



Campus Dining Initiative

**BOARD OF TRUSTEES
PRESENTATION**

September 10, 2024



Today's Meeting

AGENDA

- 01** Engagement Overview
- 02** Strategic Asset Value (SAV) Story
- 03** Executive Summary of Findings + Recommendations
- 04** Next Steps
- 05** Appendix
 - Focus Group Summaries*
 - Detailed Survey Results (per College)*
 - Dining Facilities Considerations*
 - SAV Work Session Materials*



Introduction

BRAILSFORD & DUNLAVEY



*What we plan gets
approved, funded,
and implemented.*

Our purpose is to *inspire* and *empower*
West Valley-Mission to optimize the value
of investments that *advance* its mission.

National Leaders, Local Expertise

30+

Years in the industry

250+

Dining-Specific
Initiatives Nationwide

150+

Higher Education
Projects in California

850+

Higher Education
Clients

Introductions

B&D'S PURPOSE

Our purpose is to **inspire** and **empower** organizations to optimize the value of investments that **advance** their targeted new reality.



Student
Housing



Workforce
Housing



Recreation



Unions +
Cultural Centers



Health +
Wellness



Food
Service



Athletics



Venues



Academics +
Research



Innovation
Districts



Campus Edge



Energy +
Sustainability



Hotel / Office



Retail



Parking



Auxiliary

01

ENGAGEMENT OVERVIEW



Work Plan

CAMPUS DINING ADVISORY SERVICES

› Step 1: Objectives + Initiatives

- Plan Initiation
- Focus Groups + Administrator Interviews
- Strategic Asset Value (Criteria Setting)
- Preliminary Financial + Operational Analysis

› Step 2: Plans + Implementation Strategy

- Demographic Analysis
- Web-Based Survey + Demand Analysis
- Dining Program Recommendations
- Implementation Strategy + Sequencing

› Step 3: Solicitation + Engagement

- Process Mapping
- Marketing Sounding + Request for Proposal Development
- Develop Initial Sample Operating Agreement + Refine with Legal Counsel
- Request for Proposal Solicitation Period
- Proposal Evaluation + Bidder Interviews

› Step 4: Negotiation + Transition + Operations

COMPLETED

FUTURE



Campus Community Engagement Summary

DINING INITIATIVE

- › Administration + Stakeholder Interviews
- › Campus Visit
- › Strategic Asset Value (SAV) Work Session
 - April 4, 2024
- › Focus Groups
 - April 3 - 11, 2024
 - West Valley Students
 - West Valley Faculty/Staff
 - Mission Students
 - Mission Faculty/Staff
- › Web-Based District-Wide Survey
 - April 10 - 24, 2024
 - *Survey invitation sent to all West Valley College and Mission College students, faculty, and staff and all District staff*
 - 8% Response Rate
 - +/- 3% Margin of Error
 - West Valley Response Rate: 8%
 - Mission Response Rate: 8%
 - District Response Rate: 26%

02

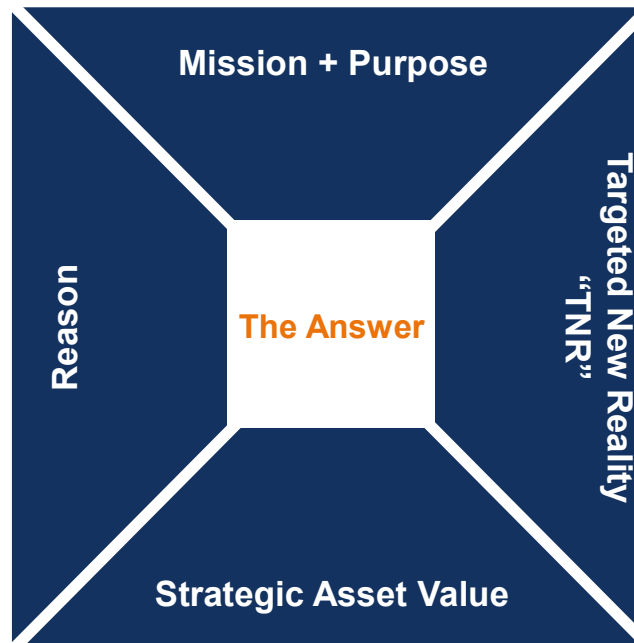
SAV STORY



Institutional Framework

THINK INSIDE THE BOX

What **difference** must WVM make in the world and **for whom**?



What is the relationship dynamic between WVM's current condition and its targeted new reality that **requires a response**?

What is the ideal mix of future **outcomes, capacities, and attributes** that WVM must achieve to deliver on its mission and purpose?

What is the ideal combination of performance outcomes, capacities, and attributes must be produced by **a specific asset or asset class** to drive WVM toward its targeted new reality?

Institutional Framework

STRATEGIC ASSET VALUE (“SAV”)



What role must **campus dining** play
in realizing West Valley-Mission's
targeted new reality?

SAV Process

SAV PURPOSE + OUTCOME CATEGORIES

THE SAV PROCESS DOES NOT...

Modify WVM CCD's mission or introduce new values

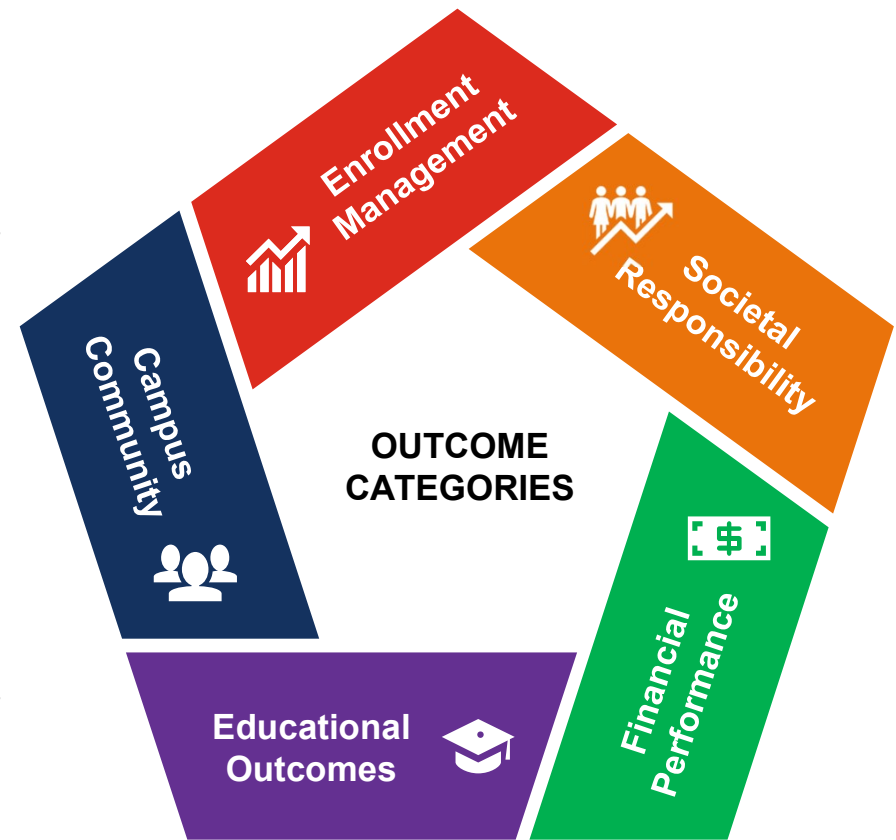
THE SAV PROCESS SEEKS TO...

Facilitate diverse stakeholder involvement in the planning process

Create criteria that allow for innovative solutions and streamlined decision making

Ground the objectives in WVM CCD's ideals to ensure consistency and mission alignment

Outcome categories related to mission and purpose are evaluated for their importance and current attainment levels



Strategic Asset Value (SAV) Work Session Results

EXISTING CONDITION (X) → TARGETED NEW REALITY (O)

Strategic Objectives	Outcome Category	1	2	3	4	5	6	7	8	9	10	Gap
Central Gathering Place	Campus Community			X						O		6
Faculty, Staff, Student Interaction	Campus Community		X						O			6
Culture of Environmental Sustainability	Societal Responsibility	X							O			6
Social Justice	Societal Responsibility	X							O			6
Competitive Amenity	Enrollment Management		X						O			5
Brand Driver	Enrollment Management		X						O			5
Out-of-Classroom Learning	Educational Outcomes	X						O				5
Campus Community Health and Wellness	Educational Outcomes	X						O				5
Financial Accessibility / Affordability	Financial Performance		O						X			5
Food Security	Campus Community						X				O	4
Economic Impact	Societal Responsibility		X			O						3
Student Employment and Professional Development	Educational Outcomes	X		O								2
Staff Leadership and Professional Development	Educational Outcomes	X		O								2
Operating Expense Management	Financial Performance				X		O					2

Strategic Asset Value (SAV) Story Chapters

DEFINING SUCCESS



Dining Experience
+
Institutional Values
Relationship



Targeted Markets
+
Locations
+
Program Outcomes



Financial
Operating Paradigm
+
Institutional Will

Strategic Asset Value Story

DINING EXPERIENCE + INSTITUTIONAL VALUES RELATIONSHIP

The WVM dining program must...

- › Distinguish the District among its community college peers and **support prospective students' decisions to attend both Colleges.**
- › **Support students' overall educational and campus experiences** by serving as a high-quality campus-life amenity that **compels participation through effective storytelling and execution** and **contributes to their retention and academic success.**
- › Demonstrate **deep commitment to District-wide efforts to achieve food security for all students** through the program's support of campus food pantries and other food assistance programs.
- › **Enhance and showcase both Colleges' sustainability efforts** by implementing programs and **telling stories** highlighting waste-reduction, responsible purchasing, and energy-efficiency strategies.
- › Make operational and partnership decisions in **alignment with the District's strong commitment to social justice issues.**



Strategic Asset Value Story

TARGET MARKETS + LOCATIONS + PROGRAM OUTCOMES

The WVM dining program must...

- › Provide **convenient dining offerings on both campuses and operating hours** that support students' academic schedules.
- › Develop authentic menu options that **reflect and celebrate the diversity** of both Colleges' student populations.
- › Provide dining environments that serve as **central community gathering places for students** and facilitate **meaningful student/faculty/staff interactions**.
- › Support the development of food literacy skills and nutritional awareness to **empower students to make informed food decisions**.
- › Offer **part-time employment opportunities to interested students**, but the program is not expected to be an integral component of experiential learning opportunities on campus.
- › Partner with the District to **connect staff with educational and career development resources offered by the Colleges**.



Strategic Asset Value Story

FINANCIAL OPERATING PARADIGM + INSTITUTIONAL WILL

The WVM dining program must...

- › Explore all opportunities **to be priced at or below market rates** to ensure the program remains affordable for students, faculty, and staff.
- › **Effectively manage operating expenses while meeting food quality expectations**, but the program is not expected to generate significant financial returns. Subsidizing the program may be appropriate but only in response to achieving financial and non-financial strategic objectives—not inefficient operations.
- › Implement payment and/or meal plan options to **eliminate barriers for students in different financial situations** (i.e., unbanked, receiving public food assistance, etc.) and provide a **uniform experience for all students** regardless of the source of funds used.



03

FINDINGS + RECOMMENDATIONS



Key Findings

EXECUTIVE SUMMARY

- › Although there are some minor variations, ***both campus communities reported similar views, habits, and preferences for campus dining.***
- › The District and both Colleges confirmed that ***dining is strategically important for the campus experience, enrollment management, and student success.*** Both ***campus communities agree*** that dining should play a role in community building and student recruitment and retention, and that dining directly impacts their health and wellbeing.
- › The current dining program is ***generally meeting students' expectations, but faculty and staff at both Colleges are less satisfied*** with dining overall than the students.
- › Students, faculty, and staff reported ***low participation*** in the dining program but indicated that their ***participation would increase if their dining needs were better met.***
- › In order to maximize the strategic impact of dining, ***strategic investments should be made in the program to reduce barriers and increase participation*** from both campus communities.

Key Findings

EXECUTIVE SUMMARY

› Food Insecurity

- **28% of West Valley College** students and **35% of Mission College** students reported experiencing **food insecurity in the past 12 months**
- Of those students reporting food insecurity in the past 12 months, slightly more than half reported utilizing food-related support programs at their College.
- A **meal plan program** has the potential to **lower barriers** for students to engage with the campus dining program and **help bridge the gap** for students experiencing food insecurity.

› Operations

- The main barriers to participation in the dining program are **time constraints, convenience, and cost**. Although students are price-conscious in their decisions about where to eat, **budget is not a main reason for skipping meals**.
- A **retail, fast casual dining style matches market demand** for both campuses but **expanded grab-and-go and vending options** would help address time and convenience barriers on campus.
- The financial reporting currently provided by both campus dining operators **lack the detail needed to inform data-driven decision making**.
- Total combined sales for both Colleges of \$1,111,436 (2022-2023) indicates **relatively low campus community engagement** with the dining program (i.e., averaging less than \$100 in sales per in-person student per year).

Key Findings

EXECUTIVE SUMMARY

› Program Improvements

- The top priorities for dining program improvements on both campuses include providing ***healthier options, a wider variety of food venues on campus, and more menu variety.***
- Both campuses are looking for a ***range of rotating food styles that reflect the cultural diversity of each College*** and indicated it is more important to them to have ***custom food venues*** tailored to their campus than to have national brands.

› Facilities

- Existing facilities are generally meeting expectations, but ***improvements are necessary (particularly back-of-house kitchen functionality at Mission College) to execute a high-quality, culinarily diverse dining program*** that compels increased dining participation from students, faculty, and staff.
- While survey respondents indicated general satisfaction with current dining facilities, the ***design and furnishings of WC/MC dining spaces do not optimally support Colleges' (and campus communities') stated strategic objectives*** related to campus community building.

Strategic Importance of Dining

CAMPUS COMMUNITIES' PERSPECTIVES

- › 40-50% of students said dining was important or very important in their **decision to attend** their College.
- › 65-75% of students said campus dining plays an important or very important **role in their mental health, academic success, and sense of campus community**.
- › Students, faculty, and staff from both Colleges believe the **dining program should play a strategic role in community building and enrollment management** and should **reflect the diversity** of the campus community.

To what extent do you agree with the following statements?

(% Strongly agree + Somewhat agree)


Campus dining should...	Mission College		West Valley College		District
	<i>Students</i>	<i>Faculty/Staff</i>	<i>Students</i>	<i>Faculty/Staff</i>	<i>Staff</i>
...play a role in <u>building community</u> among students	92%	99%	91%	96%	92%
...create opportunities for <u>student/faculty/staff interaction</u>	91%	91%	86%	92%	94%
...offer food that <u>reflects the diversity</u> of campus community members	92%	96%	87%	88%	81%
...play a role in <u>student recruitment and retention</u>	83%	93%	81%	86%	83%
...provide <u>learning opportunities</u> outside of the classroom	78%	78%	65%	60%	62%

Satisfaction


CAMPUS DINING

- › The dining program is **generally meeting students' expectations**, but faculty and staff are less satisfied.
- › **Value for price, quality of food, and cleanliness of serving areas are the most important factors** for students when deciding where to eat, but the dining program is underperforming in terms of satisfaction with all three.
- › **Faculty and staff** also think the program is underperforming in terms of **healthy food options and menu variety**.
- › Factors related to the **dining facilities are generally exceeding expectations** (i.e., atmosphere, seating, ability to socialize, etc.).

Satisfaction
(% Very or Somewhat Satisfied)

	Overall	Campus Center Café	Drip Coffee
Students	69%	67%	57%
Faculty/Staff	53%	54%	71%
District Staff	62%	60%	58%

Satisfaction
(% Very or Somewhat Satisfied)

	Overall	Saints Café	KJ's (SEC)	KJ's (Gilmore)
Students	70%	59%	61%	61%
Faculty/Staff	41%	37%	61%	56%

Dining Participation

ENGAGEMENT WITH PROGRAM

- › Current ***participation in the dining program is low***, but students, faculty, and staff ***would participate more frequently if their dining needs were better met***.
- › The ***District must invest in the dining program*** to increase participation and ***therefore maximize the dining program's strategic impact*** on student success and the campus experience.

West Valley College		"I purchase a meal on campus 3 or more times per week"	
	Present on Campus 3+ days / week	Currently	If Dining Needs Were Better Met
Students	58%	15%	42%
Faculty/Staff	79%	11%	39%
District Staff	94%	19%	55%

MISSION COLLEGE SANTA CLARA		"I purchase a meal on campus 3 or more times per week"	
	Present On Campus 3+ days / week	Currently	If Dining Needs Were Better Met
Students	52%	15%	52%
Faculty/Staff	85%	13%	50%



Program



Top priorities for dining improvements include **providing healthier options, more variety of food venues, and more menu variety.**



Healthy food options are important to both Colleges, and both campuses generally define healthy dining as **nutritionally balanced, unprocessed, and fresh green options.**



Both campuses are looking for a **range of rotating food styles** that reflect the cultural diversity of each College.



The majority of campus stakeholders have no **medical dietary restrictions or specific dietary patterns**, but those that do must have appropriate options and nutritional information available to meet their dietary needs.



Both Colleges indicated it is **more important to them to have custom food venues** tailored to their campus than it is to have national brands.

- 80-90% agree it is important to have custom venues compared to 30-50% for national brands.

RECOMMENDATIONS

- ❑ Establish an optimized dining partnership and operating paradigm that:
 - Delivers a high-quality culinary program and support a variety of food offerings, including global foods.
 - Creates custom brands tailored to each campus.
 - Effectively markets the program to communicate offerings and builds storytelling about value proposition.
- ❑ Moving the dining program forward does not require an initial investment in a national brand portfolio, which allows limited resources to be used to address other strategic goals.

Operations



Overall **participation in the dining program is relatively low**. Survey data indicates only 15% of students purchase meals on campus three (3) or more times per week, while ~55% indicated they are on campus three (3) or more times per week.



On average, each in-person student is currently spending less than \$100 annually in the dining program (based on total annual sales), but the current **level of financial reporting does not support the District** in making data-informed decisions.



The main barriers to participation in the dining program are time constraints, convenience, and cost.

- Students are **price-conscious in their decisions** about where to eat, but budget is not a main reason for skipping meals.



Top priorities for dining improvements include **more grab-and-go options and extended evening hours of operation**.

- Campus community members are looking for more grab-and-go options for breakfast and lunch, but there is still broad interest in fast casual retail style dining for lunch and dinner.
- Although campus utilization drops significantly through the afternoon, students on campus during the evening would like to see more available food options.



There is more **interest in mobile ordering** than delivery options, but neither is the highest priority for students or faculty/staff.

RECOMMENDATIONS

- ❑ Explore options for introducing non-mandatory meal plans to increase participation for campus community-building and student success outcomes.
- ❑ Require dining partner to provide greater detail in monthly/yearly financial and usage reporting.
- ❑ Expand grab-and-go program to provide convenient food options, especially for the breakfast period.
- ❑ Review hours of operation to balance demand for food options during the evening with operational and financial considerations.
- ❑ Explore options for introducing mobile ordering capabilities at campus dining venues, either with the current or a future dining partner.

Food Security



28% of West Valley students and 35% of Mission students reported experiencing food insecurity in the past 12 months.

- Of those students, just over **half reported utilizing food-related support programs** at their College.
- All student classifications and ages are represented in the food insecure population, so **policies must consider the whole student population**.



- › Monthly meal card provided to all students who have an Expected Family Contribution of less than \$1,000
- › Monthly \$150 meal card can be used at the campus cafeteria.



- › Students, faculty, and staff can pick up one free meal Monday – Friday at the Everytable Cafeteria.
- › Meals appear to be pre-packaged and prepared offsite. Staffing at the cafeteria is limited.

