

Central Connecticut State University
UNIVERSITY TASK FORCE ON
FOOD SERVICE ALTERNATIVES

Established in 2017

Summary of Research, Feedback, and Recommendations



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Executive Summary

On August 2, 2017, President Zulma R. Toro announced the formation of a Task Force on Food Service Alternatives. She stated that, *“After analyzing the feedback received from students, faculty, and staff for the last seven months, as well as the results from a recent survey of current students and their parents, I have decided to appoint a special task force to look at different models for campus food services. One of the top concerns that emerged from this feedback and the survey data is the quality and availability of food on our campus. Since our food services can also play an important role in making CCSU a more attractive option for both recruiting and retaining students, it is important for us to understand what alternatives are available and what other institutions are doing so that we can offer our students better food choices and more suitable dining options.”*

The Task Force spent a majority of its time researching other campuses, examining current financial affects and how they relate to our campus food service situation. Most significantly, the group was asked to gather data, and focus on hearing directly from students, faculty and staff. This evaluation also needed to include feedback from Sodexo management and staff, as well as the union workers. This comprehensive approach has brought us to some long and short term recommendations.

Introduction

Food Service Overview

On July 1, 2015 Central Connecticut State University “CCSU” and Sodexo Operations, LLC “Sodexo” as the result of a competitive bid, entered into a five year Agreement (with an additional five year extension option by mutual agreement) for the purpose of providing dining and food service on CCSU’s campus. Sodexo had been the previous food service provider from July 1, 2005 – June 30, 2015.

As part of the Agreement, Sodexo shall act as the exclusive food service provider for CCSU and provide the following services:

Residential Dining – Sodexo provides food service to students living on campus in CCSU’s dining halls, currently Memorial Hall and Hilltop Café. Hilltop Café was opened during the spring 2016 semester. The current Residential Dining plan is All Access and allows students to enter the dining hall as many times as they want during the hours of operation. Additionally, Sodexo offers a Commuter Meal Plan where Commuter Students, Faculty and Staff can buy a set block of meals to use in the dining halls.

Catering – Sodexo provides catering services to all University-sponsored on-campus functions that have a food service component. Catering is also provided to third-parties that host events at CCSU and require food service.

Retail – Sodexo operates Retail locations on campus that are not part of the residential meal plan. These currently include the following locations:

- Devils Den in the Student Center
 - Subconnection
 - The Grille @ CCSU
 - Tres Habaneros
 - Natural
 - Pizza! Pasta!
- Social Sciences Grab & Go
- Starbucks in the Library
- Concessions for Athletic Events

The Devil’s Den in the Student Center was recently renovated during the summer of 2017 and opened in the fall 2017 semester.

Section 1: Task Force Members

Food Service Task Force

Members Appointed by Dr. Toro:

- Jean Alicandro, Director, Residence Life, Task Force Chair
- Sal Cintorino, Assistant Chief Administrative Officer
- Matthew Warshauer, Professor, History
- Chris Galligan, Vice President, Institutional Advancement
- Otis Mamed, Director, Student Center
- Rick Piotrowski, Manager of Contract Compliance and Procurement Services
- Evelyn Phillips, Professor, Anthropology
- Oscar Perdomo, Professor, Mathematical Sciences
- Olga Petkova, Professor, Management Information Systems

Guest Members:

- Gayle Moriarty, Area Coordinator, Department of Residence Life
- Danielle Turgeon, Grad Intern
- Gina Pitruzzello, IRC President
- Brendan Kruh, SGA President
- Jamie Carbone, SGA Representative

Section 2: Task Force Charge

Charge Objectives

- Increase satisfaction to the university community and visitors related to food services
 - Look for levels of satisfaction that will contribute to positive recruiting efforts
- Maximize revenue generating opportunities
- Review of:
 - Board plans
 - Catering
 - Cash operations, outside vendors
 - Starbucks
 - Social Sciences - cash operation
 - Devil's Den

Comparative data

- Benchmark schools
- CSU schools

The Task Force compared various aspects of food services at a variety of colleges and universities. Among them were CCSU Intuition Research (IR) peer institutions, CSU schools, and others. What we found was that we were very similar in offerings from many of these schools. Catering prices were comparable or less. However, the most significant difference was our meal plan options compared to others; we lacked a variety of tiered meal plan options. From feedback, multiple meal plan options became a general interest from our own students. This data was most helpful in validating our decision to recommend a study of the financial impacts of offering multiple meal plan options.

