

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: 2016-2017

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

Objective 1:	Develop comprehensive marketing and communication plan to increase participation and build brand awareness in the café and c-store.																
Action Items	<ol style="list-style-type: none"> 1. Develop marketing strategies to increase customer traffic to the dining services website. 2. Maintain online database of nutritional information for items in the café and vending operation 3. Develop marketing of café nutritional information so guests can make informed nutritional choices. 4. Increase awareness of existing healthier options; 5. Implement additional healthier options in the café; 6. Increase social media presence for promotion and awareness of options with the café and c-store 7. Develop strong social media presence for promotion and awareness of options within the café and c-store; 8. Expand the loyalty program to reward repeat visits and brand awareness; 9. Develop a strong social media presence for promotion of awareness of options within the c-store; 10. Foster community awareness by participating in community and charitable activities; 																
Desired Outcomes and Achievements (Identify results expected)	<ul style="list-style-type: none"> • Increase in number of meal plan contracts (20%); • 20% increase in customer counts in c-store and café; • 15% increase in revenues generated by customer purchases; • 15% increase in number of facebook likes; • Increase in number of healthy options offered in café and vending (10%) • \$300/semester raised in café for Make a Difference Campaign (donation to GSU food pantry) 																
Achieved Outcomes & Results	<table border="1" style="margin-left: auto; margin-right: auto; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #d9e1f2;"> <th></th> <th>Fall 2015</th> <th>Fall 2016</th> <th>% increase</th> </tr> </thead> <tbody> <tr> <td># Meal Plans</td> <td>135</td> <td>152</td> <td>12.6%</td> </tr> <tr style="background-color: #d9e1f2;"> <td></td> <td>Spring 2016</td> <td>Spring 2017</td> <td></td> </tr> <tr> <td># Meal Plans</td> <td>122</td> <td>155</td> <td>27.04%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • C-store saw a gross sales increase of 49.8% from previous year (July 1, 2016 – April 30, 2017). • C-store realized an increase in customer counts, as measured by transactions, of 27.4% • Café saw a gross sales DECREASE of 4.2% from previous year. • Café realized a DECREASE of 7.9% in customer counts, as measured by transactions. • Loyalty card usage, 148 cards redeemed. • 153 Facebook likes on Food Service at GSU; 13.3% increase • Arena has added approximately 150 new items to the c-store inventory, primarily healthier options. Response has been limited. Arena has ensured that there is AT LEAST one vegetarian entrée special available for each meal period within the Café. Additionally, Arena has increased the vegetarian options available within the grab n go area and offers occasional vegetarian pizza specials. • Website Metrics, July 2016-May 24, 2017 /gsudining.com—4931 unique page hits /gsucomments.com—492 unique page hits /nutritioninfo.com—338 unique page hits (Jan 2017-May 2017) Links from govst.edu—3751 		Fall 2015	Fall 2016	% increase	# Meal Plans	135	152	12.6%		Spring 2016	Spring 2017		# Meal Plans	122	155	27.04%
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	<p>Café menu downloads—759 (note: menu can be viewed without download)</p> <ul style="list-style-type: none"> • 713 catering events from July 1, 2016-June 30, 2017 (as of May 24, 2017) • \$689.50 has been collected through the Make A Difference Campaign from July 1, 2016-April 30, 2017
Analysis of Results	<p>We continued to see an increase in meal plan contracts in 2016/2017. When looking at the fall and spring semester together, the number of meal plans increased by 19.4%. Revenue and customer counts in the c-store increased over the previous year. This is a combination of more residential students with meal plans and the fact that Arena added approximately 150 new items to the inventory of products in the c-store.</p> <p>Social media growth was not as high as we had projected. We increased the number of facebook likes by 13.3%. However, we still have only 153 facebook likes on the dining facebook page. Because of this the Prairie Place facebook page and twitter account is regularly used to market special meals and events in the café or c-store.</p> <p>The number of healthier menu choices in the café and vending machines increased dramatically. Arena ensured that there was at least one vegetarian special available at each meal period in the café. They also increased the number of vegetarian options available in the grab-n-go display.</p> <p>We met our goal of raising at least \$300/semester in the café for the Make a Difference campaign. As of the end of April, we have collected over \$689.50 for the GSU food pantry. In addition, Arena is providing the GSU Food Pantry fresh fruits and vegetables at cost for their monthly giveaway program.</p>

Objective 2:	Work collaboratively with the GSU community to develop an efficient and effective catering program that accommodates the needs of all concerned.
Action Items	<ol style="list-style-type: none"> 1. Develop and produce marketing materials and training program to effectively convey scheduling and booking procedures; 2. Advocate for strong communication between event planners and food service; 3. Streamline the existing catering guide to provide for more efficient ordering and execution of events; 4. Implement Advanced Booking rate to reward customers who submit catering requisition 2 weeks prior to event; 5. Increase awareness of options within the catering operation at GSU;
Desired Outcomes and Achievements (Identify results expected)	<ul style="list-style-type: none"> • 50 percent of catering requisitions submitted will qualify for Advanced Booking Rate • Number of catering events in 2016/2017 will increase by 10% over 2015/2016 number; • Student organization utilization of the Student Budget Catering Guide will increase by 25% over 2015/2016
Achieved Outcomes & Results	<ul style="list-style-type: none"> • Two Catering Informational programs held (Oct 3 and Oct 4) to share information about catering on campus; 4 participants on Oct 3 and 10 persons on Oct 4 attended; Early Booking information shared with deans and directors at Academic Council meeting in September; • Booking timeline and ABR information sent to all previous catering customers. ABR information sent with all invoices. • Advanced Booking Rate participation for the academic year is 45.21%. This is short of our goal of 50% participation. It is the position of Arena that all primary catering planners are aware of the discount and there are many ways this information is disseminated. • Approximately 8 Student Budget Catering Events have taken place in the preceding academic year. Arena will devise a more accurate procedure for tracking such events in the future. • Total events for July 2016-June 2017: 713 unique events. This was a 7.7% increase in the number of catering bookings over 2015/2016. • Arena strives to send initial event proposals to clients within 48 hours of inquiry. They have approximately 95% success with this goal. The deviations are primarily due to large events with more involved menu and proposal requirements. • Arena has many avenues in which to communicate effectively with clients to better understand the needs and requirements of events. They utilize in-person interviews,