RECOMMENDATIONS

- ❑ Market existing food-related support programs more intensely to ensure students are aware of resources on campus.
- ❑ Pursue a comprehensive meal program that complements or expands existing food programs and positions the dining program to help bridge the gap for students experiencing food insecurity.
- ❑ Explore potential funding sources for a meal plan program:
 - California Community College System funding: Extended Opportunity Programs and Services (EOPS), Cooperative Agencies Resources for Education (CARE), and other System funding
 - Financial Aid
 - Donor
 - Institutional subsidy

04

NEXT STEPS



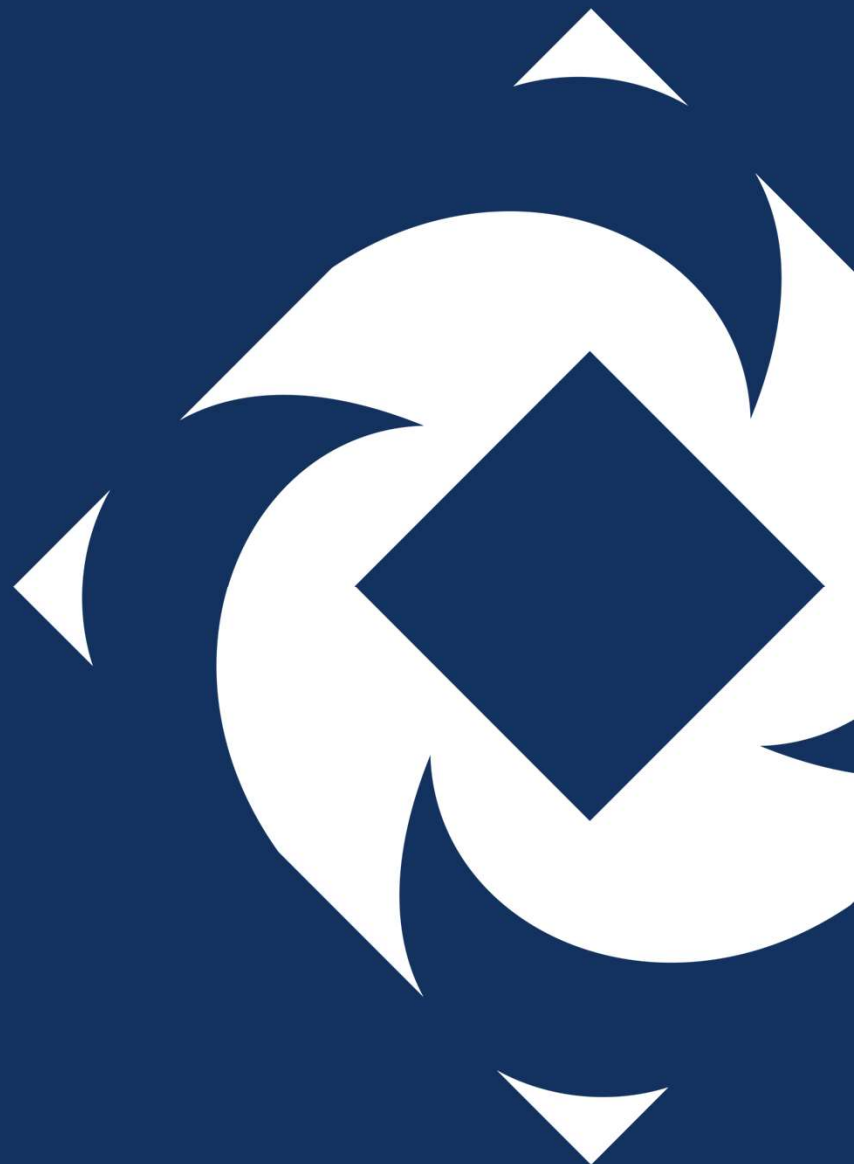
Next Steps

CAMPUS DINING INITIATIVE

- › Issue Solicitation for Campus Dining Management (September 23rd)
 - Identify Preferred Partner + Execute Letter of Intent (February 2025)
 - New Operating Agreement Commences (June 2025)
- › Finalize Meal Plan Program Approach + Implement
- › Continue to Collaborate on Campus-Wide Facility Improvements to Optimize Dining Infrastructure + Operations
- › Continual Evaluation + Improvement of Campus Dining Operations

Thank you.

VISIT BDCONNECT.COM
FOR MORE INFORMATION.

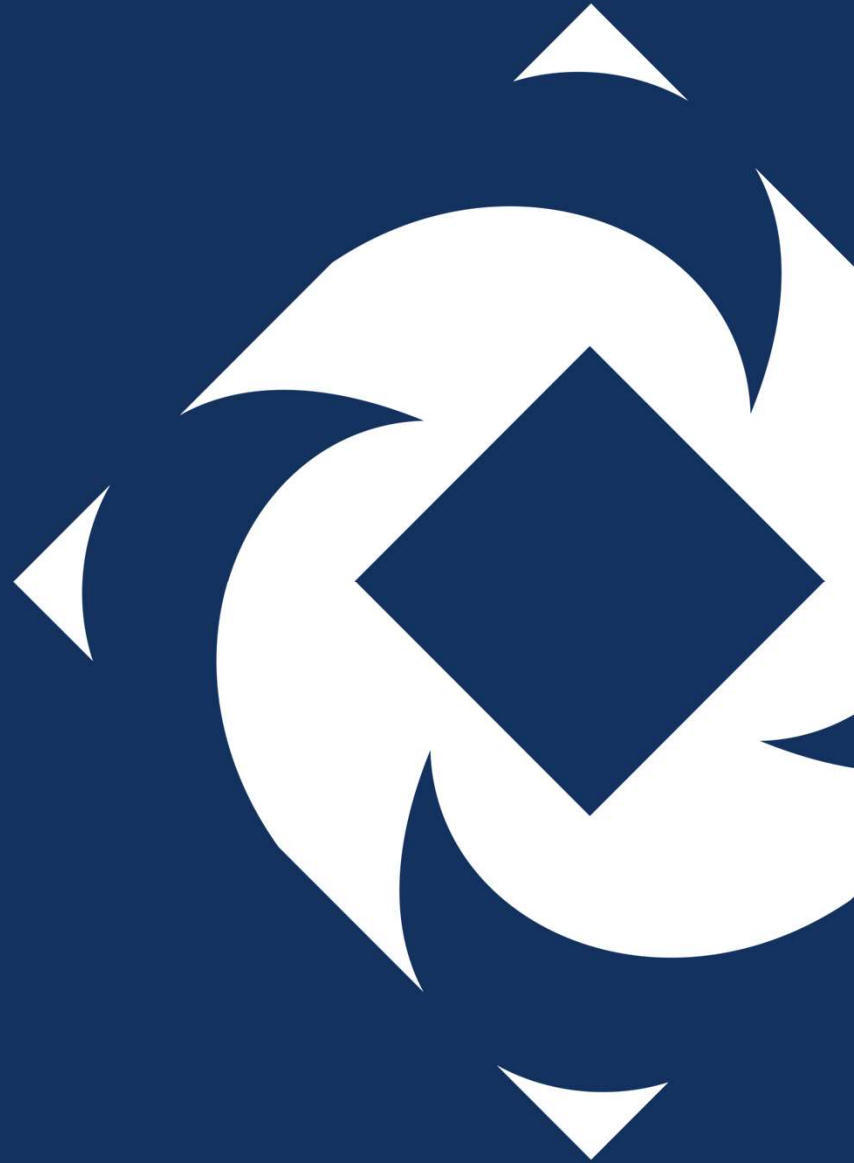


05

APPENDIX



FOCUS GROUP SUMMARIES



Focus Group Summary

WEST VALLEY COLLEGE - STUDENTS



STUDENT THEMES

- › Overall, students have good experiences with the staff in both dining venues but very negative feedback about the food options.
 - Students were slightly more positive about the food in Drip Coffee than in the Café.
- › Food safety and cleanliness of kitchen spaces are a major concern and drive students to bring food from home. Students feel certain items (chicken, salad bar) aren't safe to eat.
- › Students feel the food items are priced too high for the quality and portion sizes offered.
- › Students don't have convenient food options when they have classes away from the Campus Center, at night, or on Fridays.
- › Food insecurity is an issue for many students, and they often utilize support programs on campus.

DESIRED IMPROVEMENTS

- › Higher quality food with more fresh food options
- › Improved options for students to accommodate dietary restrictions and preferences
- › Additional venues on campus closer to classes and quick grab-and-go items for when there are long lines
- › Ability to use meal vouchers at all campus dining venues
- › Provide less expensive options
- › Shift class schedules to allow for longer breaks so students have time to eat in between classes

Focus Group Summary

WEST VALLEY COLLEGE – FACULTY/STAFF

FACULTY/STAFF THEMES

- › Faculty and staff don't utilize the Café very often, but when they do cost is a big factor and they tend to order the same thing.
 - In the Café, the exposed location of the salad bar is concerning, and the ventilation is poor.
 - Some faculty/staff felt the Café is too crowded.
 - Feedback that the smoothie machine is unreliable and disruptive.
- › In general, they utilize Drip Coffee more frequently and are more positive about the options.
- › Food security is a big focus, and faculty/staff would like to see a more automated system for meal vouchers that is more discreet.

DESIRED IMPROVEMENTS

- › Minimize single-use plastics and incorporate reusable or more sustainable packaging.
- › Provide better options for dietary accommodations.
- › Additional venues or vending options in different parts of campus.
- › Expanded hours for options during evening hours, Fridays, and/or academic breaks.
- › Culinary improvements for higher food quality, a wider range of cultural food offerings, and more customized made to order options.
- › Increase accessibility for students through lower costs and/or sponsored meal plans.
- › Improve the Campus Center so it acts as a gathering space for students and draws them to campus.

Focus Group Summary

MISSION COLLEGE - STUDENTS



STUDENT THEMES

- › Overall, students have had mixed experiences with the dining venues but negative feedback about food options.
 - Cleanliness of both seating and kitchen spaces is a major concern, and the Café appears under-staffed.
 - Students are slightly more satisfied with food at KJ's but it runs out too quickly.
- › Food quality is the main issue and students choose to bring food from home (e.g., students don't feel the salad bar options are safe).
- › Students feel the food items are priced too high for the quality offered and what they can afford.
- › Students don't have convenient food options when they have classes at night or on Fridays.
- › Current food options make it hard for students to accommodate dietary restrictions on campus.

DESIRED IMPROVEMENTS

- › Higher quality food with better ingredient standards
- › Provide more fresh food or salad options / improve the salad bar
- › More variety of cultural cuisines
- › Provide a nutritionist to guide the program and help students with food literacy
- › Invest in staff development to improve the food quality and execution
- › Bring food trucks to campus once a week
- › Reduce single-use plastics, manage food waste, and start a composting program

Focus Group Summary

MISSION COLLEGE – FACULTY/STAFF



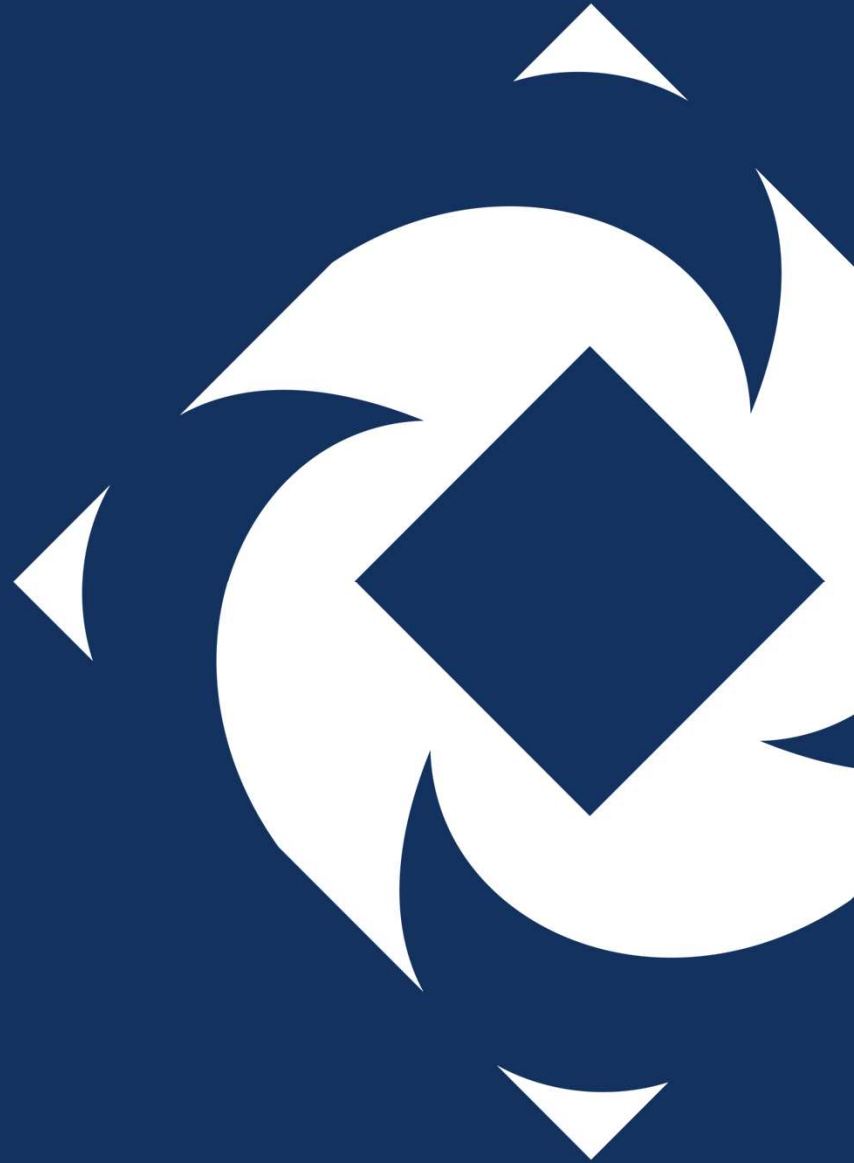
FACULTY/STAFF THEMES

- › Overall, low satisfaction with Saints Café, particularly with food quality, maintenance, and cleanliness of the dining and server areas.
- › KJ's is as expensive as off-campus brands but not delivering the same quality.
- › Pricing is important and the perception is prices have increased.
- › Food insecurity is significant on campus.
- › Limited hours of operation creates challenges for evening and weekend students.
- › Vending options are limited, and the machines are not filled often enough.

DESIRED IMPROVEMENTS

- › Culinary improvements for more food variety and healthier food options.
- › Food solutions for students who are on campus during evenings and weekends.
- › Create additional food options on campus with more vending or food trucks.
- › More culturally diverse food options that reflect the student population.
- › Sustainability improvements to the program, including compostable packaging and reducing plastic.
- › Increase access to healthy food for students by reducing financial barriers.

DETAILED SURVEY RESULTS



Survey Demographics

RESPONSE RATE

- › Survey open: 4/10 – 4/24
- › Survey invitation sent to all West Valley and Mission College students, faculty, and staff and all District staff.

1,292
Total Respondents

8% Response Rate
3% Margin of Error



682
Total Respondents
8% Response Rate



549
Total Respondents
8% Response Rate

DISTRICT STAFF

61
Total Respondents
26% Response Rate

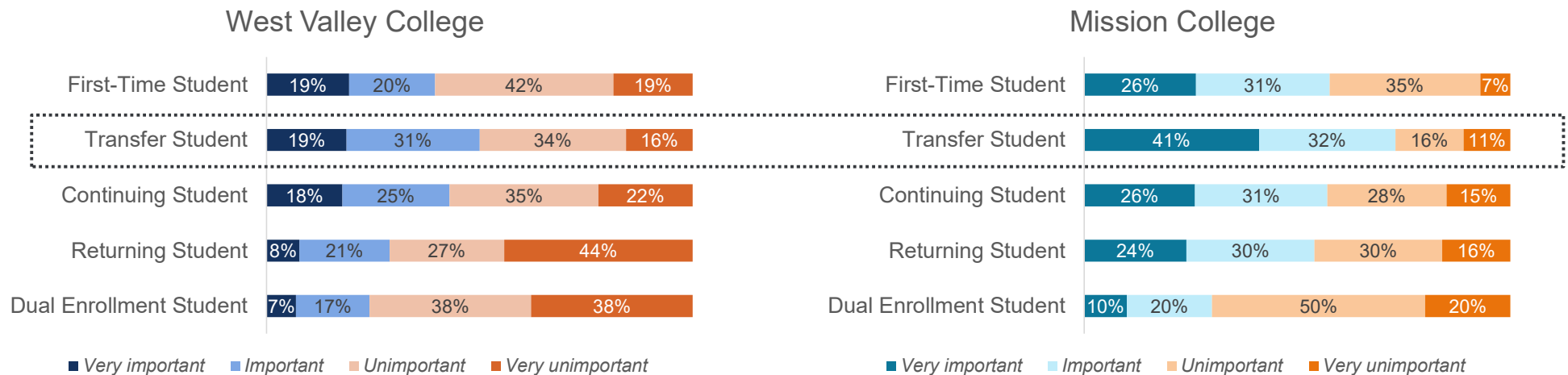
Strategic Value

ENROLLMENT MANAGEMENT



- › 40% of WVC students and 56% of MC students said campus dining was important or very important in their decision to attend the college.
- › Dining ***was most important to transfer students*** in their decisions to attend both colleges.

How important was the quality of on-campus dining in your decision to attend?



Strategic Value

STUDENT SUCCESS

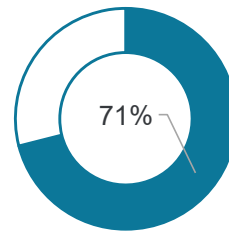
- › Students on both campuses indicated that campus dining plays an important role in their mental health, academic success, and the campus community.



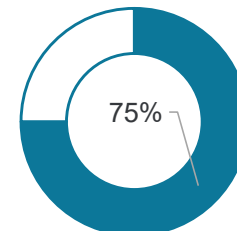
How important of a role does campus dining play in your...

(% Very Important + Important)

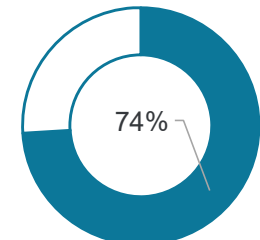
Mental Health



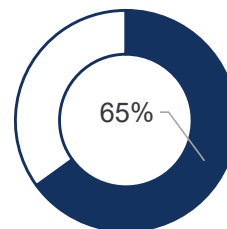
Academic Success



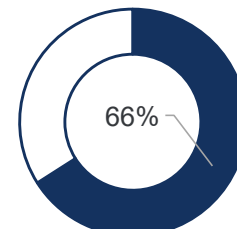
Campus Community



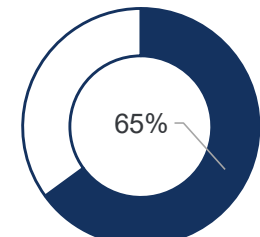
Mental Health



Academic Success



Campus Community



Strategic Value

STUDENT SUCCESS

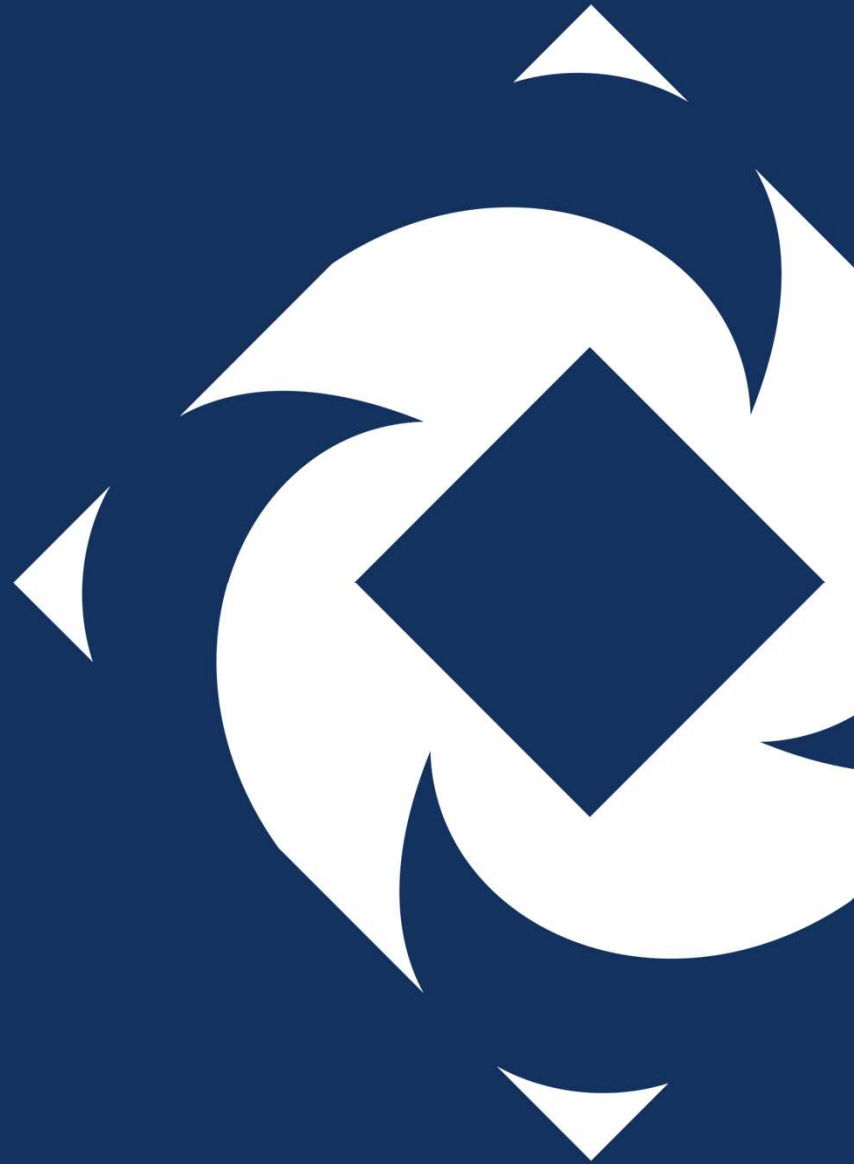
- › Students, faculty, and staff from both Colleges believe the dining program should play a strategic role in building community among all campus stakeholders and in student recruitment and retention.
- › Both campuses believe the food available on campus should reflect the diversity of each College's community members.

To what extent do you agree with the following statements?