We also noted that other schools required freshman to be on the highest level meal plans, and as resident students became upper classman students they were given more flexibility to choose from different plans.

Overall, from this information, CCSU has among one of the most inexpensive meal plans. Sodexo indicated that this has implications on food offerings. This lead the Task Force to believe that the university needs to attain revenue generation from other food service sources, so that resources can be shifted to focus more on food offerings, which has driven some of our recommendations. However, this is something that will have system wide impacts financially, which is why we explore dining plans further in section 6 of this report.

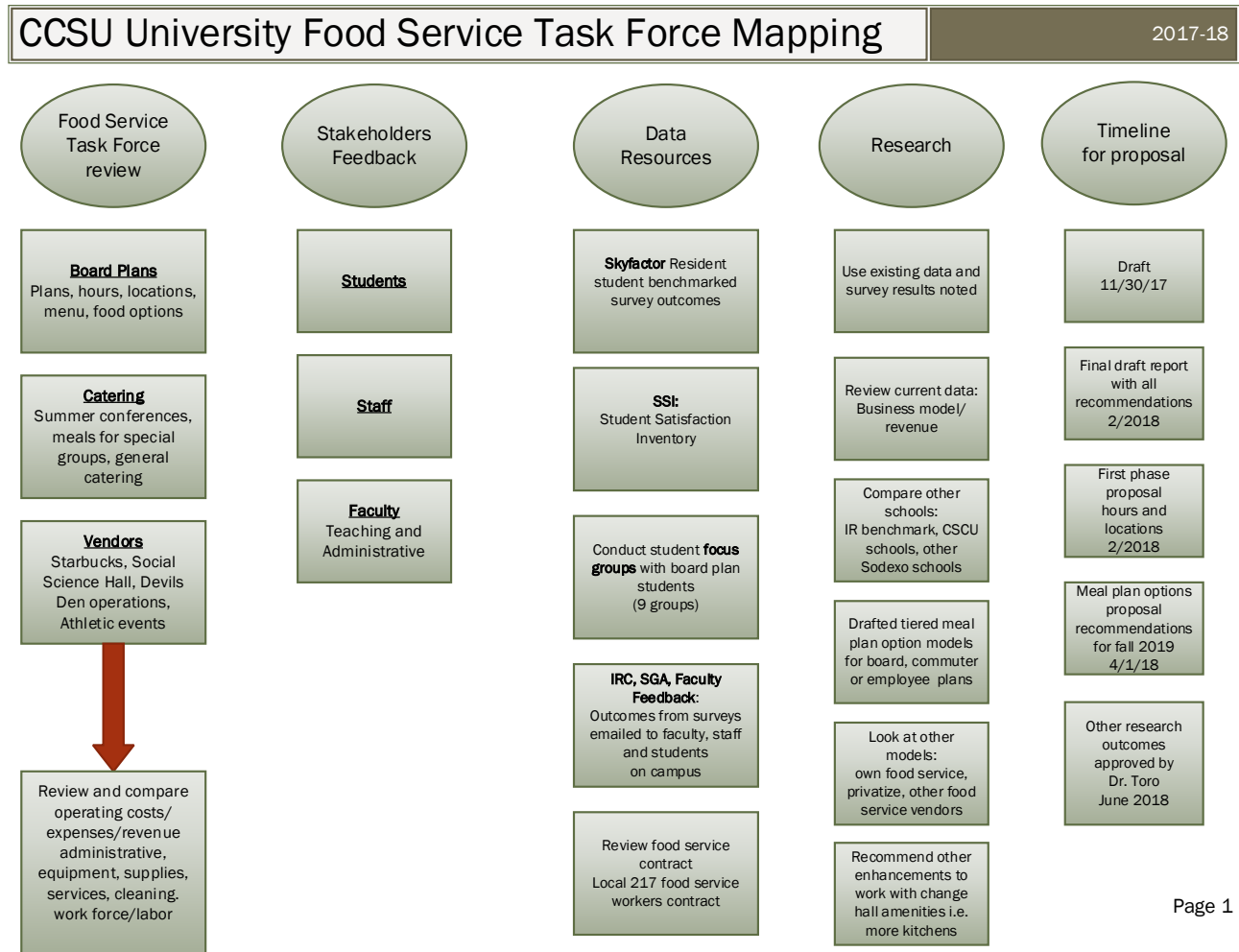
Summary of main observations from comparative schools:

- Most other universities have multiple meal plan options with varying numbers of swipes per week or semester.
- Freshmen required plans, plans for upperclassman
- Most retail dining establishments are closed on weekends
- Most dining halls open until 8PM/9PM
- CCSU's unlimited plan is on the less expensive side compared to other universities

*See attachment 1 - Comparative school data

Mapping the project – Food Service Review

For the start of this review we had multiple brainstorming sessions with the Task Force members and guests and we continuously revised the strategy and timelines as we progressed. Below is the mapping design with the approach the Task Force used.



Section 3: Research – Focus Groups

Visits to the 9 residence halls to speak with residents

The Task Force received input about food services from student life visits to 9 Residence Halls with the Vice President for Students Affairs, the Chief Administrative Officer and the Director of Residence Life.

The top items students told us about during these hall visits were:

- There are not enough meal plan options
- They want more late night and weekend hours
- They said the meal plans cost too much
- They want more take out options
- They indicated the food is better than last semester
- They stated they wanted more variety, but it has improved
- They say they like the look of Hilltop, but the food is better in Memorial Hall

Document reference: Hall Council meeting summary visits fall 2017

Summary of Task Force Administrated Surveys

Results from Student Survey:

N=249 Residents 45% Commuters 55%

Top student findings

- Food options – Interest in more grab and go, more healthy options, more options in general, better rotation options in meals for board plan, including special food needs. They like franchise food and more basic food options.
- Hours and locations - Want more late night and weekend food options.
- Board plans options - Want more meal plan choices in general, as they also relate to flex plan and guest meals, with reflective prices
- Food Service workers – want university to figure how they can improve this relationship, because they hear about it.

Results from Faculty/Staff Survey:

N=171

Administrative Faculty 30%

Teaching Faculty 38%

Staff 32%

Top faculty/staff survey findings

- Food options – Interest in more grab and go, more cultural foods, more healthy options, more catering options.
- Prices- Indicated they are too high for the type of quality and what they receive.
- Mentioned quality, but did not get specifics
- Faculty dining space- looking for a place to meet and eat and drink with other faculty.
- Food Service workers – Want the university and others to support food service union workers.

*Full surveys are available

Skyfactor, formally EBI Educational Benchmark Inc.

Skyfactor is a satisfaction survey used by Residence Life programs to assess satisfaction and learning of 20 factors. The Department administered the survey 3 times over 12 years. The current survey had a 40% response rate (N=899) for 2016-17. Ratings are on a value scale 1-7 and are described as extremely poor, very poor, fair, good, excellent, and superior. Dining Services was noted as the greatest weakness (-0.15) since last administration, described as fair. CCSU was ranked against 78 Carnegie institutions and 261 other residence life programs nationwide. We have shared feedback with Dining Services and are also working on initiatives with the Food Service Task Force to assess and recommend changes to work toward increasing future satisfaction in these areas noted.

Benchmark results indicate that we are lower than our counterparts in all but one area. As this relates to our other feedback and research, we clearly see parallels with these outcomes and what students have told us face to face. We have begun to address the dining hours and locations with a new schedule contract we are piloting for February 2018: Phase 1, Proposal 1: Hours and Locations Change Recommendations. Conversations about quality will continue with the food Service and the students. A forum for this is the IRC food Committee that meets bi-monthly. It is a committee comprised of Sodexo management, staff and students. On a positive note, ratings on the dining staff improved since the last survey.

