting period 2017 <ul style="list-style-type: none"> <li>○ 1.2% increase in sales when accounting for change in pricing</li> <li>○ 8.5% increase in transactions</li> </ul> </li> <li>• 159 Facebook likes (2% increase from fall)</li> <li>• 341 Catering events produced from 1/1/2018-5/15/2018</li> </ul>
<b>Analysis of Results</b>	<p>We have seen relatively stagnant sales numbers in the café despite the change in meal plans and change in overall enrollment demographics and decreased transaction counts. Transaction counts and sales numbers changes have been mitigated overall by increased special meals, increasing the variety offered in grab-n-go segments and increased visibility of healthier and vegetarian items in the café.</p> <p>C-store sales and transaction counts have increased dramatically due to Arenas continued willingness to modify the offerings based on feedback from students on a semester by semester basis.</p>

	<p>Social media growth is not as high as projected with 5% increase in Facebook and 35% increase in Twitter likes. These numbers are reflective of the results of the GSU Food Service Satisfaction survey indicating that customers across all demographics ranked social media as their LEAST preferred method of receiving food service related updates.</p> <p>Sales and segment growth (or mitigation of decrease) within the café are bolstered due to Arena’s efforts in offering a wide range of healthier items. It is believed that the increased healthier item offerings are a significant reason for increased non-student traffic in the café. Transactional and sales growth within the C-store do not reflect an increase in demand in healthier items by Students as interest in healthier items, as taken from item purchasing trends, do not reflect student interest in healthier items, despite vocalized desire.</p> <p>We have seen a decrease in loyalty card redemptions from previous year however, anecdotally we have seen an increase in non-student loyalty card usage and a decrease in student usage. The same amount of cards were distributed from year to year.</p> <p>An increase of nearly 300% of unique visits to the nutritional information segment of our webpage indicating increased usage of this convenience feature.</p> <p>We fell well short of the \$300/semester Make a Difference Goal for both fall and spring semester. Arena has continued to provide the GSU Food Pantry with fresh fruits and vegetables at cost for the monthly giveaway programs. Arena has continued to provide donations to the GSU golf outing and occasional discretionary discounts on select catering events.</p>
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<b>Objective 2:</b>	<b>Work collaboratively with the GSU community to develop an efficient and effective catering program that accommodates the needs of all concerned.</b>
<b>Action Items</b>	<ol style="list-style-type: none"> <li>1. Develop and produce marketing materials and training program to effectively convey scheduling and booking procedures;</li> <li>2. Advocate for strong communication between event planners and food service;</li> <li>3. Streamline the existing catering guide to provide for more efficient ordering and execution of events;</li> <li>4. Market Advanced Booking rate to reward customers who submit catering requisition 2 weeks prior to event;</li> <li>5. Increase awareness of options within the catering operation at GSU;</li> </ol>
<b>Indicators and Data Needed</b> (Measures that will appraise progress towards the strategic objective)	<ul style="list-style-type: none"> <li>• Number of catering programs that qualify for Advanced Booking Rate</li> <li>• Increased numbers of catering evaluations submitted over 2016/2017</li> <li>• Participants in catering training program will be able to submit requisitions in more timely manner;</li> </ul>
<b>Responsible Person and/or Unit</b> (Data collection, analysis reporting)	<ul style="list-style-type: none"> <li>• Arena Food Service Management</li> </ul>
<b>Milestones</b> (Identify Timelines)	<ul style="list-style-type: none"> <li>• Midyear report</li> <li>• End of year report</li> </ul>
<b>Desired Outcomes and Achievements</b> (Identify results expected)	<ul style="list-style-type: none"> <li>• 50 percent of catering requisitions submitted will qualify for Advanced Booking Rate</li> <li>• Number of catering events in 2017/2018 will increase by 10% over 2016/2017 numbers</li> </ul>
<b>Achieved Outcomes &amp; Results</b>	<p>Fall 2017 Update (7/1/2017-12/31/17)</p> <ul style="list-style-type: none"> <li>• 369 events held in reported time period</li> <li>• 180 events or 48.8% qualified for ABR</li> <li>• 63 events or 17.1% of events were executed with 3 days or less notice</li> <li>• 2 Student Budget caterings in reported time period</li> </ul>

	<ul style="list-style-type: none"> <li>• 23 catering feedback forms received.</li> </ul> <p>Spring 2018 Update (1/1/2018-5/15/2018)</p> <ul style="list-style-type: none"> <li>• 341 Events held in reported time period</li> <li>• 119 events or 34.9% qualified for ABR</li> <li>• 97 events or 28.4% of events were executed with 3 days or less notice</li> <li>• 3 Student Budget caterings</li> <li>• 30 catering feedback forms were received</li> </ul>
<b>Analysis of Results</b>	<p>Effective event planning communication starts with appropriate amount of notice and time to plan an event. Arena continues to struggle with being given proper notice to plan, procure and produce events in an effective and efficient manner. The stated goal of 50% of events submitted will qualify for the Advanced Booking Rate was not met. Additionally, short notice events have increased, resulting in a great deal of disruption to Arena's operation.</p> <p>Arena has presented the opportunity and guidelines for all major event planners to qualify for the Advanced Booking Rate numerous times both in writing, in presentation and verbally. Arena is not in position to force GSU employees to take advantage of this program.</p> <p>Arena has many avenues in which to communicate effectively with clients by utilizing in person conference, telephone conferences and extensive use of emails. Arena feels they are effective in meeting the needs of the client during the booking process. Arena has an internal goal of sending initial proposals to clients with 48 hours of inquiry. Arena has approximate 95% success with this goal with the deviations primarily due to larger events which require more involved menu and proposal requirement.</p> <p>Arena has received 30 catering feedback forms during this reporting period reflecting approximate same amount of feedback from previous year.</p> <p>Numbers from July 17-June 18 for catering events</p> <ul style="list-style-type: none"> <li>• Total number of events: 794 individual events (11.4% increase)</li> <li>• Total events with ABR Discount: 341 (42.9%) reflecting a DECREASE in events qualifying for the ABR discount</li> <li>• Events with short notice (3 days or less): 108 (13.6%)</li> </ul>