(% Strongly agree + Somewhat agree)

Campus dining should...	Mission College		West Valley College		District
	<i>Students</i>	<i>Faculty/Staff</i>	<i>Students</i>	<i>Faculty/Staff</i>	<i>Staff</i>
...play a role in <u>building community</u> among students	92%	99%	91%	96%	92%
...create opportunities for <u>student/faculty/staff interaction</u>	91%	91%	86%	92%	94%
...offer food that <u>reflects the diversity</u> of campus community members	92%	96%	87%	88%	81%
...play a role in <u>student recruitment and retention</u>	83%	93%	81%	86%	83%
...provide <u>learning opportunities</u> outside of the classroom	78%	78%	65%	60%	62%

West Valley College Survey Results

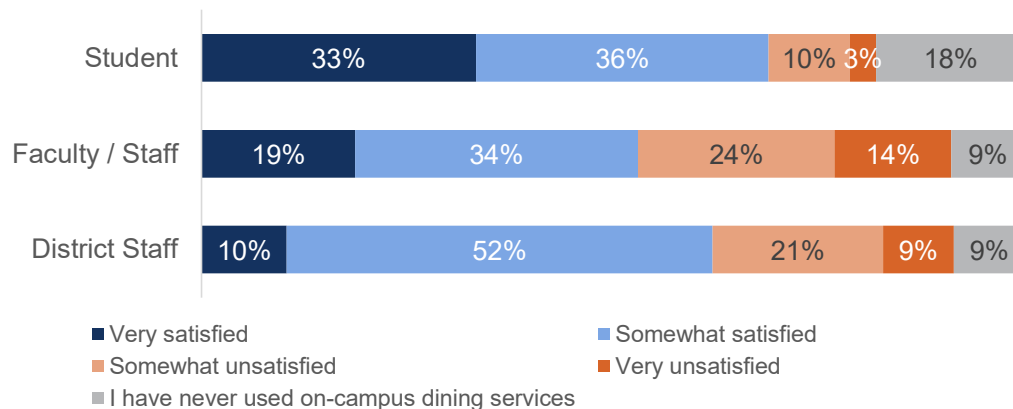


Satisfaction

OVERALL + VENUES

- › Students are generally satisfied with campus dining services and have higher levels of satisfaction than faculty and staff.
- › Drip Coffee underperforms for students and overperforms for faculty/staff compared to their overall satisfaction levels.

Satisfaction with Campus Dining Services





Satisfaction by Venue
(% Very or Somewhat Satisfied)

	Overall	Campus Center Café	Drip Coffee
Students	69%	67%	57%
Faculty/Staff	53%	54%	71%
District Staff	62%	60%	58%

Satisfaction

DINING FACTORS

- › Value for price, quality of food, and cleanliness of serving areas are the most important factors for students when deciding where to eat, but dining is currently underperforming in terms of satisfaction with all three.
- › Faculty and staff see the biggest performance gap with healthy food options and menu variety.
- › Campus is generally satisfied with the facilities, seating, and atmosphere.

KEY	
	Low Satisfaction, High Importance
	High satisfaction, Low Importance

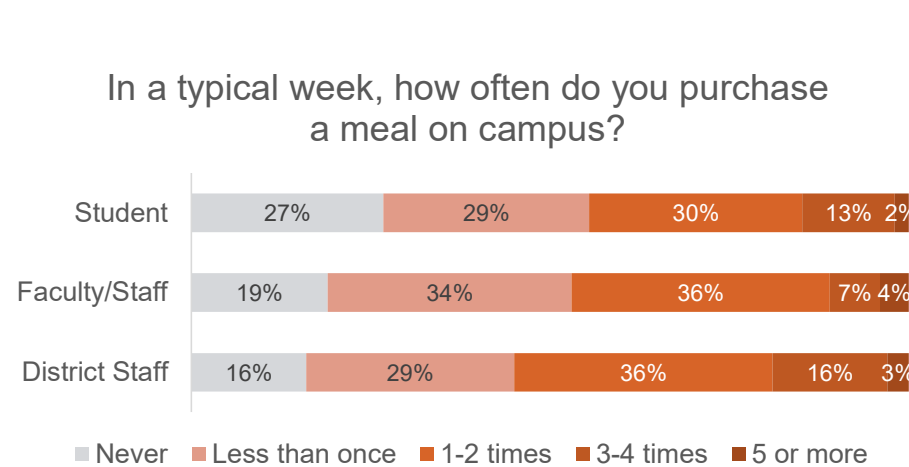
Dining Factors: Satisfaction - Importance

<i>Students</i>	Importance	Satisfaction	Gap	<i>Faculty/ Staff</i>	<i>District Staff</i>
Value for price	97%	77%	-20%	-21%	-16%
Quality of food	98%	85%	-13%	-37%	-29%
Cleanliness of serving areas	97%	86%	-10%	-21%	-42%
Healthy food options	88%	80%	-8%	-45%	-35%
Menu variety	91%	82%	-8%	-44%	-38%
Speed of service	93%	89%	-5%	-23%	-12%
Location convenience	91%	87%	-4%	-4%	12%
Weekday hours	88%	89%	1%	-12%	-15%
Sustainability focus	81%	82%	1%	-24%	-9%
Amenities	87%	89%	2%	35%	24%
Atmosphere	72%	84%	12%	20%	12%
Dietary accommodations	71%	85%	13%	-6%	-3%
Availability of seating	72%	86%	14%	54%	38%
Ease of gathering / socializing	72%	88%	16%	38%	24%
Variety of seating	63%	83%	20%	42%	11%
Weekend hours	37%	85%	48%	62%	54%

Dining Habits

ON CAMPUS

- › Most students, faculty, and staff purchase a meal on campus 2 or fewer times per week.
- › Better meeting campus dining needs could result in a significant increase in utilization of the dining program from all campus stakeholders and therefore position dining to meet its strategic vision.

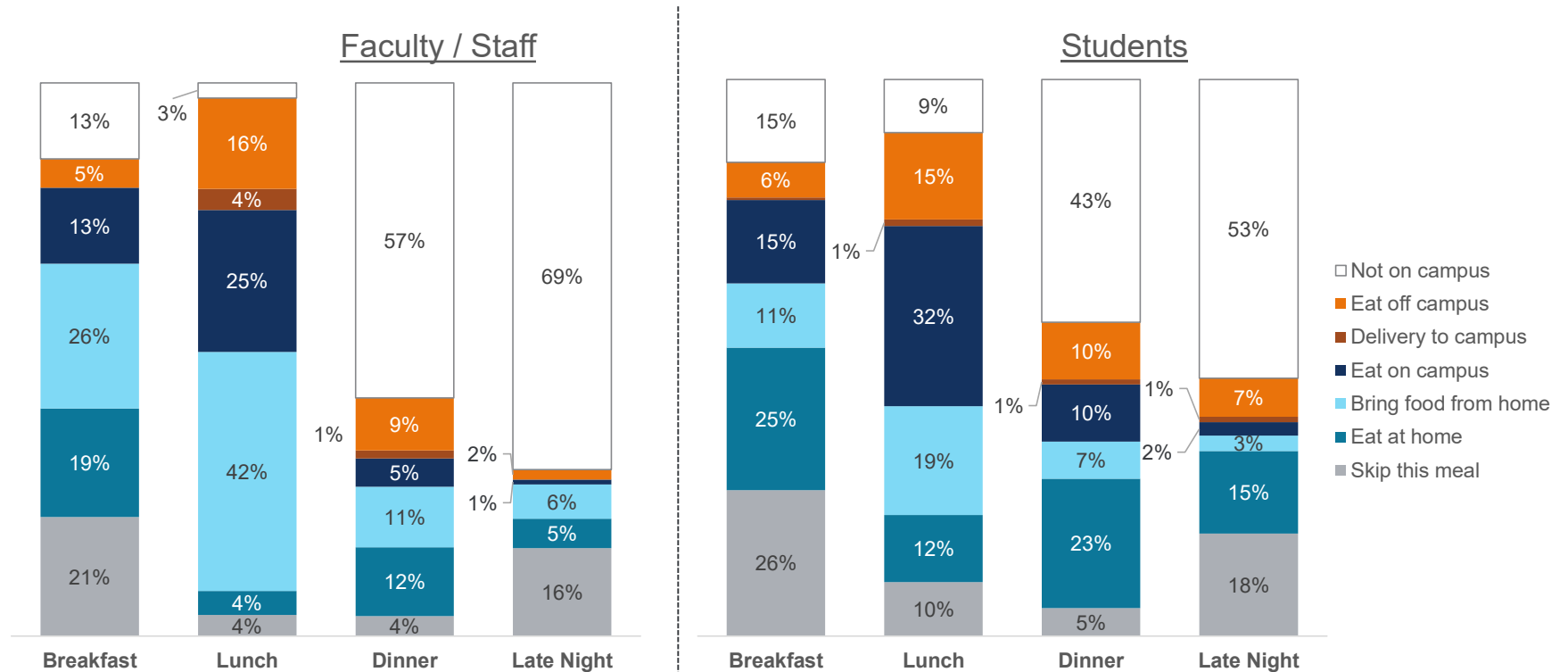


		I purchase a meal on campus 3 or more times per week	
	On Campus 3+ days / week	Currently	If Dining Needs Were Better Met
Students	58%	15%	42%
Faculty/Staff	79%	11%	39%
District Staff	94%	19%	55%

Dining Habits

ON CAMPUS

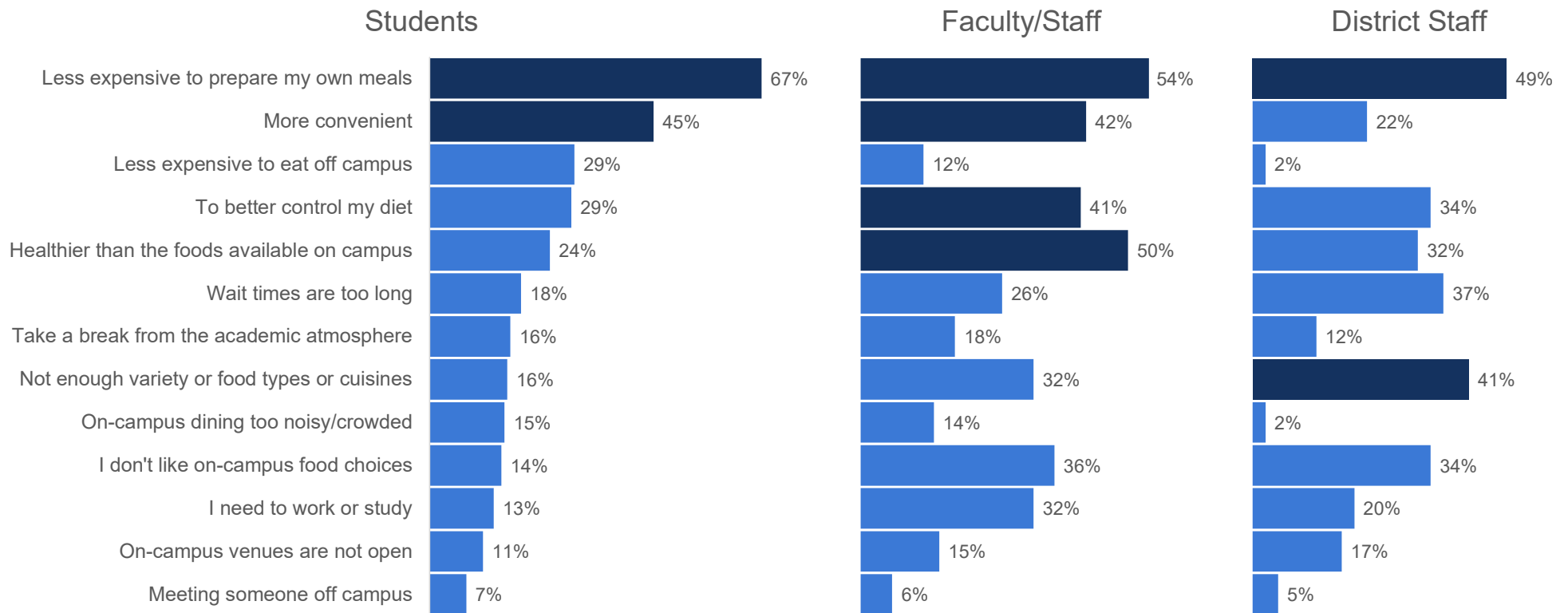
› For days that you are on campus, how do you typically eat each meal?



Dining Habits

ON CAMPUS

What are the primary reasons you choose not to use campus dining services?

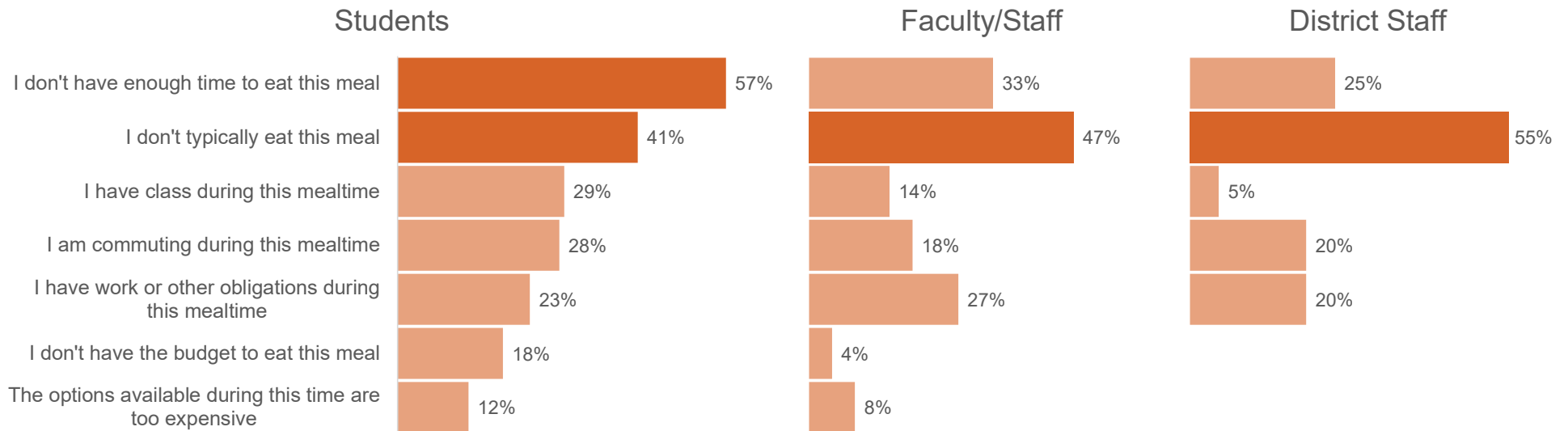


Dining Habits

ON CAMPUS

- › Students most frequently skip meals because they don't have enough time or typically don't eat that meal. Budget is not a main reason for skipping meals.

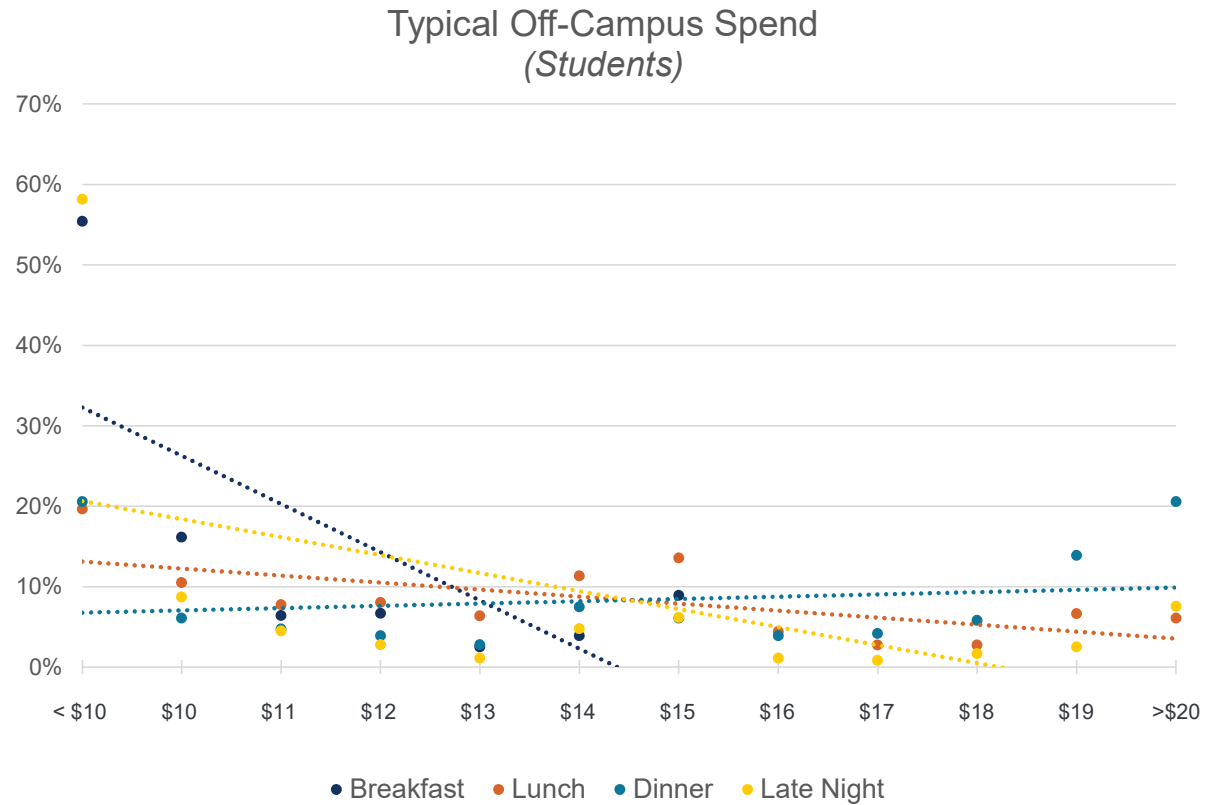
*What are the primary reasons you choose to skip meals?
(Select all that apply)*



Dining Habits

OFF CAMPUS - STUDENTS

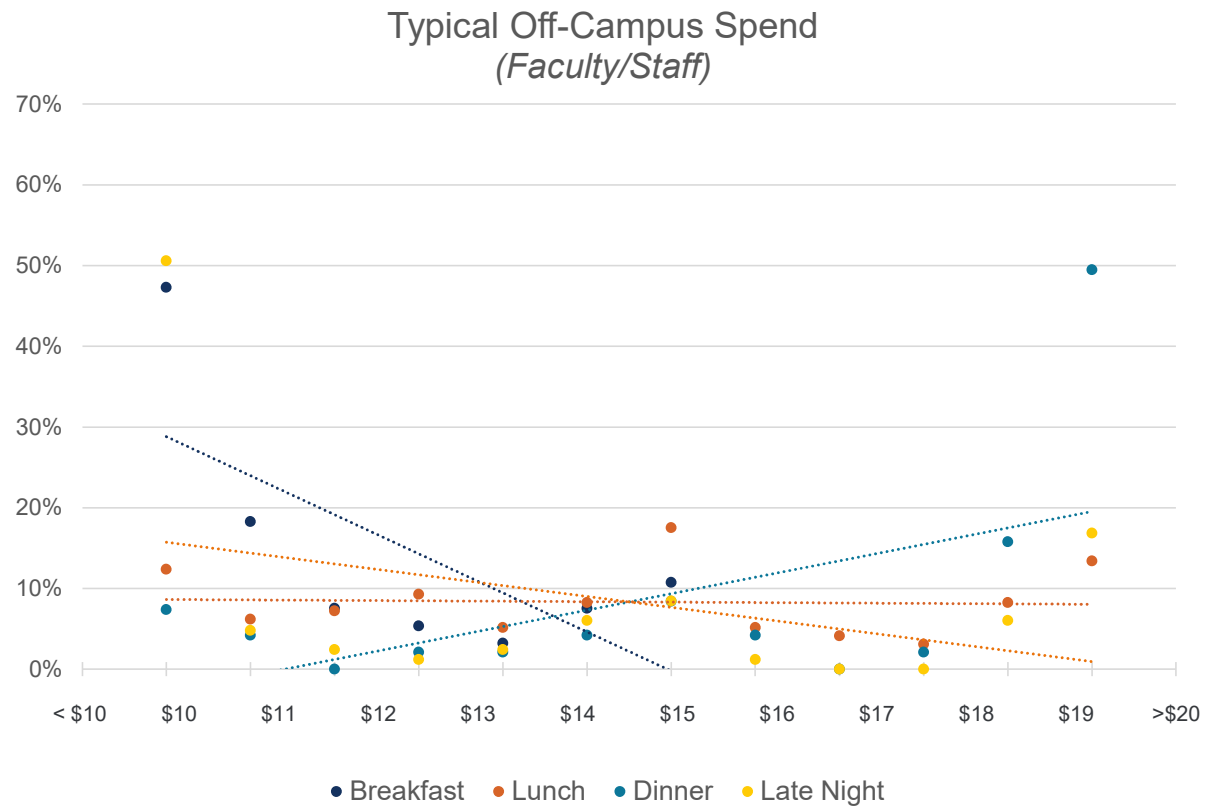
- › **77% of West Valley students** eat off campus **2 or fewer times** per week.
- › Average off-campus transaction amounts:
 - **Breakfast: \$10**
 - **Lunch: \$14**
 - **Dinner: \$15**
 - **Late Night: \$11**



Dining Habits

OFF CAMPUS – FACULTY/STAFF

- › **75% of West Valley faculty/staff** eat off campus **2 or fewer times** per week.
- › Average off-campus transaction amounts:
 - **Breakfast: \$11**
 - **Lunch: \$15**
 - **Dinner: \$19**
 - **Late Night: \$13**

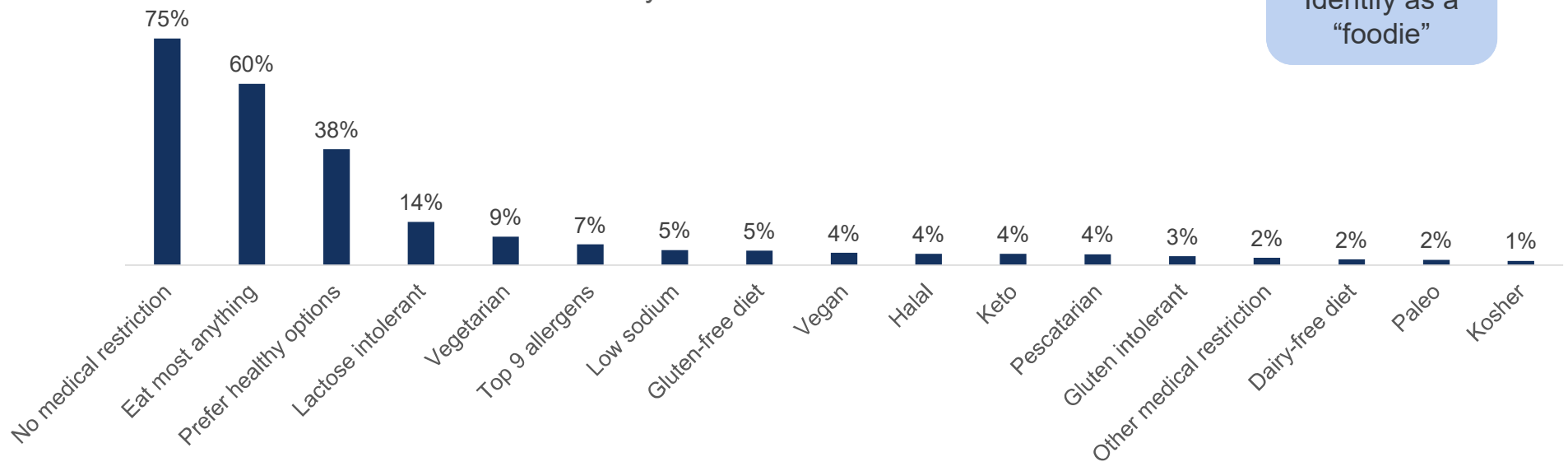


Dining Preferences

DIETARY PATTERNS + RESTRICTIONS

- › The majority of campus stakeholders have no medical dietary restrictions or specific dietary patterns. A third of campus would prefer to eat healthy food options.