See attachments for specifics

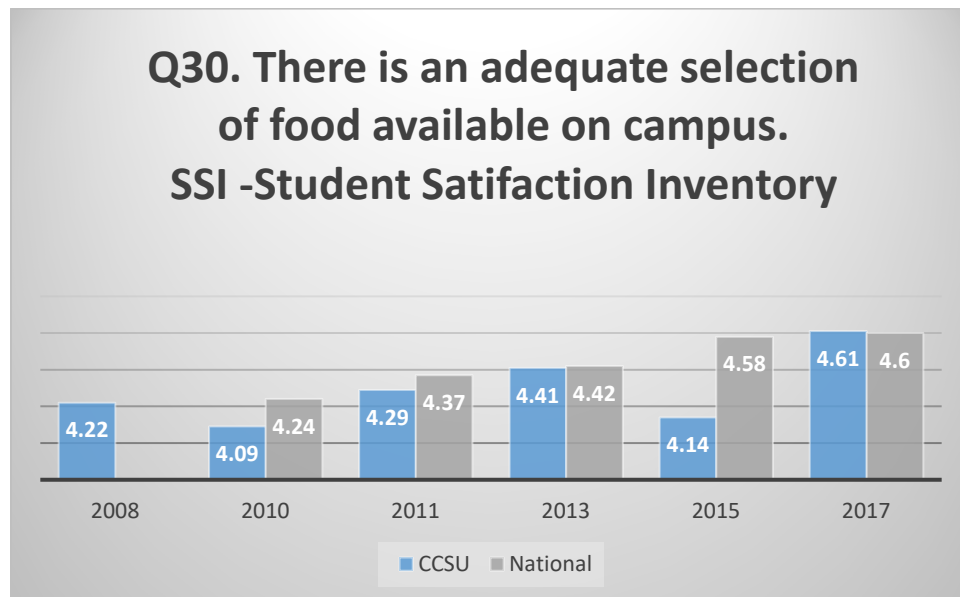
Factor / Questions:	2006 Mean n=987	2013 Mean n=961	2017 Mean n=899	Carnegie Class 2017	All Institutions 2017
Factor 9. Satisfaction: Dining Services	3.95	4.42	4.27	4.77	4.78
Q060. Dining Services - How satisfied are you with the: Quality of food	3.03	3.92	3.81	4.19	4.29
Q061. Dining Services - How satisfied are you with the: Cleanliness of dining	4.21	5.17	5.14	5.15	5.23
Q062. Dining Services - How satisfied are you with the: Dining environment	4.51	5.23	5.27	5.34	5.38
Q063. Dining Services - How satisfied are you with the: Service provided by dining service staff	4.72	5.22	5.34	5.41	5.46
Q064. Dining Services - How satisfied are you with the: Dining service hours	4.56	3.55	3.15	4.53	4.51
Q065. Dining Services - How satisfied are you with the: Variety of the meal plan options	3.30	3.82	3.57	4.40	4.36
Q066. Dining Services - How satisfied are you with the: Value of your meal plan	3.33	4.05	3.65	4.40	4.28

**Student Satisfaction Inventory SSI
Central Connecticut State University**

Question 30. There is an adequate selection of food available on campus.

Below is the data and results available from the administered SSI survey concerning the question about food selection. The data indicates that the university has seen an increase in food options available on-campus, in the eyes of the students, which is no surprise due to the volume of new operations available on campus since 2013. The survey has been conducted every other year since 2011. 2017 survey results indicate that the CCSU score went up as well as the national response, so increased options on campus likely demonstrate a trend. This does not necessarily indicate that food services need to be in multiple locations. However, more open ended questions have revealed students are looking for more different types of foods that they have an interest, in general.

Data source: <http://www.ccsu.edu/oira/assessment/surveys/SSI.html>



Section 4: Financial Information

- Expenses all operations
- Revenue all operations

In reviewing the financial statements it was clearly noted that there has been a sharp decline in overall revenue since 2014-15. The Task Force determined the greatest impact of loss of revenue was when Hilltop opened in 2014-15. Specific financial information can be obtained from Business Services at CCSU.

The straight food service financials cannot be viewed alone because there are shared expenses related to upkeep and other items between the university and Sodexo. This makes this a joint venture that has not been as profitable for either the university or the food service, which brings us to the quest for new models and uses with Hilltop. See Proposal 3.