	<p>telephone conferences and extensive use of email. Arena feels they are overall effective in meeting the needs of the client during the booking process.</p> <ul style="list-style-type: none"> • Arena received 29 catering feedback forms through the electronic survey capabilities since implemented spring 2017. This represents approximately 100% increase in survey responses from the previous procedure. 				
Analysis of Results	<p>Effective event planning communication starts with an appropriate amount of notice and time to plan an event. While there has been a marked improvement in booking events within the proper timeline, Arena still struggles with having proper notice to plan, procure and produce events in an effective and efficient manner. Although the number of catering events increased by 7.7% over the previous year, the revenue generated from catered events has decreased because of the lack of a state budget and departments needing to downsize their events.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Catering sales for 7/1/2015 – 4/30/2016:</td> <td style="text-align: right;">\$202,574</td> </tr> <tr> <td>Catering sales for 7/1/2016-4/30/2017:</td> <td style="text-align: right;">\$180,044</td> </tr> </table>	Catering sales for 7/1/2015 – 4/30/2016:	\$202,574	Catering sales for 7/1/2016-4/30/2017:	\$180,044
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Objective 3:	Continue to foster a climate of continuous improvement with the dining, catering and vending program.
Action Items	<ol style="list-style-type: none"> 1. Continue to 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; 2. Implement Action Plan items devised from evaluation of the 2016 food service survey; (AC) 3. Increase awareness of online comment card program which allows customers to post comments, concerns and general questions about campus dining; 4. Administer an annual food service survey in the spring 2017 semester to solicit feedback on the dining program; (AC) 5. Increase awareness of the different avenues to provide feedback; 6. Increase participation in the existing catering feedback program;
Desired Outcomes and Achievements (Identify results expected)	<ul style="list-style-type: none"> • Overall satisfaction with café, c-store, vending and catering will improve over 2015/2016 satisfaction results (by 15%) • Action Plans from 2015/2016 data will be fully implemented;
Achieved Outcomes & Results	<ul style="list-style-type: none"> • Faculty/Staff and student advisory committees organized – first meetings of semester held the week of September 12th; Monthly meetings with each group were held Sept-Dec; Jan-May. After each meeting notes were distributed to all Advisory Board members. • Arena submitted an Action Plan for 2016/2017 that was created based on the responses to the dining survey administered in spring 2016. • The action plan for 2016/17 was implemented. • Arena took an active role in encouraging feedback from all stakeholders through a variety of communication channels. • Based on an analysis of the spring 2017 survey, overall satisfaction within the café, c-store, vending and catering have improved significantly in comparison to last year. • Arena implemented electronic survey for catering feedback with incremental reply rate for catering feedback. • Action plan for 2017/2018 year based on the 2017 spring semester satisfaction survey has been submitted with goal of implementation by fall 2017 start of school.
Analysis of Results	<p>Arena Food Services, Inc. is committed to continuous improvement. Arena management has actively participated in advisory committee meetings and takes seriously any constructive feedback that is provided to them. The action plan created for the 2016/2017 academic year based on the responses to the dining survey administered last spring was implemented. Although some new initiatives did not generate the success we anticipated, the results of the spring 2017 survey demonstrates that overall satisfaction in the café, c-store and vending areas improved from last year’s survey results. A new action plan for 2017/2018 has been developed and submitted for consideration to the Director of Auxiliary Services for</p>

	consideration. Over the next month, meetings will be held to discuss the survey and proposed action plan for 2017/2018.
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Objective 4:	Advocate for the prioritization of the renovation of the café, kitchen and seating area once the university has received their state budget allocations for FY16 and FY17
Action Items	<ol style="list-style-type: none"> 1. Raise visibility of physical plant and equipment issues 2. Prioritize equipment replacement needs to address short term needs 3. If/when decision is made to move forward with the renovation, develop: <ul style="list-style-type: none"> • communication plan to university community; • alternative dining program for summer dining needs and catering events;
Desired Outcomes and Achievements (Identify results expected)	<ol style="list-style-type: none"> 1. Support for moving forward with renovations (or portion thereof) 2. Critical needs will be prioritized and equipment ordered that could be used once facility renovated
Achieved Outcomes & Results	<ul style="list-style-type: none"> • There have been a great deal of maintenance issues that hamper success within the café. Arena has been working with GSU to identify equipment needs as the concern arises. • SPO's set up to service dishwasher and other equipment (i.e., espresso machine); purchased new ice machine for café and new freezer merchandiser for c-store; relocated one freezer merchandiser to café so can offer ice cream; purchased a new Grab-n-Go merchandiser for café; purchased set of convection ovens and replacement flattop; purchased water softener for dishwasher;
Analysis of Results	There continues to be a great deal of maintenance and equipment issues that have hampered efficiency, sanitation and safety, and overall success within the café. Unfortunately, the lack of full appropriations from the State for the past 2 years has put the plan for a major renovation of the café on an indefinite hold. Prioritization of equipment repairs and maintenance needs will continue to be an important issue for the university to address in the coming year.