Dietary Preferences + Restrictions



Dining Preferences

IMPROVEMENTS

- › Students are looking for convenient grab-and-go options, healthier food options, and extended hours of operation.
- › Faculty and staff would like to see healthier food options, more variety of food venues, and more menu variety.

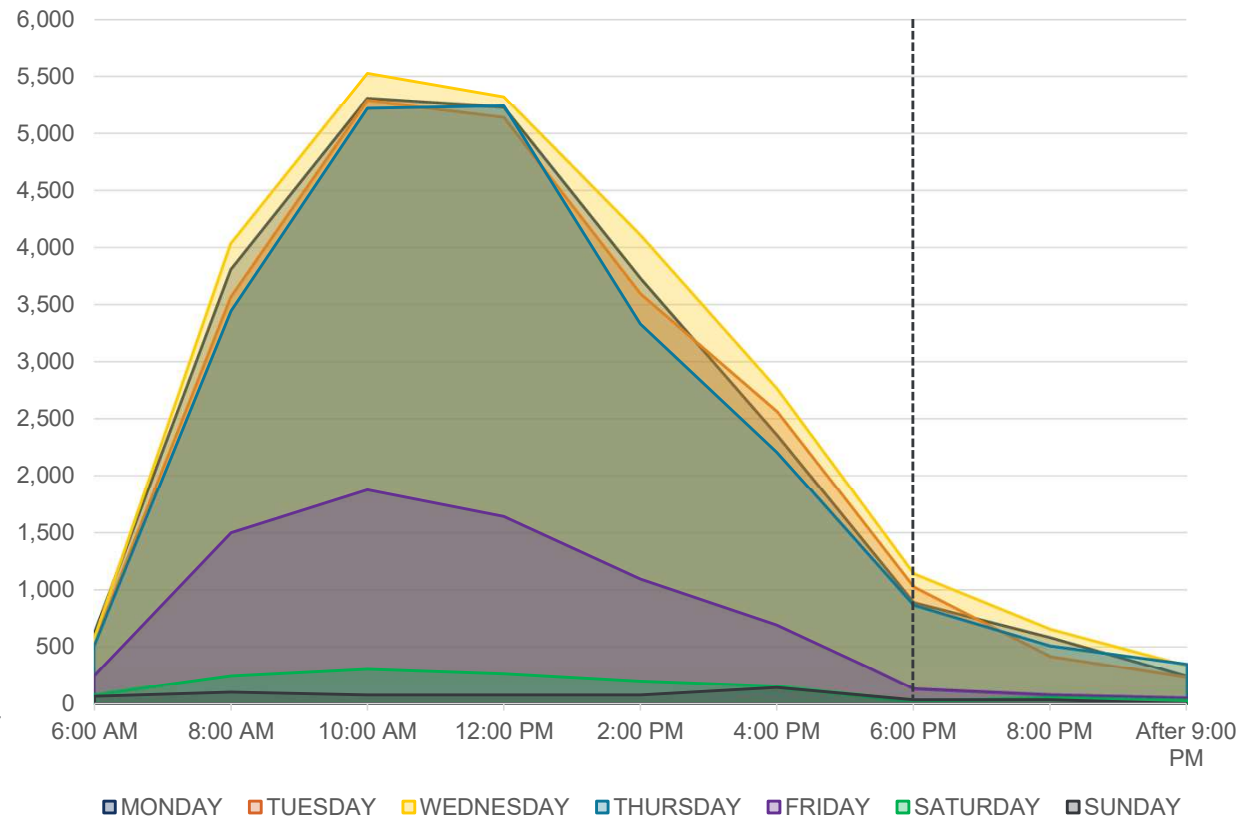
<i>Top 3 priorities the College should consider when making improvements to campus dining</i>	<i>Students</i>	<i>Faculty/ Staff</i>	<i>District Staff</i>
Provide more grab-and-go options	45%	40%	23%
Provide healthier options	34%	55%	46%
Extend hours of operation for more options after 6:00pm	26%	15%	13%
Provide mobile ordering	25%	13%	21%
Provide more variety of food options and venues	22%	36%	31%
Provide more dining venues close to academic classes	18%	22%	0%
Provide more menu variety	17%	19%	44%
Provide more options to accommodate dietary needs	16%	13%	10%
Provide a more robust on-campus grocery store	15%	14%	8%
Provide more custom, made-to-order options	13%	10%	23%
Include additional social spaces in dining venues	13%	7%	0%
Improve speed of service	13%	21%	23%
Improve cleanliness	11%	11%	15%
Provide national food brand venue(s) on campus	6%	7%	15%
Provide food delivery services	6%	4%	0%

Campus Utilization

TYPICAL WEEK

- › Campus utilization is mostly consistent M-Th, but there are significantly fewer people on campus Fridays and very few on the weekend.
- › Demand for extended hours of operation must be balanced with financial and operational considerations.

People on Campus Daily During a Typical Week



Note: Campus utilization projected using survey responses applied directly to campus population

Dining Preferences

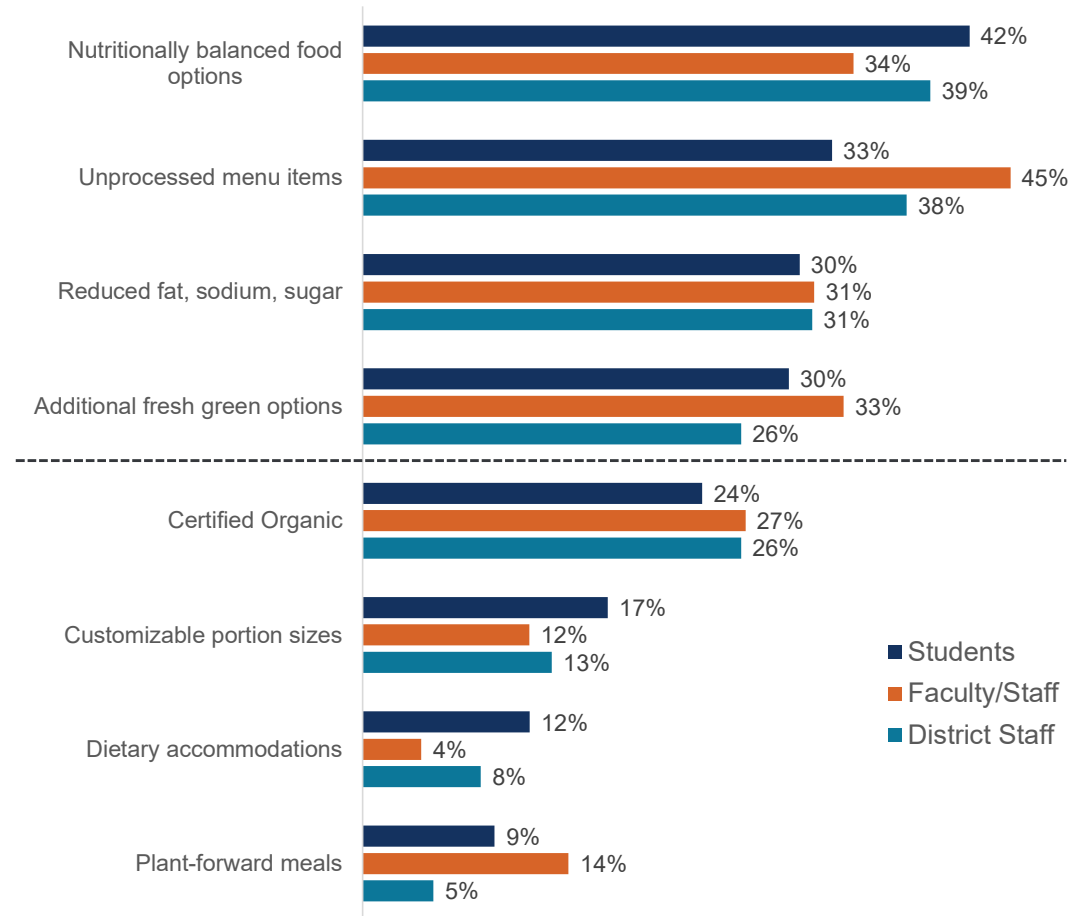
HEALTHY DINING

- › Having healthy food options is important to all campus stakeholders, but faculty and staff have much lower levels of satisfaction compared to students.
- › The campus community is looking for more nutritionally-balanced and unprocessed food options.

Healthy Food Options

	Importance	Satisfaction
Students	88%	80%
Faculty/Staff	94%	49%
District Staff	92%	57%

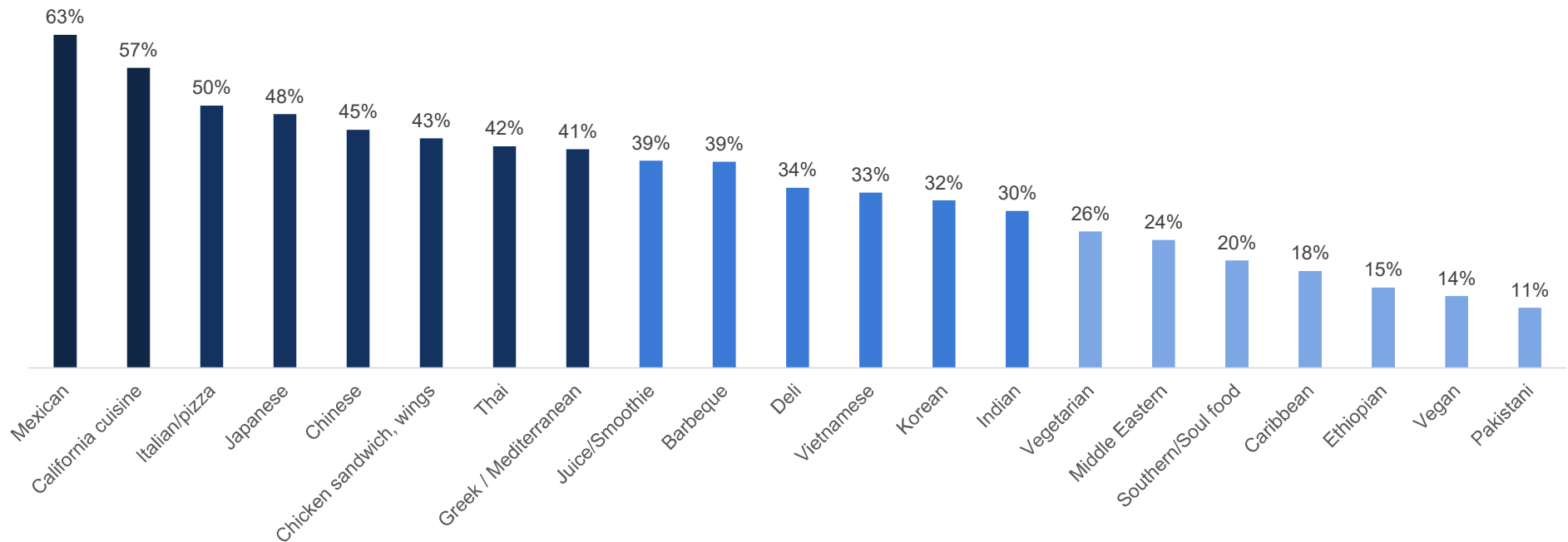
What does healthy dining mean to you?



Dining Preferences

FOOD STYLE

*Which of the following styles of food would you regularly eat if it was available on campus?
(Select all that apply)*



Dining Preferences

BRANDS

- › Campus community is more interested in seeing custom food venues that are tailored to them than national brands.

To what extent do you agree with the following statements?

(% Strongly agree + Somewhat agree)

<i>It is important that the dining program...</i>	<i>Students</i>	<i>Faculty/ Staff</i>	<i>District Staff</i>
...provides custom food venues tailored specifically to our campus community.	89%	89%	80%
...incorporates national brands in its food offerings.	45%	29%	40%
GAP	(44%)	(60%)	(40%)

Dining Preferences

DINING STYLE

- › Campus community is looking for a variety of dining styles throughout the day, with a preference for grab-and-go options earlier in the day and fast food/fast casual later in the day.
- › Interest in mobile ordering is highest during lunch.

BREAKFAST			
	Student	F/S	District
Grab-and-go	66%	52%	51%
Packaged/Vending	24%	3%	15%
Coffee only	25%	30%	28%
Food truck	29%	28%	31%
Fast food	29%	29%	28%
Fast casual	37%	43%	54%
AYCTE	27%	19%	13%
Mobile ordering	34%	34%	33%
Delivery	11%	19%	10%

LUNCH			
	Student	F/S	District
Grab-and-go	46%	56%	44%
Packaged/Vending	21%	9%	18%
Coffee only	8%	7%	5%
Food truck	51%	56%	54%
Fast food	51%	36%	62%
Fast casual	55%	66%	74%
AYCTE	35%	19%	18%
Mobile ordering	41%	41%	49%
Delivery	16%	29%	21%

DINNER			
	Student	F/S	District
Grab-and-go	37%	40%	30%
Packaged/Vending	20%	8%	3%
Coffee only	5%	5%	3%
Food truck	42%	36%	30%
Fast food	46%	29%	47%
Fast casual	55%	57%	50%
AYCTE	42%	18%	17%
Mobile ordering	36%	28%	30%
Delivery	13%	30%	10%

Dining Preferences

MOBILE ORDER + DELIVERY

- › Mobile ordering and delivery aren't high priorities for either group, but students reported they would purchase a meal using mobile ordering more frequently than they currently do during a typical week.

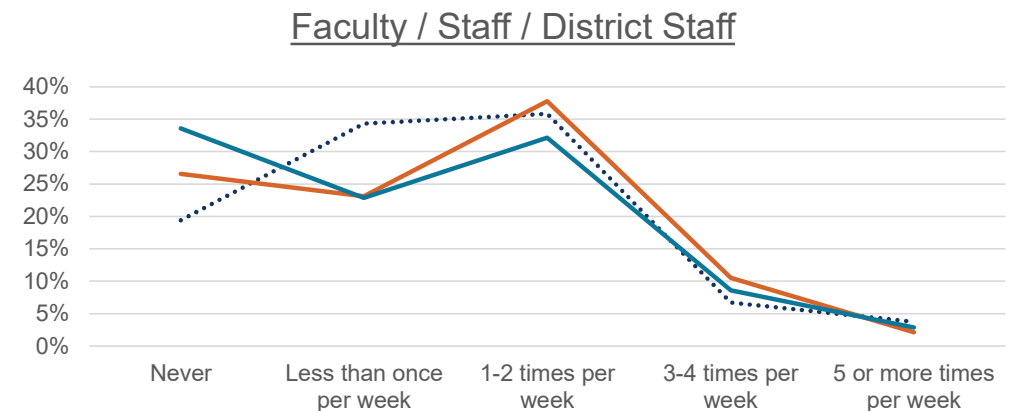
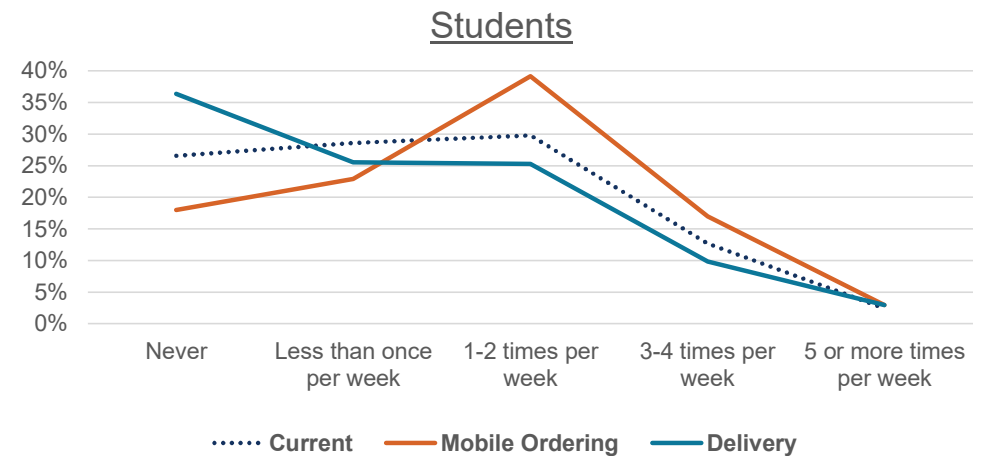
What would be a reasonable delivery fee?

Students
\$2.34

Faculty/Staff
\$2.00

Top 3 priorities the College should consider when making improvements to campus dining	Students	Faculty/Staff	District Staff
Provide mobile ordering	25%	13%	21%
Provide food delivery services	6%	4%	0%

How often do/would you purchase a meal?