Section 5: Findings & Impact Factors

Below is a summary of general outcomes based on reoccurring themes through multiple levels of feedback throughout the process

Findings

The top items students have told us in focus groups and surveys:

- There are not enough meal plan options
- They want more late night and weekend hours
- They say the meal plans cost too much
- They want more take out options
- They say the food is better than last semester
- They say they want more variety
- They say they like Hilltop but the food is better in Memorial Hall

Impact Factors

- On-campus residence halls have no apartments with kitchens
- Union worker benefits continue to increase
- Cost of products and services continue to rise
- Stresses of the economy, impact on student's financial situations
- Memorial Hall needs a full renovation (it's old)
- Operating two dining service buildings, with five total buildings operating food services is costly
- If we can't find a balance leveling the board plan, students will move off campus, and housing revenue will decrease

Section 6: Recommendations

- Phase 1, Proposal 1
- Phase 2, Proposals 2, 3, 4 and 5

Proposal for recommendation for Food Service Changes

Phase 1, Proposal 1: Hours and Locations Change Recommendations

The Food Service Task Force reviewed feedback from a variety of sources. There were focus groups conducted by ResLife and Student Affairs staff within the 9 halls, as well as information from our 2016-17 Skyfactor (resident student) benchmarked survey involving questions related to hours and other food service related factors. In addition, we had some general informational meetings with IRC and SGA to share and discuss food service related factors. Further, we have used other data we most recently gathered through our Task Force Survey, where we received feedback from a sampling of 249 resident (N=113-45%) and commuter students (N=136-55%) so that we could glean more information about hours and locations. Finally, we met with the Sodexo leadership and they shared the results of their survey findings concerning student feedback related to hours and locations. There were some reoccurring themes related to more late night availability.

From the survey outcomes, focus groups, and meetings, we have collectively agreed to recommend some changes to the hours in the various locations. Of course, most students would love to have all areas open all of the time, or the food service locations closest to them available all of the time, but part of the conversations we had with students, along with satisfaction, were the discussions of keeping costs down for them and the financial sustainability of the university. Therefore, our approach was to have students rate what they would want most.

Top information gathered from students in general. Students indicated following:

- They wanted full entrée dinner available beyond the current 7:30 PM - 9:00 PM
- They indicated they had a need for later hours (such as those noted in SC Devil retail changes in proposal 2), some referenced internship or practicum hours running later in the day, so they would need later options, or some just wanted to eat late, so they would have more flexibility
- They wanted more late night gathering spaces with food for networking opportunities

Most significant interest:

- Highest interest was in week-day late night food service hours in general.
- High level of interest in full breakfast in Memorial Hall over continental breakfast in Hilltop during the weekdays.

Data percentage summary of breakfast attendance between Hilltop and Memorial Hall:

Our data shows that the percentage of students who choose to eat at Hilltop are, generally, only 25% of the population that eats breakfast, which means that most students choose to go to Memorial Hall for breakfast (on weekdays). The numbers from this fall indicated that even when both halls were open for full breakfast, only 28% chose to eat at Hilltop for breakfast. As a result, we recommended to focus more on Memorial for board dining hours than Hilltop.

Original: Draft Proposal

Proposal #2:

	Memorial Hall	Hilltop Café	SC Den Retail
Monday - Thursday	7:30 a.m. - 11:30 a.m. Breakfast 11:31 a.m. - 1:45 p.m. Lunch 1:46 p.m. - 4:30 p.m. Lite lunch 4:31 p.m. - 7:30 p.m. Dinner	7:30 a.m. - 11:00 a.m. Continental Breakfast 11:01 a.m. - 1:45 p.m. Lunch 1:46 p.m. - 4:30 p.m. Lite lunch 4:31 p.m. - 7:30 p.m. Dinner 7:31 p.m. - 9:00 p.m. Late Night Dining 4:31 p.m. - 9:00 p.m. Full Dinner Entrée Dining	SubConnection 10:30am to 10pm 11 am to 11 pm Grill @ the Den 11 am to 10pm 11 pm Tres Habaneros 11 am to 10pm 11 pm Natural! 10:30am 11 am to 8pm Pizza! Pasta! 11:30 am to 8pm Option to adjust on Pizza for later hours
Friday	7:30 a.m. - 11:00 a.m. Breakfast 11:01 a.m. - 1:45 p.m. Lunch 1:46 p.m. - 4:30 p.m. Lite lunch	7:30 a.m. - 11:00 a.m. Continental Breakfast 11:01 a.m. - 1:45 p.m. Lunch 1:46 p.m. - 4:30 p.m. Lite lunch 4:31 p.m. - 7:30 p.m. Dinner	SubConnection 11 am to 3 pm Grill @ the Den 11 am to 3 pm Tres Habaneros 11 am to 3 pm Natural! 11 am to 3pm Pizza! Pasta! 11:30 am to 3pm
Saturday	9:00 a.m. - 2:00 p.m. Brunch 2:01 p.m. - 4:30 p.m. Lite lunch 4:31 p.m. - 7:30 p.m. Dinner	CLOSED	CLOSED
Sunday	9:00 a.m. - 2:00 p.m. Brunch 2:01 p.m. - 4:30 p.m. Lite lunch 4:31 p.m. - 7:30 p.m. Dinner	CLOSED	CLOSED