<b>Objective 3:</b>	<b>Continue to foster a climate of continuous improvement with the dining, catering and vending program.</b>
<b>Action Items</b>	<ol style="list-style-type: none"> <li>1. Meet monthly with the Student Advisory Dining Committee and the Faculty/Staff Advisory Dining Committee to discuss and review the dining and catering program with a focus on service and new products;</li> <li>2. Implement Action Plan items devised from evaluation of the 2017 food service survey;</li> <li>3. Increase awareness of online comment card program which allows customers to post comments, concerns and general questions about campus dining;</li> <li>4. Administer an annual food service survey in the spring 2018 semester to solicit feedback on the dining program; (AC)</li> <li>5. Increase awareness of the different avenues to provide feedback;</li> <li>6. Conduct roundtable in Prairie Place with residents by Sept 30 who have meal plans, as means of soliciting ideas on products to include in the C-store and hours of operation.</li> <li>7. Increase participation in the existing catering feedback program;</li> </ol>
<b>Indicators and Data Needed</b>	<ul style="list-style-type: none"> <li>• Committee composition will be identify by August 15;</li> <li>• Meetings for Fall in September, October, November, December</li> <li>• Meetings for Spring in February, March, April, May</li> <li>• Notes from meetings distributed within 48 hours of each meeting to members;</li> </ul>

(Measures that will appraise progress towards the strategic objective)	<ul style="list-style-type: none"> <li>• Action plans for 2017/2018 shared with committee members</li> <li>• 25% increase in number of online comment card program;</li> <li>• Food Service Survey administered by April 15, 2017;</li> </ul>
<b>Responsible Person and/or Unit</b> (Data collection, analysis reporting)	<ul style="list-style-type: none"> <li>• Arena Food Service Management</li> <li>• Betsy Joseph, Director Auxiliary Services</li> </ul>
<b>Milestones</b> (Identify Timelines)	<ul style="list-style-type: none"> <li>• December 2017 (mid-year report)</li> <li>• May 2018 (spring report)</li> </ul>
<b>Desired Outcomes and Achievements</b> (Identify results expected)	<ul style="list-style-type: none"> <li>• Overall satisfaction with café, c-store, vending and catering will improve over 2016/2017 satisfaction results (by 10%)</li> <li>• Action Plans from 2016/2017 data will be fully implemented;</li> </ul>
<b>Achieved Outcomes &amp; Results</b>	<ul style="list-style-type: none"> <li>• Membership identified; first faculty/staff meeting held Monday, Sept 18. Will meet 3<sup>rd</sup> Monday of each month in the fall; First student meeting was Sept 20; will meet 3<sup>rd</sup> Wednesday of each month;</li> </ul> <p>Fall 2017 Update (7/1/2017-12/31/17)</p> <ul style="list-style-type: none"> <li>• Arena has continued electronic acceptance of catering feedback forms with success.</li> <li>• Arena has received 1 electronic café feedback forms.</li> <li>• Arena has solicited feedback directly from students at Prairie Place via a roundtable discussion.</li> <li>• Arena has received feedback directly from students at Prairie Place via GSU administered survey regarding C-store and café.</li> <li>• Arena actively seeks feedback with faculty/staff individually and via food committee.</li> <li>• Arena actively seeks feedback with students individually and via food committee.</li> <li>•</li> </ul> <p>Spring 2018 Update (1/1/2018-5/18/2018)</p> <ul style="list-style-type: none"> <li>• Arena continues to accept electronic acceptance of catering feedback forms.</li> <li>• Arena has received 3 catering feedback forms electronically with occasional emails regarding vending concerns.</li> <li>• Arena continues to solicit feedback directly from all constituents.</li> <li>• Arnea actively participates in all food committee meetings.</li> </ul>
<b>Analysis of Results</b>	<p>Arena continues to show commitment to continuous improvement. Arena management, including corporate management, has actively participated in advisory committee meetings and takes seriously any constructive feedback that is provided. Action plans created for the 17/18 academic year based on the responses to the dining survey were implemented. The results of the spring 2018 dining survey show increased satisfaction across nearly all measurable avenues over last years results.</p> <p>New action plans based on the spring 2018 survey have been developed and discussed. These will be incorporated into the overall operational goals for the upcoming year.</p>