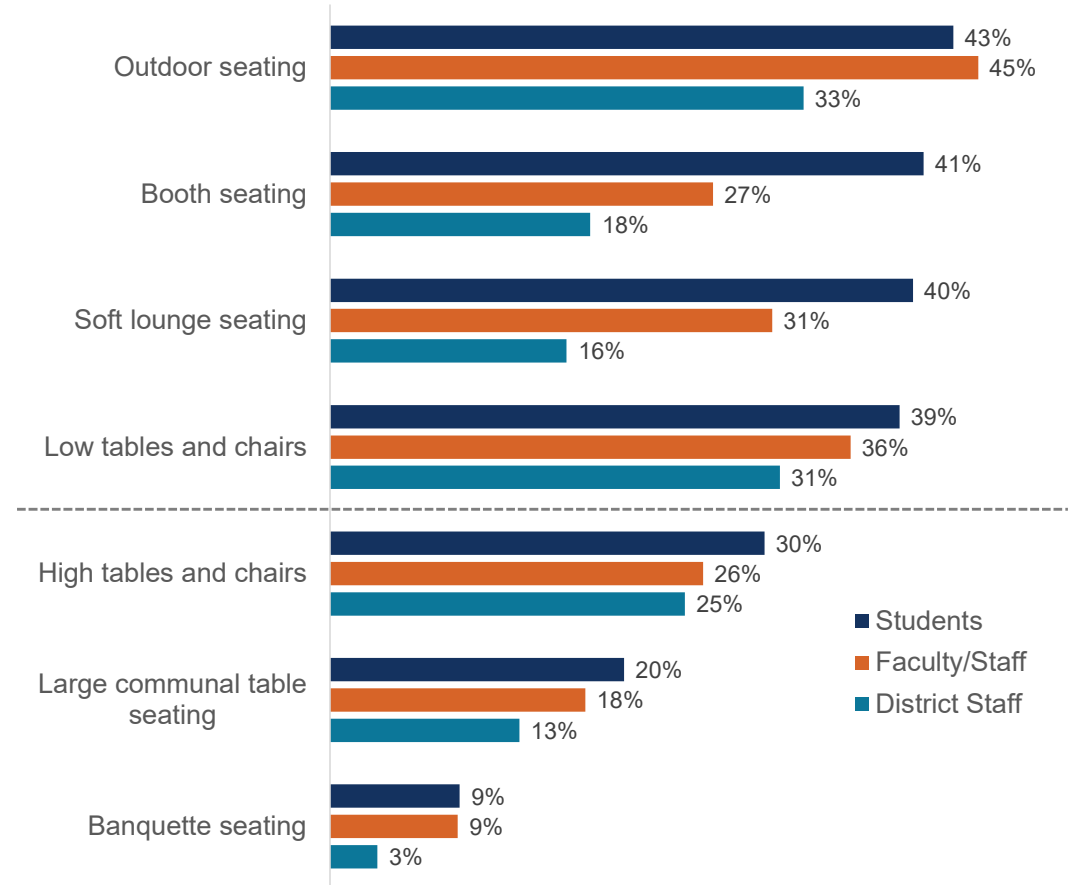


Dining Preferences

CAMPUS CENTER

- › Students are looking for a range of seating from tables and chairs to soft lounge seating.
- › Faculty and staff mostly prefer to have outdoor seating and tables and chairs.

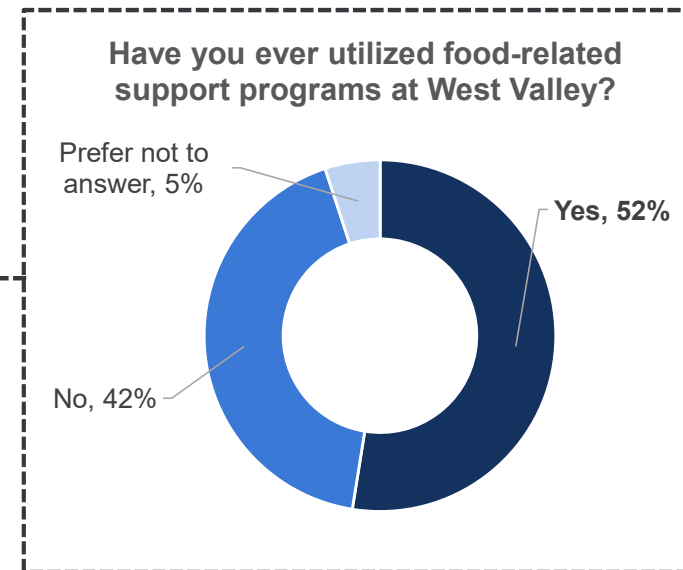
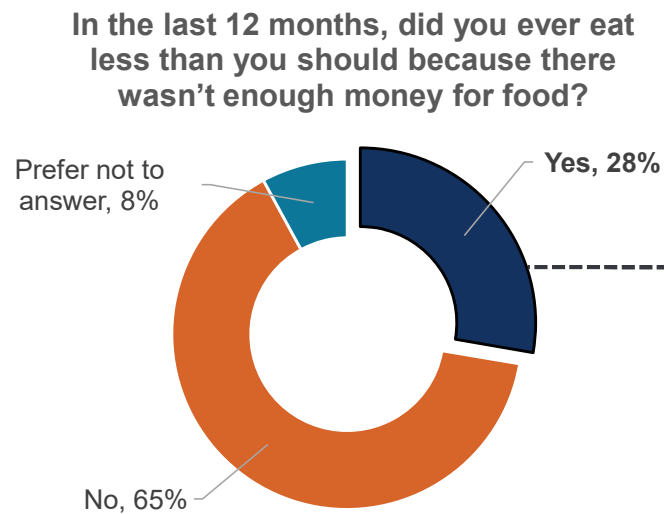
What types of seating would you like to see in the Campus Center?



Food Insecurity

STUDENTS

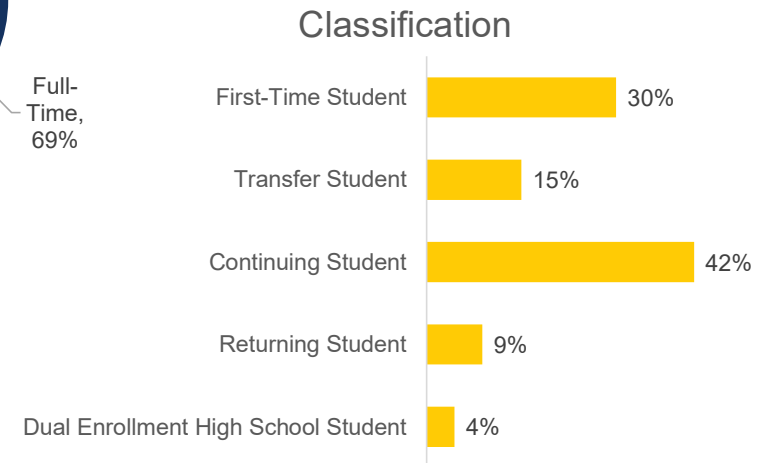
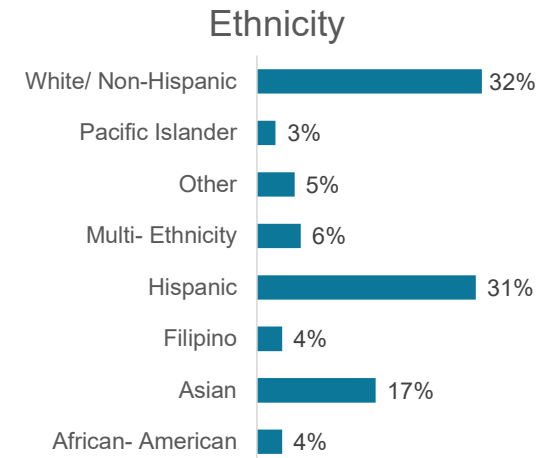
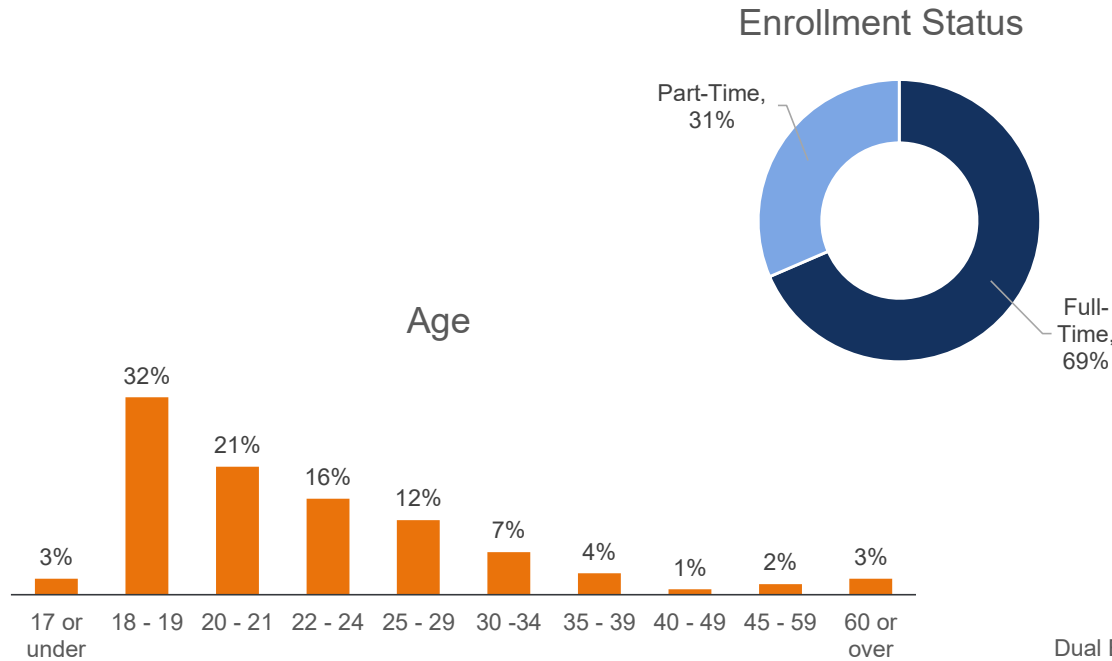
- › 96 students (23% of student respondents) currently consider their access to food unstable or insecure, and 114 students (28%) experienced food insecurity in the past 12 months.
- › Half of students who reported experiencing food insecurity the last 12 months have utilized West Valley food-related support programs.



Food Insecurity

STUDENTS

› *Students who experienced food insecurity in the past 12 months:*

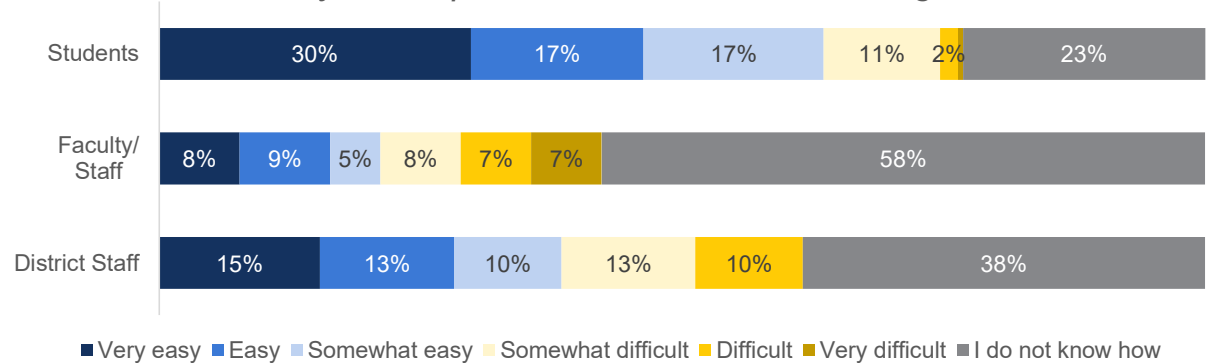


Communications

DINING FEEDBACK

- › Students generally find it easy to provide feedback about campus dining services, and only a quarter said they don't know how to provide feedback.
- › Faculty and staff are less connected to dining services and find it harder to provide feedback.

How easy is it to provide feedback about dining services?



What would be the most effective way to provide feedback?

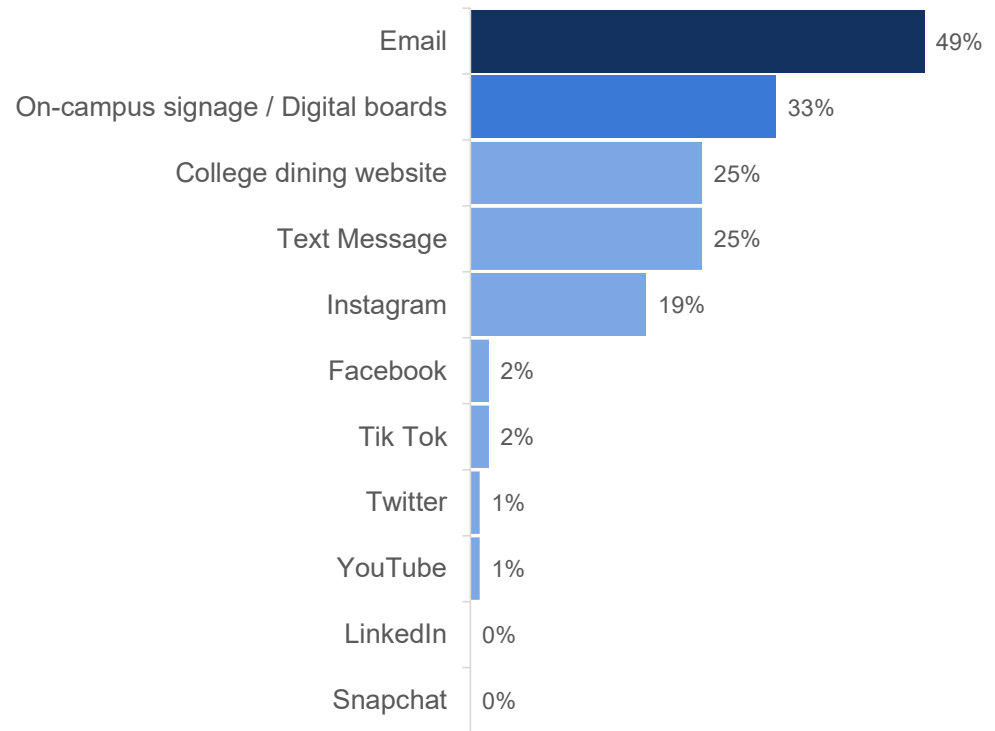
	Students	Faculty/Staff	District Staff
Comments Box / Online Form	42%	48%	58%
Social Media	26%	4%	11%
On-Site Liaison	12%	18%	8%
I do not want to provide feedback	15%	14%	8%

Communications

INFORMATION + EVENTS - STUDENTS

- › Email and on-campus signage are the two main preferred ways for students to get information about dining-related events.

How would you prefer to get information about dining-related events?

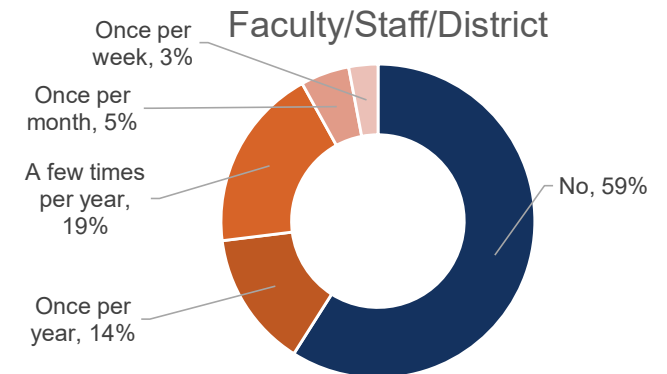
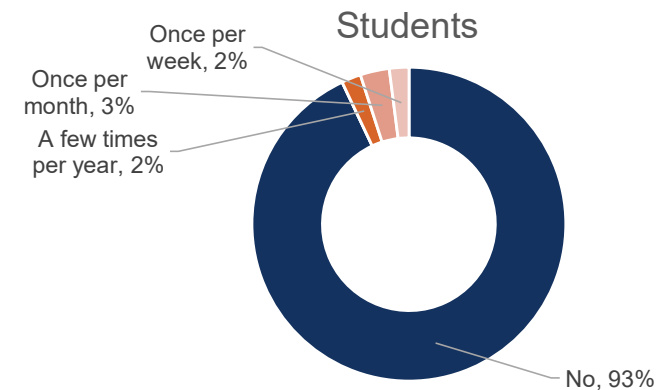


Catering

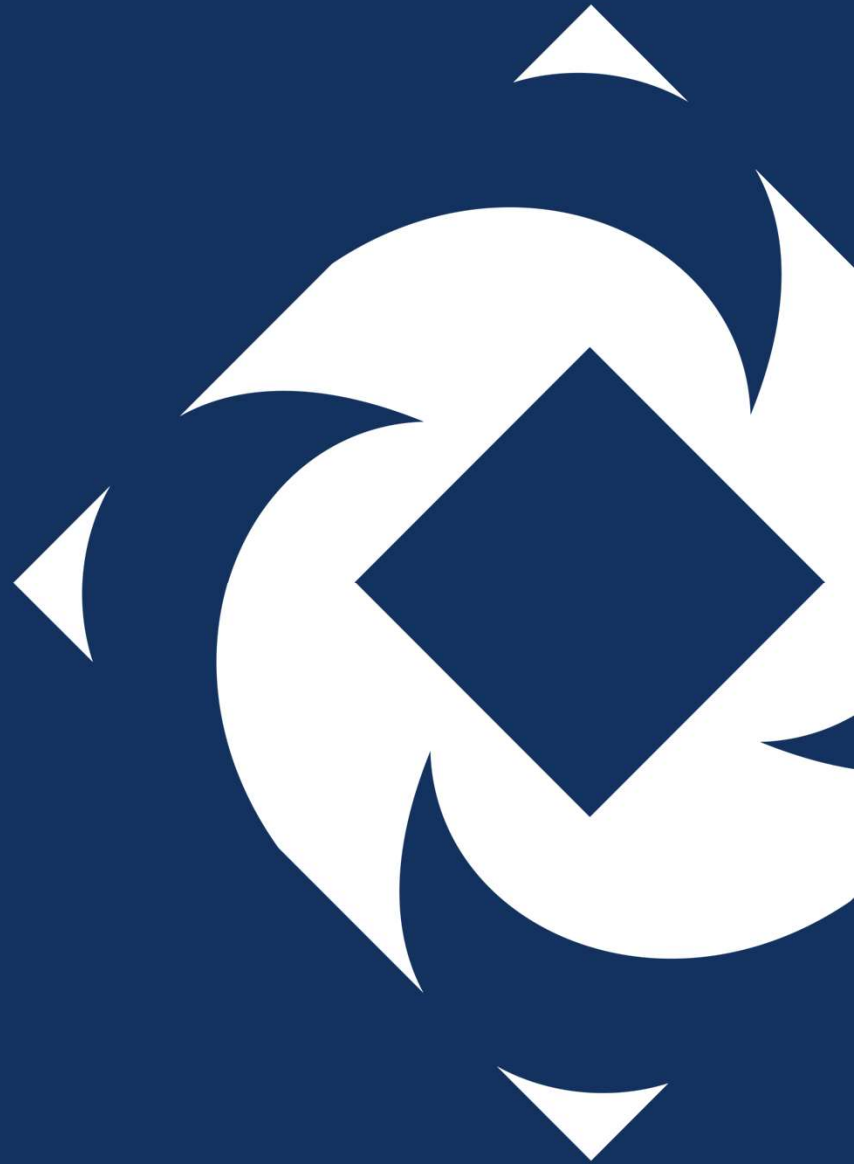
OVERVIEW

Most important factors in caterer selection:	Students	Faculty/Staff/ District
Food quality	63%	61%
Menu pricing	70%	56%
Food variety	37%	41%
Service reliability	13%	31%
Service quality	23%	24%
Convenience	3%	22%
Supporting College's catering program	7%	19%
Payment options	13%	14%
Event management	3%	12%
Event location	20%	8%
Alcohol availability	0%	0%

Responsibility for Catering



Mission College Survey Results

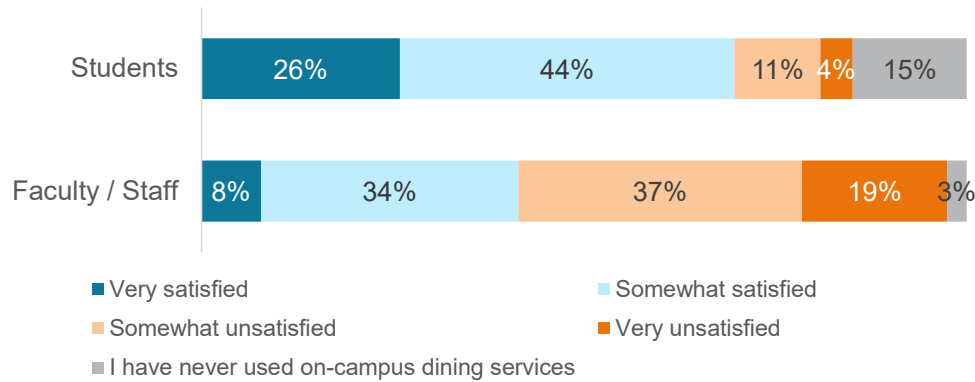


Satisfaction

MISSION COLLEGE

- › Students are generally satisfied with campus dining, but faculty and staff have much lower levels of satisfaction.
- › All dining venues underperform for students compared to their overall satisfaction levels. KJs café generally overperforms for faculty/staff.

Satisfaction with Campus Dining Services





Satisfaction by Venue
(% Very or Somewhat Satisfied)

	Overall	Saints Café	KJ's (SEC)	KJ's (Gilmore)
Students	70%	59%	61%	61%
Faculty/Staff	41%	37%	61%	56%

Satisfaction

MISSION COLLEGE

- › Value for price, quality of food, and cleanliness of serving areas are the most important factors for students when deciding where to eat, but dining is currently underperforming in terms of satisfaction with all three.
- › Campus is also experiencing performance gaps with menu variety, hours of operation, and healthy food options.
- › Campus community is generally satisfied with dining facilities, seating, and atmosphere.