Revised Proposal put forward.

In this revised proposal below the Resident Dining is separated from Retail so it is easier to follow, and it also includes Starbucks, and Social Sciences, which was not originally added.

Proposed Residential All Access Dining

	Memorial Hall	Hilltop Café
Monday - Thursday	7:30 AM - 11:30 AM Breakfast 11:30 AM - 2:00 PM Lunch 2:00 PM - 4:30 PM Lite Lunch 4:30 PM - 7:30 PM Dinner	11:00 AM - 2:00 PM Lunch 2:00 PM - 4:30 PM Lite Lunch 4:30 PM - 9:00 PM Dinner
Friday	7:30 AM - 11:30 AM Breakfast 11:30 AM - 2:00 PM Lunch	11:00 AM - 2:00 PM Lunch 2:00 PM - 4:30 PM Lite Lunch 4:30 PM - 7:30 PM Dinner
Saturday	9:00 AM - 2:00 PM Brunch 2:00 PM - 4:30 PM Lite Lunch 4:30 PM - 7:30 PM Dinner	CLOSED
Sunday	9:00 AM - 2:00 PM Brunch 2:00 PM - 4:30 PM Lite Lunch 4:30 PM - 7:30 PM Dinner	CLOSED

Proposed Retail Dining

	Student Center Devils Den	Other Retail Locations
Monday - Thursday	Subconnections 10:30 AM - 11:00 PM Grille @ CCSU 11:00 AM - 11:00 PM Tres Habaneros 11:00 AM - 11:00 PM Natural 10:30 AM - 8:00 PM Pizza! Pasta! 11:30 AM - 8:00 PM Option to adjust on Pizza for later hours	Social Science Retail Wall 8:30 AM - 5:30 PM Starbucks 7:30 AM - 6:30 PM
Friday	Subconnections 10:30 AM - 3:00 PM Grille @ CCSU 11:00 AM - 3:00 PM Tres Habaneros 11:00 AM - 3:00 PM Natural 10:30 AM - 3:00 PM Pizza! Pasta! 11:30 AM - 3:00 PM	Social Science Retail Wall - Closed Starbucks 7:30 AM - 3:00 PM
Saturday	CLOSED	Social Science Retail Wall - Closed Starbucks 12:00 PM - 4:00 PM
Sunday	CLOSED	CLOSED

Outcome: We presented the recommendations to Dr. Toro and the student groups. We received positive feedback and support from SGA and IRC students, therefore, we moved forward on this pilot based on the most recent hours we presented to everyone as noted. The Task Force then worked with Sodexo and the Business Office. The paperwork for this pilot was signed off on 2/9/18. The target start date will be 2/26/18. We will then assess this pilot at the end of April.