KEY	
	Low Satisfaction, High Importance
	High satisfaction, Low Importance

Dining Factors: Satisfaction - Importance

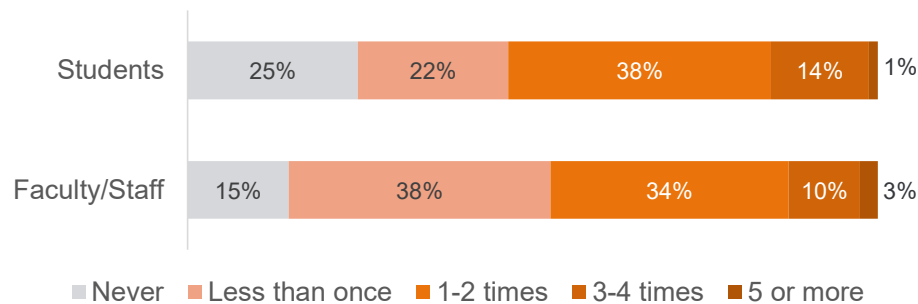
<i>Students</i>	Importance	Satisfaction	Gap	<i>Faculty/ Staff</i>
Value for price	98%	74%	-24%	-33%
Menu variety	92%	80%	-12%	-42%
Weekday hours	94%	82%	-12%	-37%
Quality of food	99%	88%	-11%	-38%
Healthy food options	92%	82%	-10%	-47%
Cleanliness of serving areas	97%	88%	-10%	-17%
Speed of service	93%	90%	-3%	-15%
Amenities	90%	90%	0%	39%
Location convenience	92%	96%	4%	-3%
Dietary accommodations	75%	83%	8%	-10%
Sustainability focus	83%	94%	10%	-9%
Availability of seating	79%	92%	13%	40%
Ease of gathering / socializing	78%	92%	15%	23%
Atmosphere	75%	90%	16%	23%
Variety of seating	73%	93%	20%	34%
Weekend hours	53%	83%	30%	31%

Dining Habits

ON CAMPUS

- › Most students, faculty, and staff purchase a meal on campus two or fewer times per week.
- › Better meeting campus dining needs could result in a significant increase in utilization of the dining program from all campus stakeholders and therefore position dining to meet its strategic vision.

In a typical week, how often do you purchase a meal on campus?



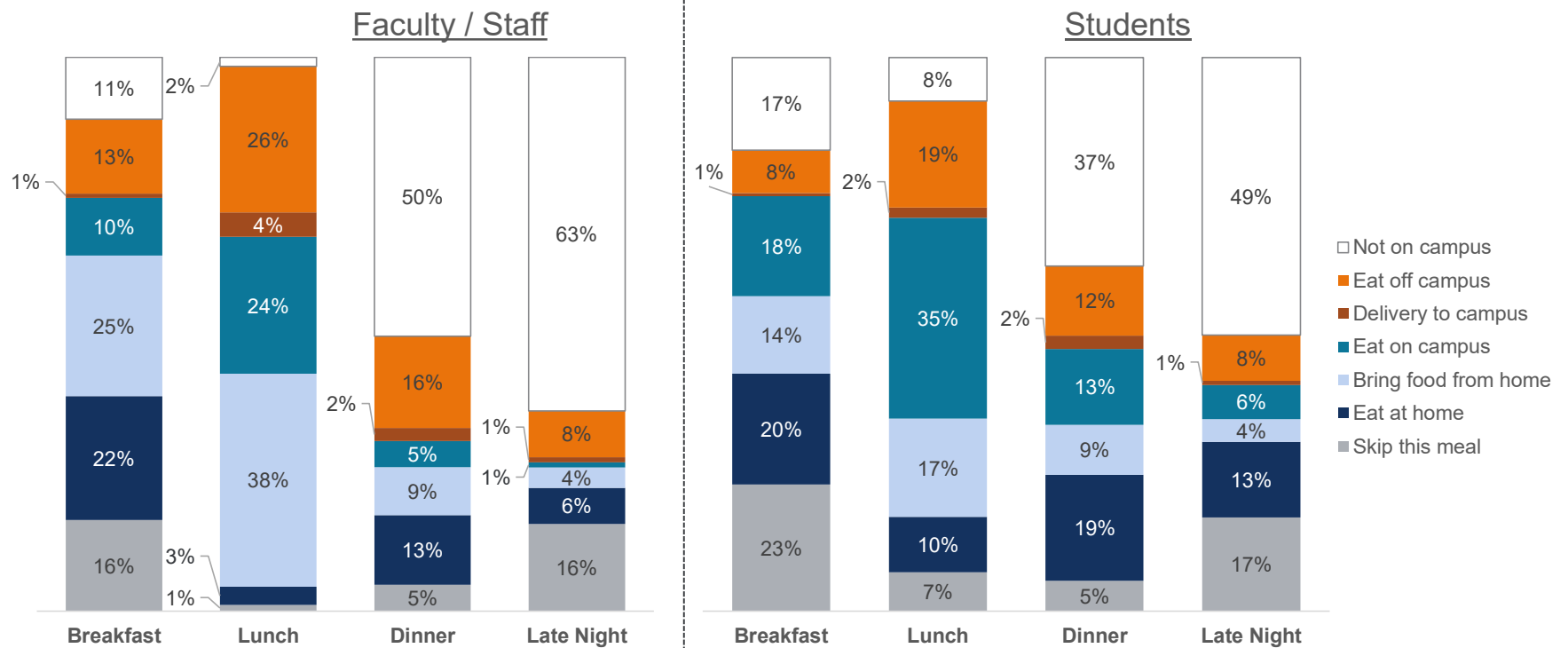
		"I purchase a meal on campus 3 or more times per week"	
		Present On Campus 3+ days / week	
		Currently	If Dining Needs Were Better Met
Students	52%	15%	52%
Faculty/Staff	85%	13%	50%



Dining Habits

ON CAMPUS

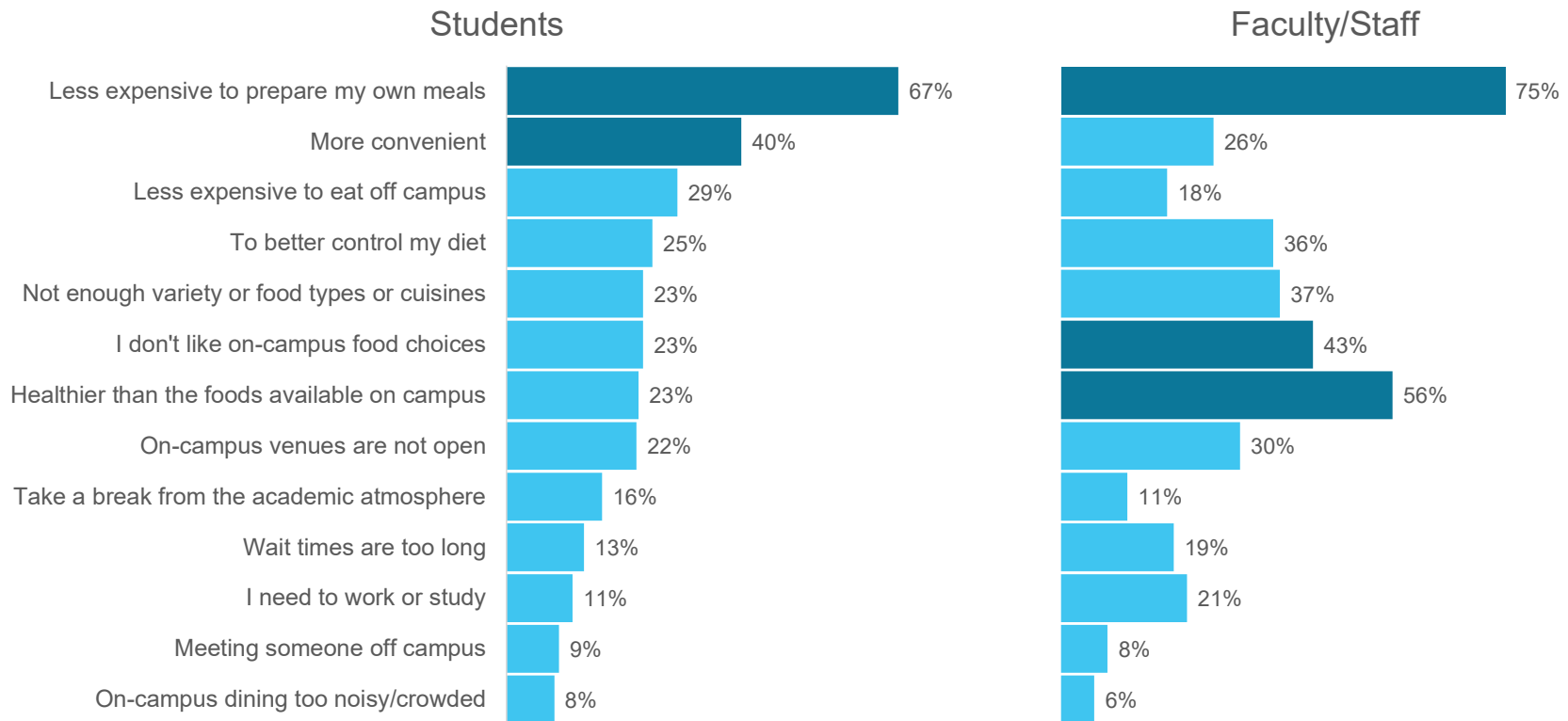
› For days that you are on campus, how do you typically eat each meal?



Dining Habits

ON CAMPUS

What are the primary reasons you choose not to use campus dining services?

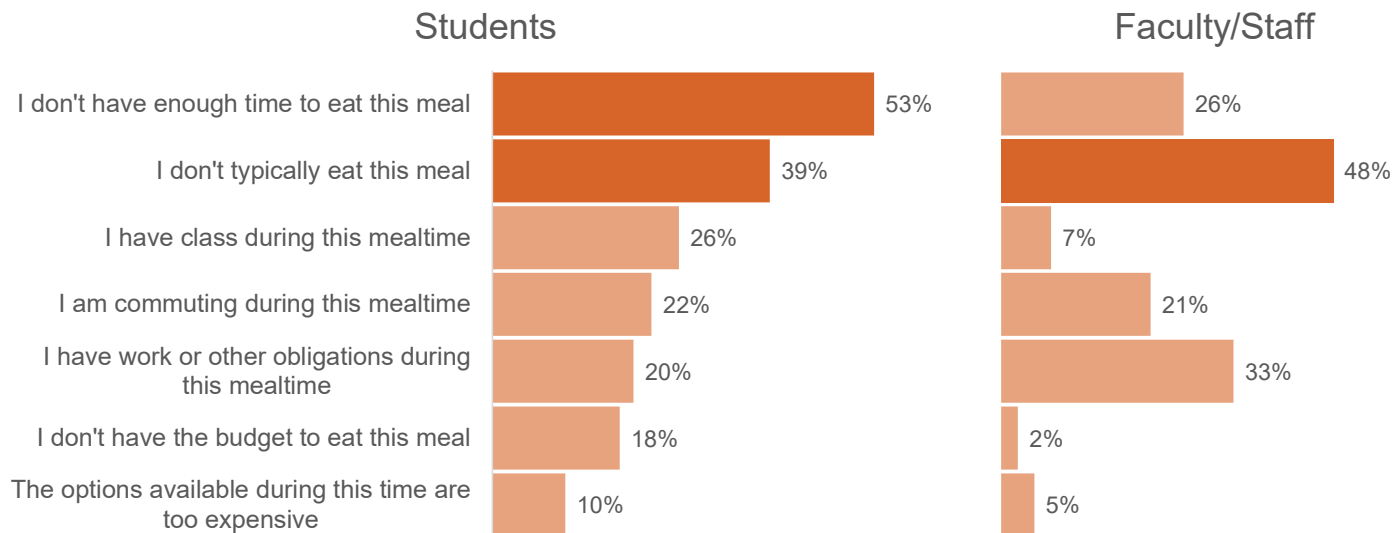


Dining Habits

ON CAMPUS

- › Students most frequently skip meals because they don't have enough time or typically don't eat that meal. Budget is not a main reason for skipping meals.

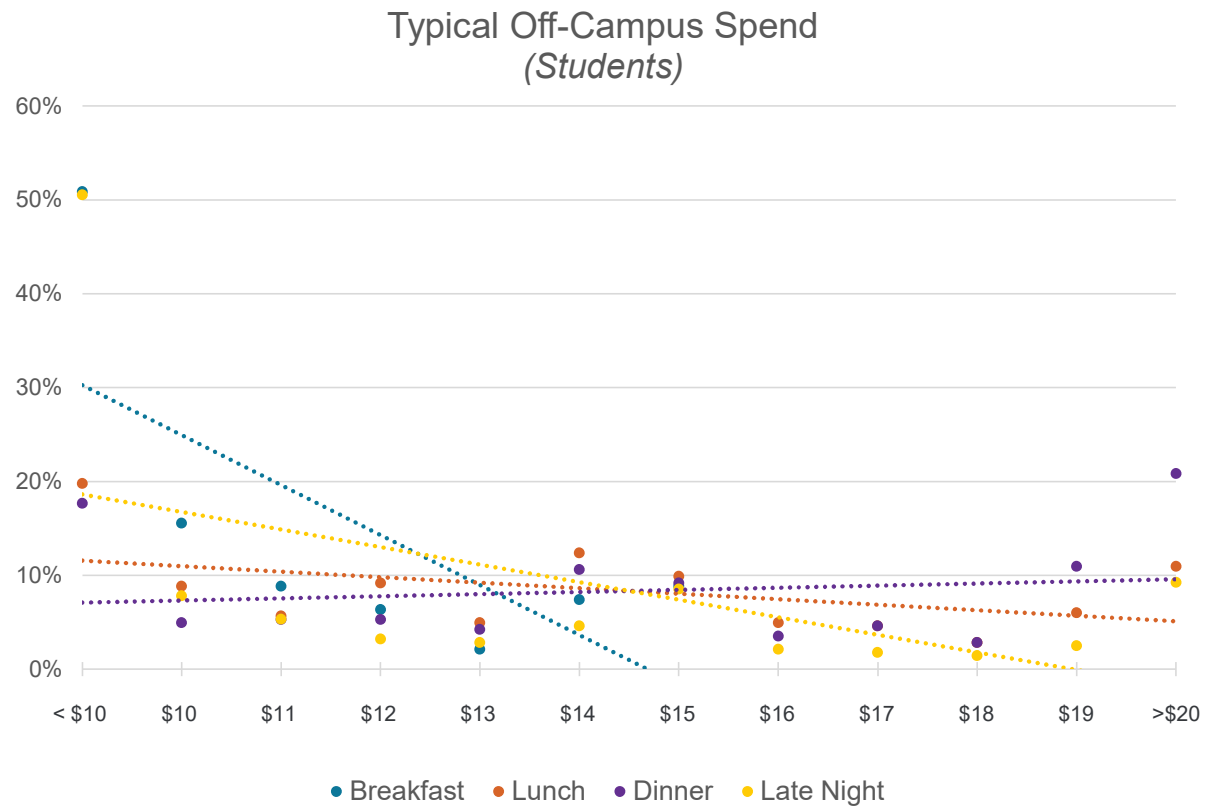
*What are the primary reasons you choose to skip meals?
(Select all that apply)*



Dining Habits

OFF CAMPUS - STUDENTS

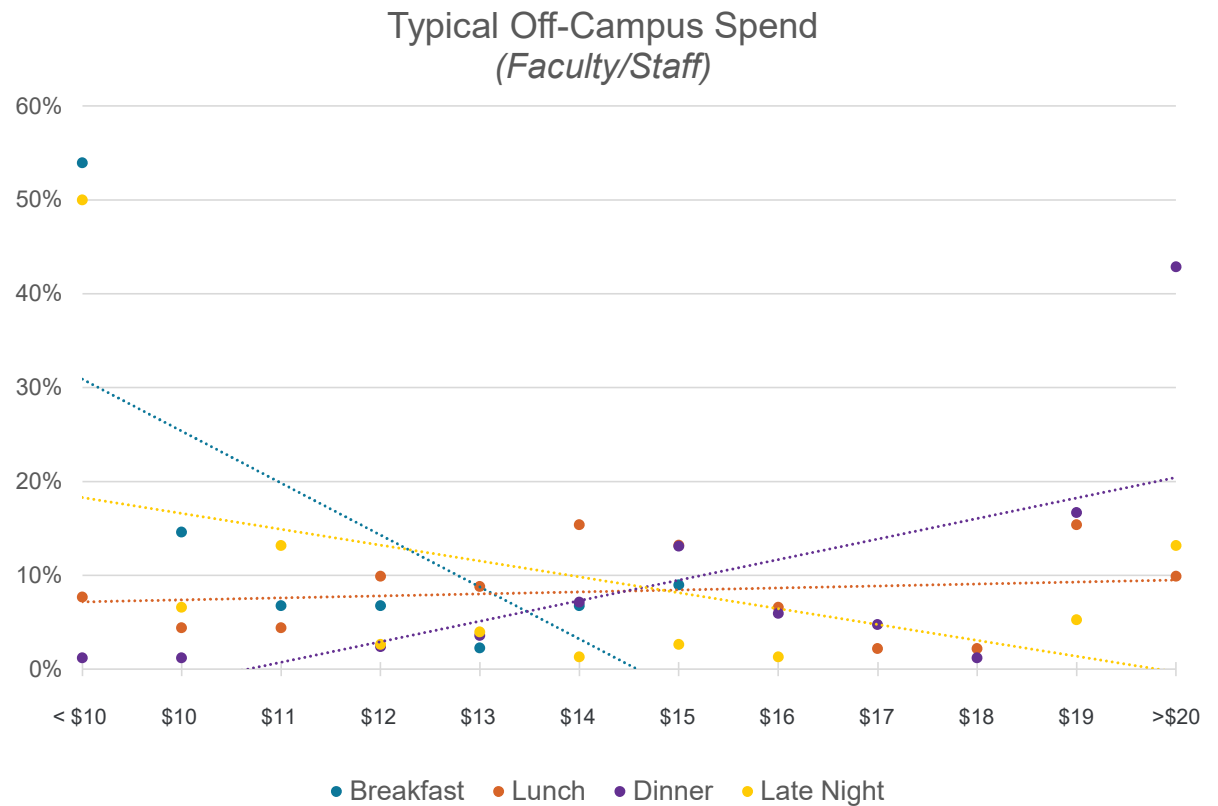
- › **76% of Mission students** eat off campus **2 or fewer times** per week.
- › Average off-campus transaction amounts:
 - **Breakfast: \$10**
 - **Lunch: \$14**
 - **Dinner: \$15**
 - **Late Night: \$12**



Dining Habits

OFF CAMPUS – FACULTY/STAFF

- › **70% of Mission faculty/staff** eat off campus **2 or fewer times** per week.
- › Average off-campus transaction amounts:
 - **Breakfast: \$10**
 - **Lunch: \$15**
 - **Dinner: \$19**
 - **Late Night: \$12**

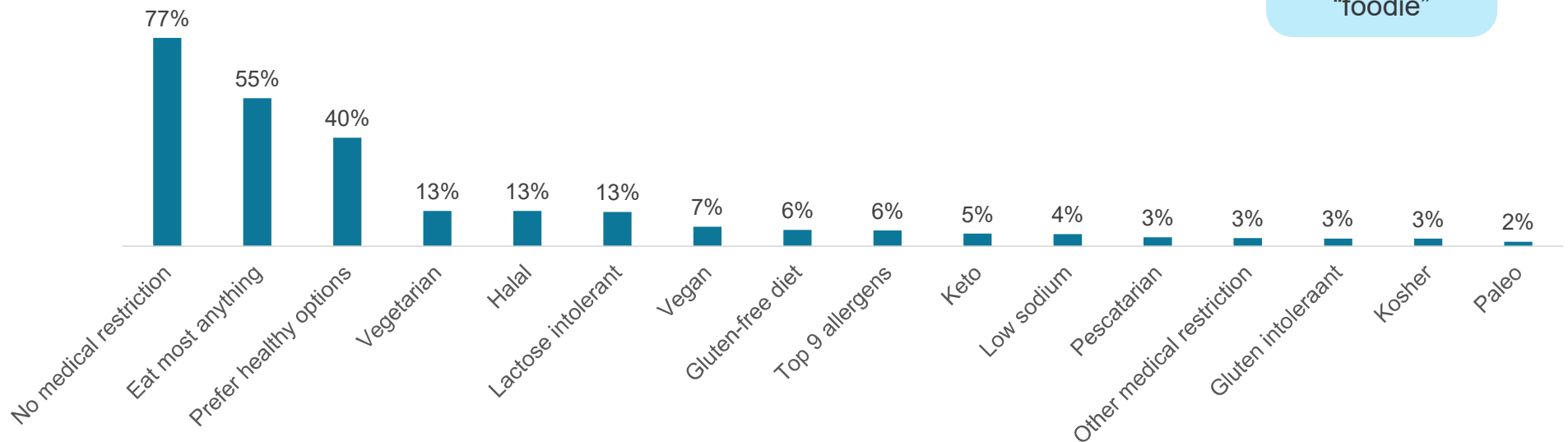


Dining Preferences

DIETARY PATTERNS + RESTRICTIONS

- › The majority of campus stakeholders have no medical dietary restrictions or specific dietary patterns, but almost half prefer to eat healthy food options.

Dietary Preferences + Restrictions



Dining Preferences

IMPROVEMENTS

- › Students and faculty/staff agree that their top priorities are more grab-and-go options, extended evening hours, and healthier food options.

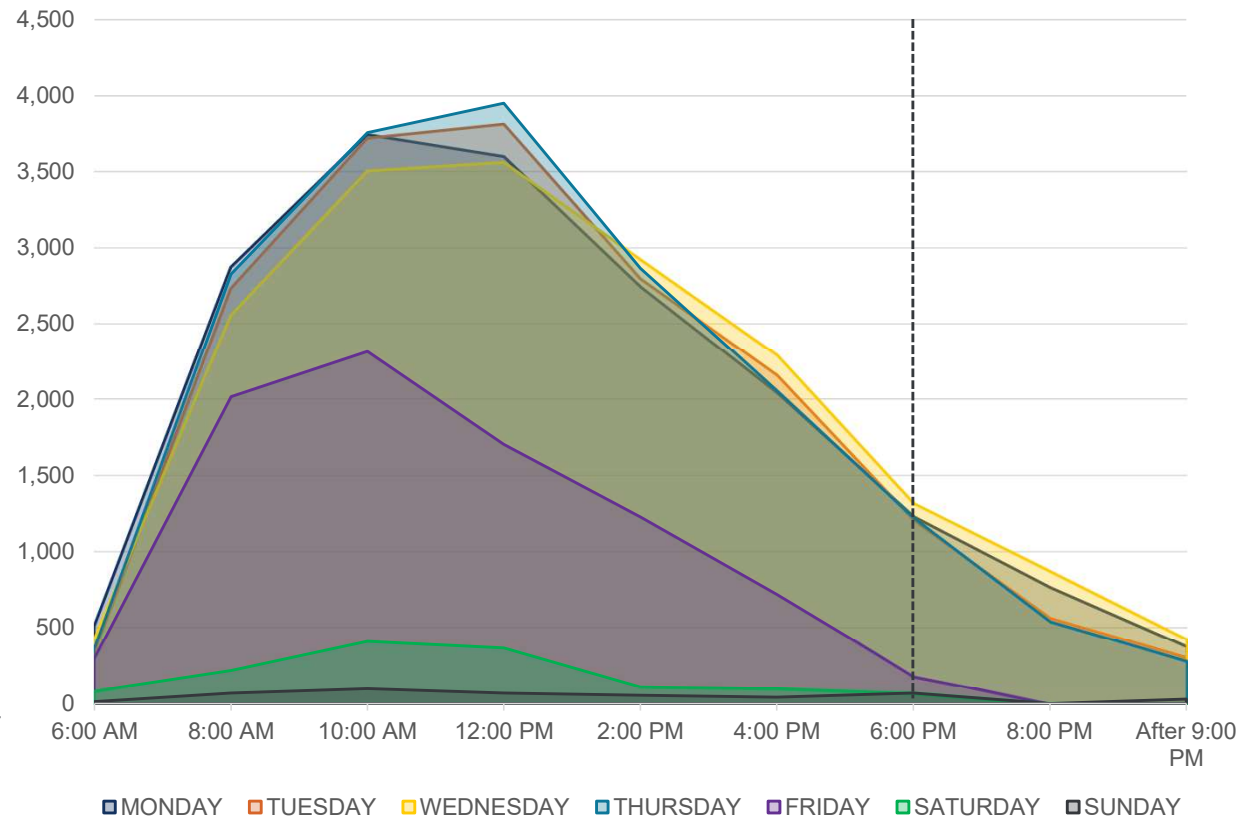
<i>Top 3 priorities the College should consider when making improvements to campus dining</i>	<i>Students</i>	<i>Faculty/Staff</i>
Provide more grab-and-go options	41%	34%
Extend hours of operation for more options after 6:00pm	40%	39%
Provide healthier options	35%	59%
Provide more variety of food options and venues	23%	27%
Provide mobile ordering	22%	10%
Provide more menu variety	22%	24%
Provide more options to accommodate dietary needs	19%	20%
Provide more custom, made-to-order options	16%	12%
Improve speed of service	13%	10%
Provide a more robust on-campus grocery store	11%	7%
Include additional social spaces in dining venues	11%	9%
Improve cleanliness	11%	15%
Provide national food brand venue(s) on campus	10%	2%
Provide more dining venues close to academic classes	8%	14%
Provide food delivery services	4%	1%

Campus Utilization

TYPICAL WEEK

- › Campus utilization is mostly consistent M-Th, but there are significantly fewer people on campus Fridays and very few on the weekend.
- › Demand for extended hours of operation must be balanced with operational and financial considerations.

People on Campus During a Typical Week



Note: Campus utilization projected using survey responses applied directly to campus population

Dining Preferences

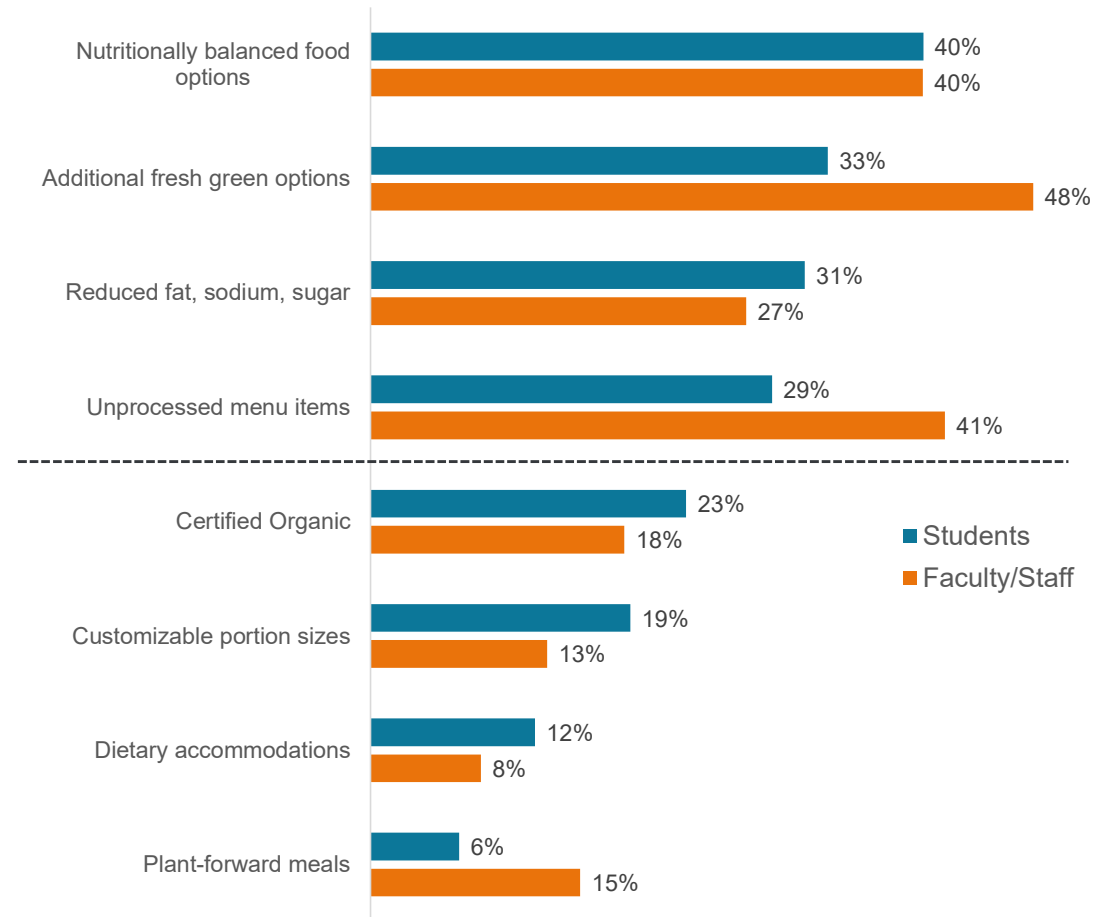
HEALTHY DINING

- › Having healthy food options is important to all campus stakeholders, but faculty and staff have much lower levels of satisfaction compared to students.
- › Students are looking for nutritionally-balanced food options, while faculty/staff are looking for fresh, unprocessed food items.

Healthy Food Options

	Importance	Satisfaction
Students	92%	82%
Faculty/Staff	96%	49%

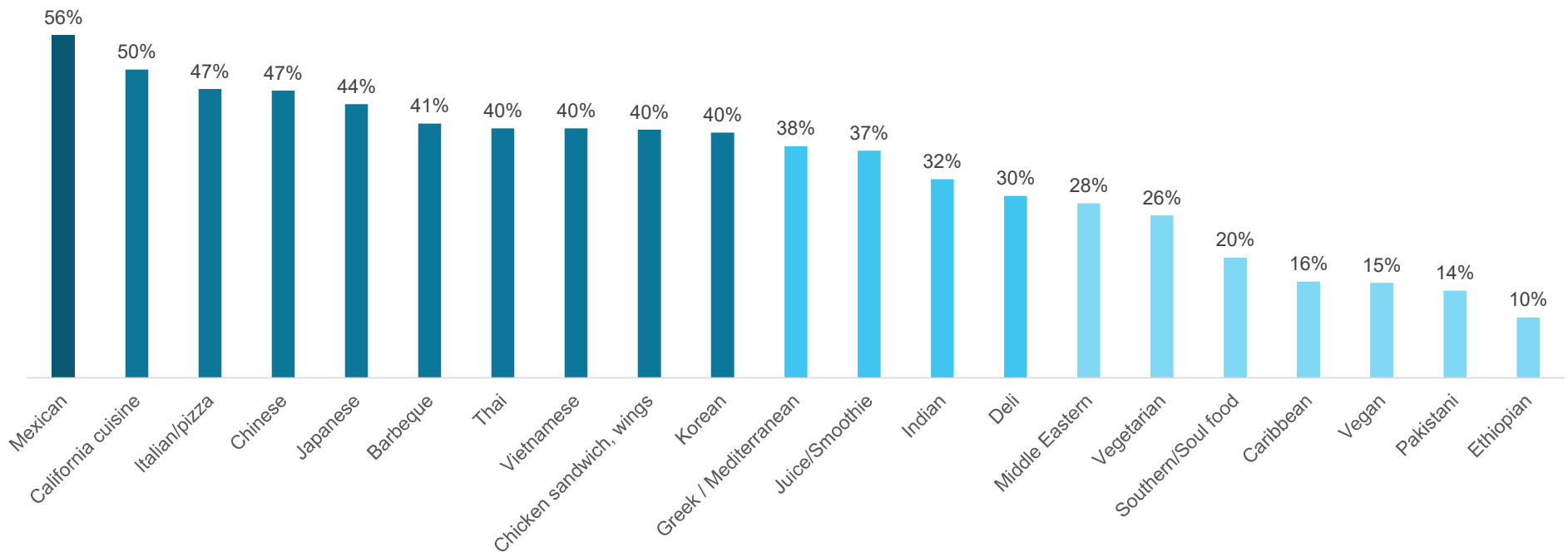
What does healthy dining mean to you?



Dining Preferences

FOOD TYPE

*Which of the following styles of food would you regularly eat if it was available on campus?
(Select all that apply)*



Dining Preferences

BRANDS

- › Campus community is more interested in seeing custom food venues that are tailored to them than national brands.

To what extent do you agree with the following statements?

(% Strongly agree + Somewhat agree)

<i>It is important that the dining program...</i>	<i>Students</i>	<i>Faculty/ Staff</i>
...provides custom food venues tailored specifically to our campus community.	94%	92%
...incorporates national brands in its food offerings.	52%	31%
GAP	(42%)	(61%)

Dining Preferences

DINING STYLE

- › Campus is looking for a variety of dining styles throughout the day, with grab-and-go most popular earlier in the day and fast casual and food trucks popular later in the day.
- › Interest in mobile ordering overall peaks during lunch.

BREAKFAST		
	Student	F/S
Grab-and-go	59%	49%
Packaged/Vending	25%	7%
Coffee only	26%	30%
Food truck	33%	38%
Fast food	33%	28%
Fast casual	32%	51%
AYCTE	34%	21%
Mobile ordering	32%	27%
Delivery	10%	11%

LUNCH		
	Student	F/S
Grab-and-go	45%	45%
Packaged/Vending	26%	11%
Coffee only	8%	4%
Food truck	53%	54%
Fast food	53%	42%
Fast casual	51%	82%
AYCTE	47%	33%
Mobile ordering	36%	40%
Delivery	14%	20%

DINNER		
	Student	F/S
Grab-and-go	39%	37%
Packaged/Vending	24%	14%
Coffee only	6%	1%
Food truck	48%	53%
Fast food	48%	32%
Fast casual	50%	75%
AYCTE	49%	31%
Mobile ordering	36%	27%
Delivery	15%	20%

Dining Preferences

MOBILE ORDER + DELIVERY

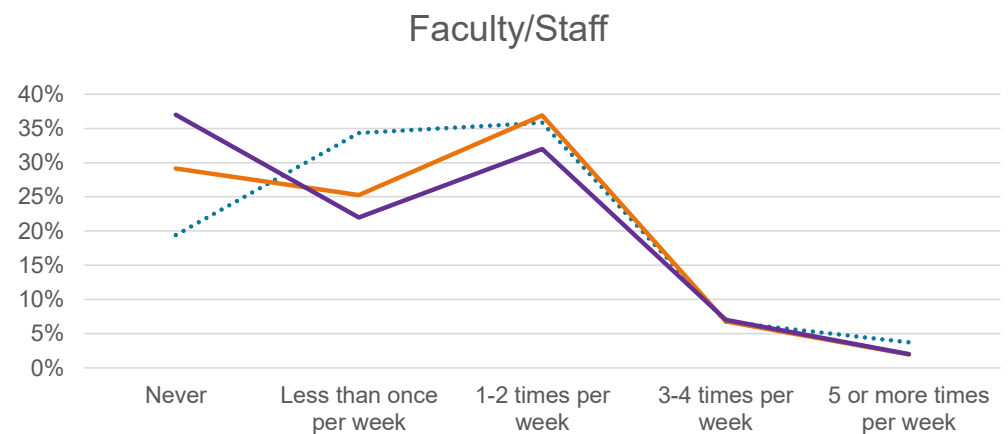
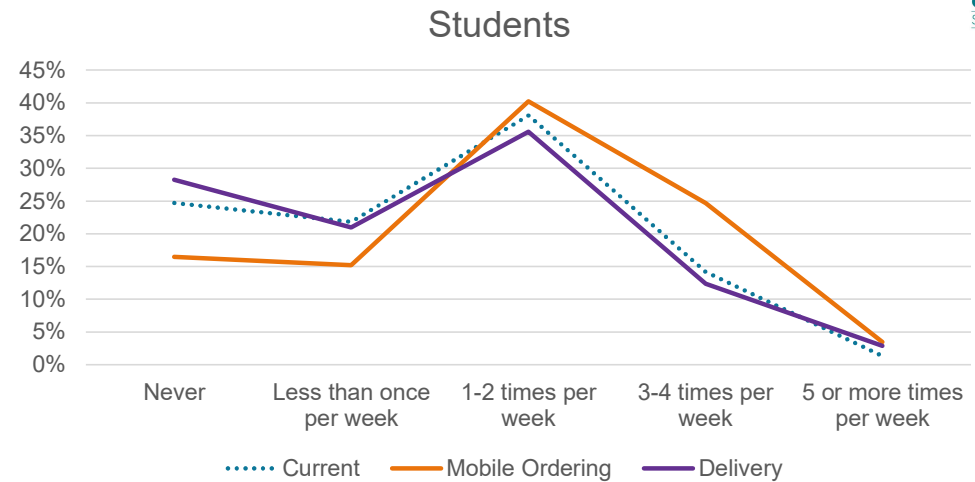
- › Mobile ordering and delivery aren't high priorities for either group, but students reported they would purchase a meal using mobile ordering more frequently than they currently do during a typical week.

What would be a reasonable delivery fee?

Students
\$2.20

Faculty/Staff
\$1.72

Top 3 priorities the College should consider when making improvements to campus dining	Students	Faculty/Staff
Provide mobile ordering	22%	10%
Provide food delivery services	4%	1%

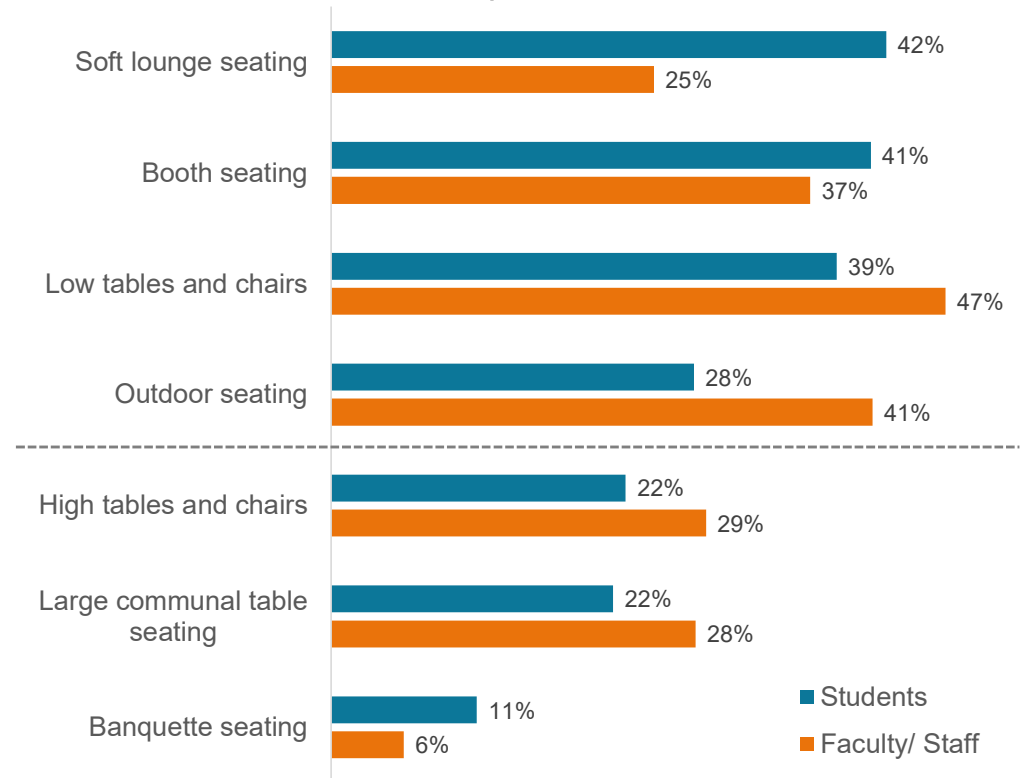


Dining Preferences

CAMPUS CENTER

- › Both groups are interested in booth seating and low tables and chairs, but students also want to see soft lounge seating. Faculty/staff are interested in outdoor seating.

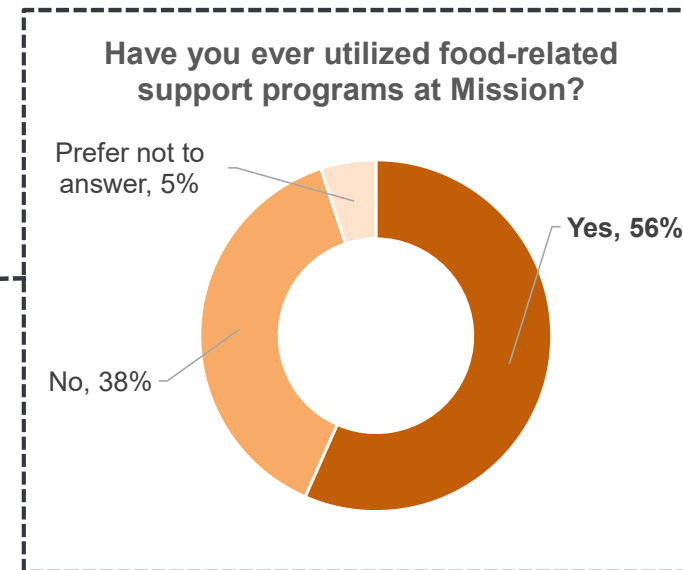
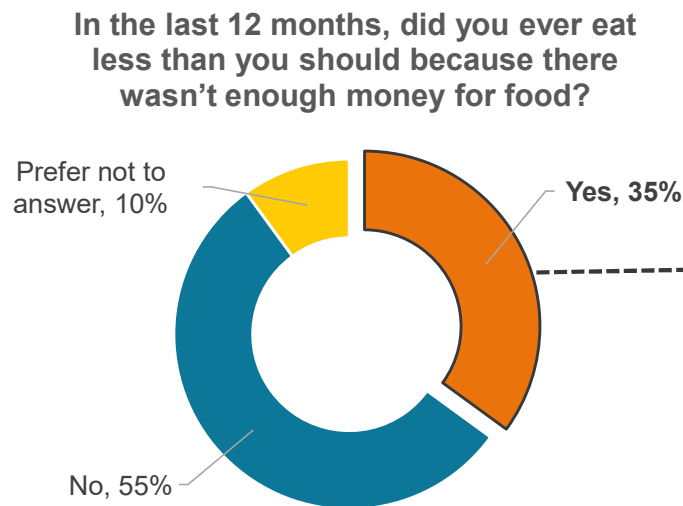
What types of seating would you like to see in the Campus Center?