Phase 2:

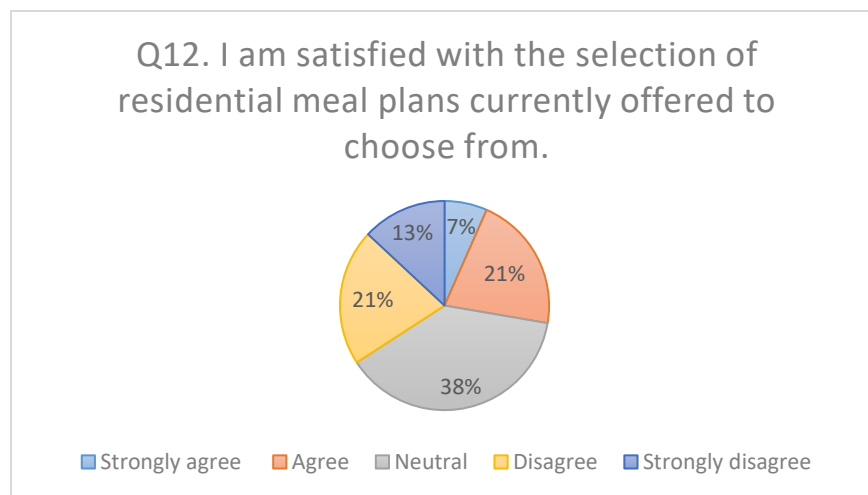
Proposal 2: Board plan – Meal Plan Options

As noted, our students overwhelmingly indicated that they have a high interest in more meal plan options to choose from. Only 28% surveyed agreed or strongly agreed they were satisfied with the selection of residential meal plans currently offered, and 34% disagree or strongly disagree (see chart below). Therefore, we are currently looking at a variety of alternative meal plan configurations for the future to improve satisfaction.

Due to the complexity of our university spending plan, we were more cautious and conservative with other recommendations, such as those that involve potential revenue generation, which then require more analysis. We have broken down our current resident student roster by credit bearing standings, and a Task Force sub-committee is evaluating different plans at different levels to see if we can financially support and sustain such changes without a negative impact to university finances. We will report out on these findings and recommendations concerning meal plan options by March 1, 2018. If this recommendation is approved, the next earliest time it can be put into place is for fall 2019 since fall 2018 enrollment is well underway and the spending plans carry through for a fiscal and academic year.

Student survey N=249

- Resident student N=113 or 45%
- Commuter N=136 or 55%



Data source: Food Service Task Force survey

Proposal 3: Hilltop Use Recommendation Change

Issue: What is clear from the Task Force Study is that Hilltop is one of the major factors of increased food service costs to the university. The timelines show a significant drop in revenue since that facility was opened. Other effects of Hilltop:

- Increased labor cost
- Loss of revenue for the university and the food service
- Shifted the university from a centralized food location, which brought students together, and split them into regions
- CCSU Sodexo Food Service leadership stated that opening Hilltop has been difficult in terms of cost and community building

Recommendations: Develop new models or uses for Hilltop. The essential focus is that the university rethink the use of Hilltop. It is currently an added pressure on resources and, with a little creative thinking, could be turned around to not only provide a profit to CCSU, but to become an essential part of building community. It is a beautiful building with many possibilities.

Intended outcome: Reduce duplication of services and save money, with the ultimate goal of developing uses that bring the campus and the community together and eventually generate venue.

Work to address:

- Overall costs - Profitability and percentage return to the university
- Maintaining Food Quality
- Meeting the needs of students, faculty and staff
- Developing a sense of community around food service models and design

Hilltop Opportunities:

1. Redevelop Hilltop as a late afternoon into late night limited dining and gathering/study facility. Hilltop could become a “grab and go” or vending option, with limited hot food services. In conjunction with this approach, a portion of Hilltop (the main dining area) could be transformed into a student gathering/study facility with a “living room” feel. Shifting the large dining area to a more relaxed hang out area would provide students with late night options that the student center and library do not currently provide, and at a considerably lower cost.
2. Close Hilltop as a daily student dining hall and instead utilize it as a special events, catering, and pub/restaurant facility. Much of the infrastructure for a catering or pub/restaurant facility already exists and with minor modifications the site could be developed quickly with Sodexo or with private investment. The site’s immediate proximity to the football stadium makes it a perfect tailgating/pub venue.
3. Combine aspects of proposals 1 and 2. Redevelop Hilltop as a late afternoon, late night, limited dining facility and also redesign a portion of the facility as a pub/restaurant area that is open to students/faculty/staff/alumni and the public as well as a student/gathering area with late night hours

and a “living room” type feel. The facility could also be used for special events. This model would be great for faculty/staff/student networking.

4. Develop an academic program associated with the use of Hilltop such as a component used in collaboration with a Food Service Management Degree and a developed culinary program. Students can manage the entire building while they attain the degree. The venue can serve the campus as well as the community, and can even model one of the types of food service establishments recommended in this proposal.
5. Close Hilltop. From a purely economic, business model, the university could easily justify closing the facility. The state and thus the university’s current economic status is not well, and we have been asked to find savings wherever we can. Closing Hilltop is certainly not an attractive option. Reimagining its use is far more appealing and may address long-term goals of increasing profitability, community development, and student services.

These ideas would need to be explored, either with the current food service or with another source. The Task Force understands that any additions/modifications to the current food service contract terms would need to be agreed upon with provider(s). We agree the university would need to explore various recommended models of interest utilizing experts in the field, such as consultants. Confirming the conditions of our bond for building use requirements would also be necessary.

Proposal 4: Building Use Changes

Recommendation to review building design and uses of food service and residence hall buildings as they relate to maximizing food service functions. Suggestions for renovation upgrades and changes in amenities in some existing food service areas as well as residence hall buildings.

The task force is recommending a full review and feasibility study of possible changes as recommended below:

Issue: There are too many buildings on campus providing major dining services. This is costly and causing redundancy in resources such as extra labor costs, the need for multiple buildings to provide food and cleaning, along with multiple buildings to maintain.

Recommendation: Consolidate buildings where major board plan dining and other food services are provided.

Intended outcome: Reduce costs by reducing duplication of resources by consolidating major dining areas to one location and building, which can greatly contribute to campus community interests attained by this Task Force. This model can set a course to generate more revenue, thus give the university more flexibility, and begin to address satisfaction issues by shifting to more sought after hours and offerings from savings in consolidation. This can also offer more flexibility to give students, faculty and staff more of what they want, such as gathering places, more weekend hours and more flexibility of food offerings with savings from consolidation. Although Memorial Hall had a modest facelift for spring 2018, this is a band aid for a much greater resolve.

Other campus buildings:

Suggested building change options from the Task Force:

1. Remodel Memorial Hall and re-purpose for another use.
2. Add on to the Student Center where there is currently already major activities and food services provided to save costs and create more community
3. See specific proposal for Hilltop use reconsidered (proposal 3 of this report), to continue to reduce cost and redundancy and incorporate use that can enhance our academic mission and outreach to the community.

Non-Residence Hall Buildings:

- Residence hall options – Residence Life/Facilities to audit CCSU housing stock and design options A student interest survey is recommended for minimally a year ahead if there is interest, so ResLife can work in tandem with the housing enrollment process. Residence hall change recommendations should be a collaboration with ResLife and the Facilities Department.
- Recommendations for new on-campus living initiative interests are recommended to be assessed with housing option interests. Changes should be done with the goals to increase satisfaction and occupancy to offset the cost of food services.
- ResLife should compare occupancy trends and satisfaction feedback within the residence halls, so future recommendations can be made related to on campus living options, simultaneous to food service change recommendations.

Proposal 5: Privatize or Move to a University Owned Food Service

Based on our general findings, both of these options require more research. Food Service's privatizing is more rare and not industry standard. The Task Force had a difficult time receiving full disclosure from schools who own their own food service operation. We did, however, find out that university owned programs who began using privatized food serve workers, often became union shops within 5 or so years; their workers assembled and received unionized status. Another factor related to university owned food services is that the startup is extremely costly and it takes 5 to 7 years to generate revenue.

Section 7: Conclusion

Through much discussion, research and feedback from others, the Task Force has been able to recommend multiple proposals for food service alternatives. We have determined that some recommended outcomes are more conclusive, while others are based on ideas and suggestions that require more research and analysis. Some ideas or suggestions elicited additional discussion or the charge for more research. Further suggestions have led to different possibilities within the group. This project has given us all an opportunity to hear other perspectives and develop different ideas and viewpoints.

Task Force members all agree that we have too many locations serving food. With the rise in costs of food, labor, equipment and cleaning we know that some form of consolidation will help us to level operating costs. We may shift those costs to other food service resources, such as more week-end hours, additional food options, and more opportunity to increase satisfaction, while still contributing to the university's financial wellness.

Supplemental documents available upon request.