Food Insecurity

STUDENTS

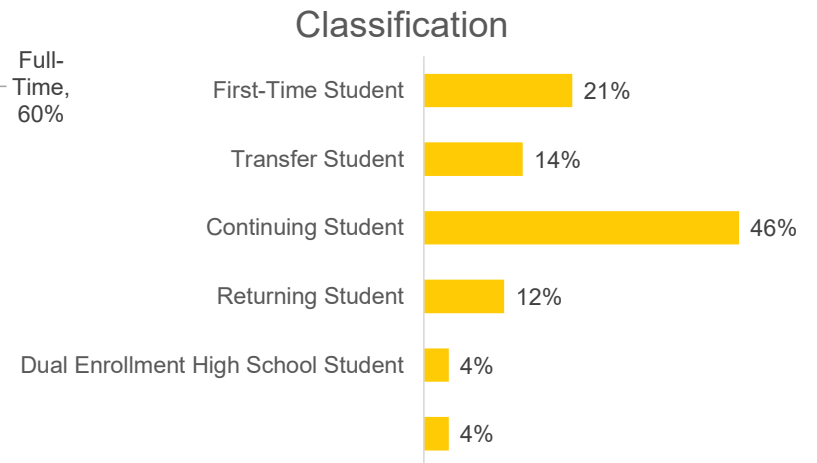
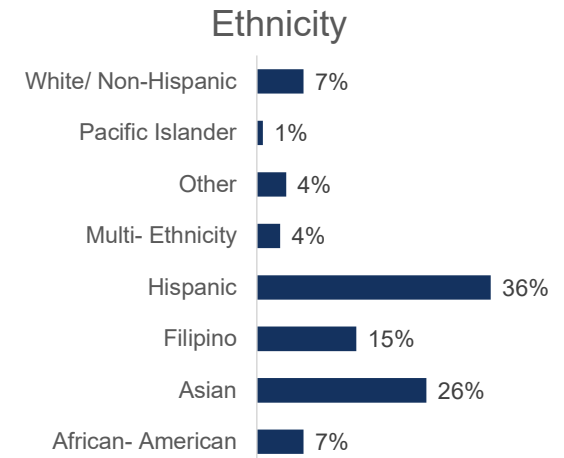
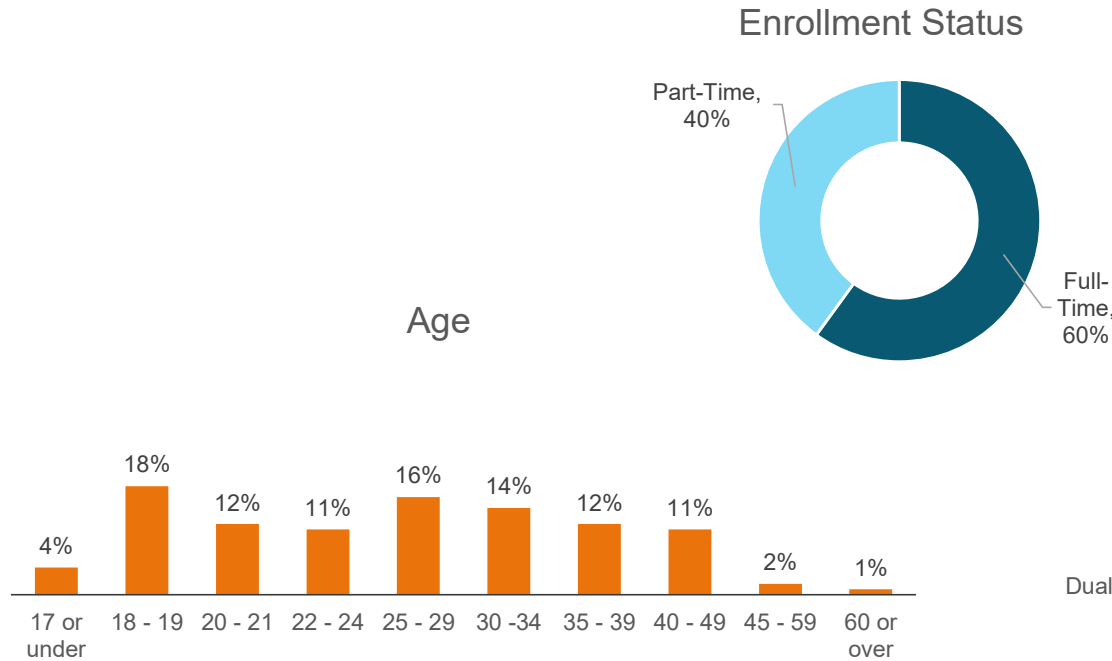
- › 97 students (30% of student respondents) currently consider their access to food unstable or insecure, and 112 students (35%) experienced food insecurity in the past 12 months.
- › Half of students who reported experiencing food insecurity the last 12 months have utilized Mission food-related support programs.



Food Insecurity

STUDENTS

› *Students who experienced food insecurity in the past 12 months:*

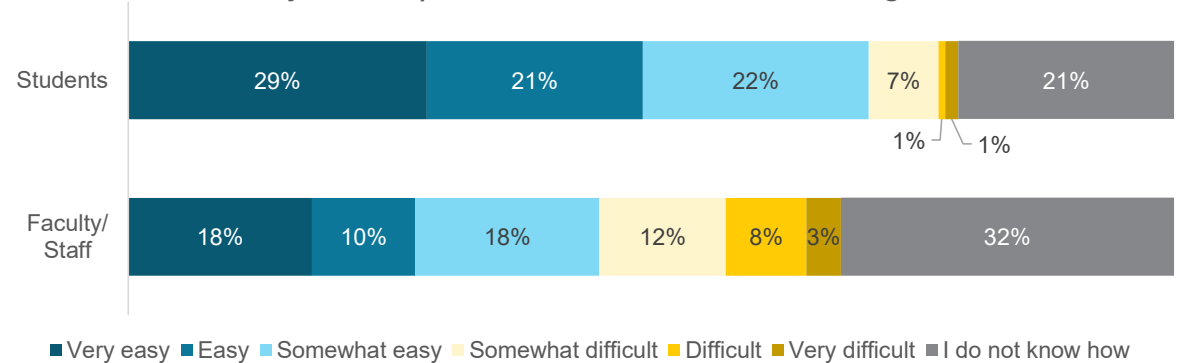


Communications

DINING FEEDBACK

- › Students generally find it easy to provide feedback about campus dining services, and only 21% said they don't know how to provide feedback.
- › Faculty and staff are less connected to dining services and find it harder than students to provide feedback.

How easy is it to provide feedback about dining services?



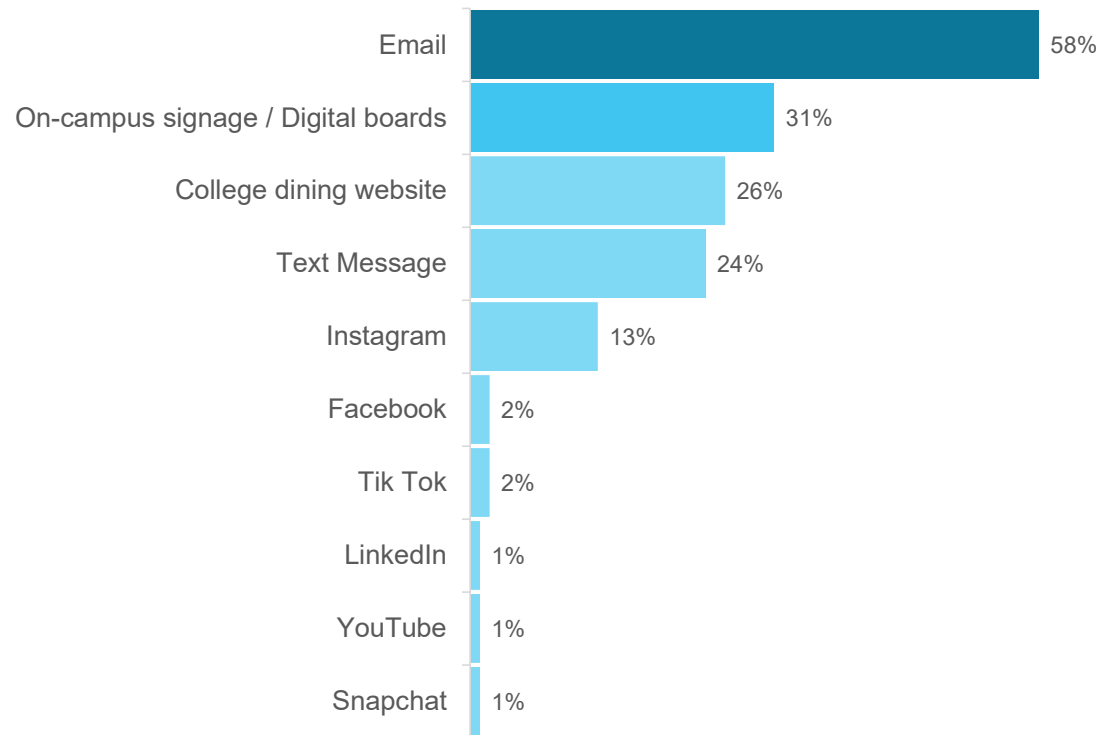
<i>What would be the most effective way to provide feedback?</i>		
	Students	Faculty/Staff
Comments Box / Online Form	49%	52%
Social Media	25%	19%
On-Site Liaison	10%	13%
I do not want to provide feedback	11%	3%

Communications

INFORMATION + EVENTS - STUDENTS

- › Email and on-campus signage are the two main preferred ways for students to get information about dining-related events.

How would you prefer to get information about dining-related events?

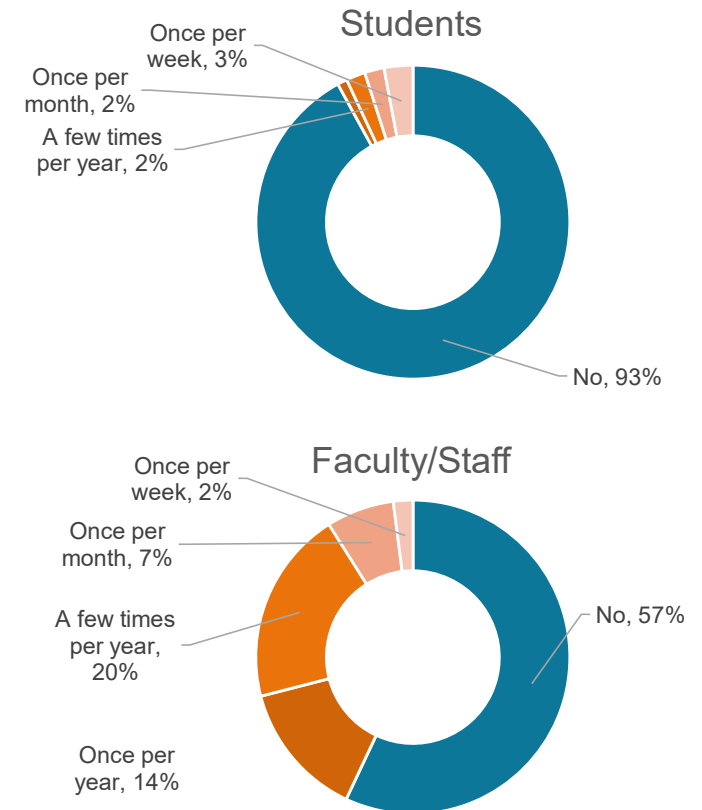


Catering

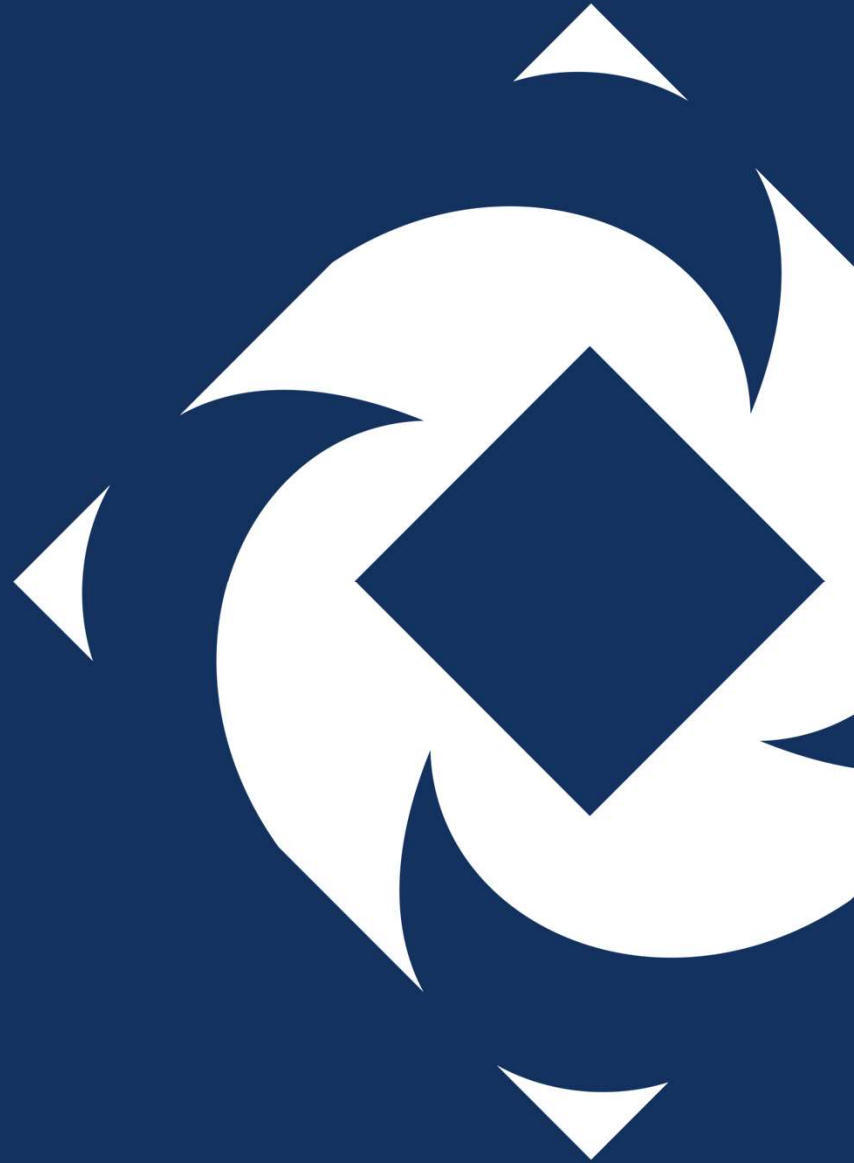
OVERVIEW

Most important factors in caterer selection:	Students	Faculty/Staff
Menu pricing	50%	86%
Food quality	71%	69%
Food variety	33%	38%
Service reliability	33%	38%
Service quality	29%	14%
Convenience	0%	14%
Event management	13%	10%
Event location	8%	10%
Supporting College's catering program	8%	5%
Payment options	8%	0%
Alcohol availability	0%	0%

Responsibility for Catering



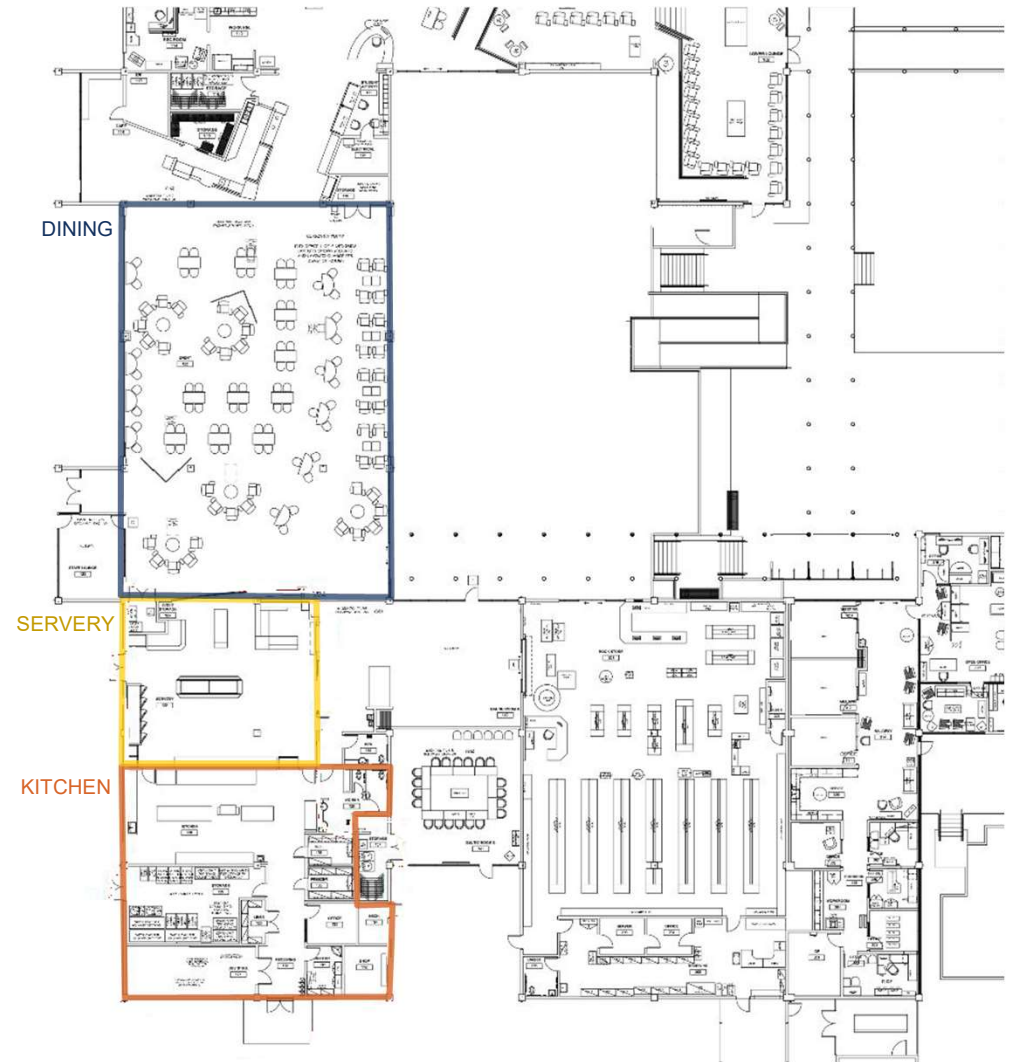
DINING FACILITIES CONSIDERATIONS



Facilities

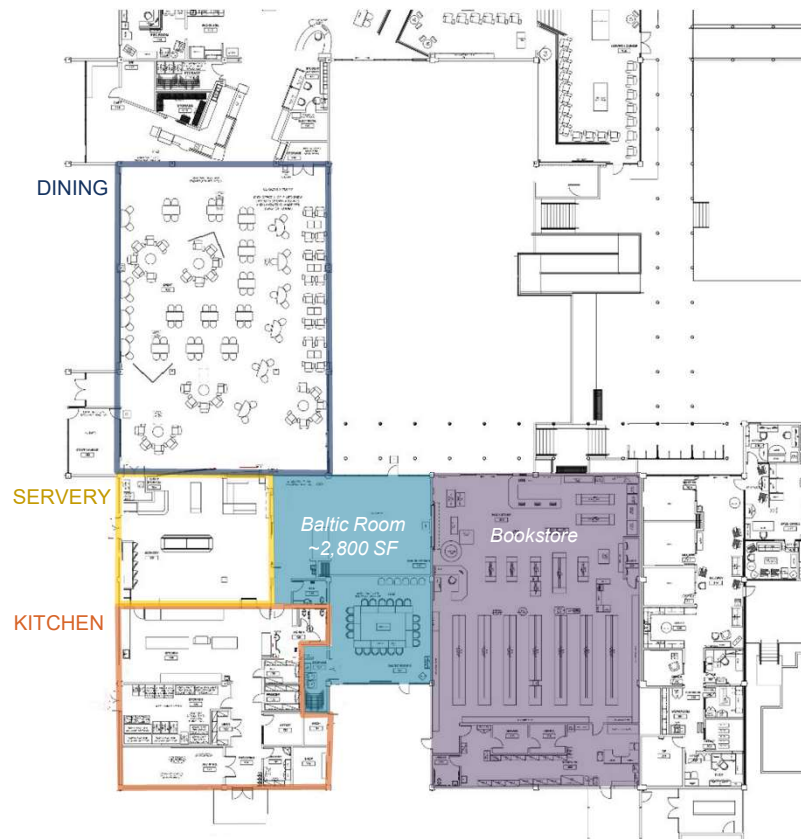
WEST VALLEY COLLEGE

- › The existing kitchen area is adequate for campus demand; improving the servery will likely improve perceptions.
- › The current dining space furnished with banquet-style tables and seating is not conducive to expressed goal of the dining program contributing to community building.



Facilities

WEST VALLEY COLLEGE



RECOMMENDATIONS

- ☐ Renovate the existing dining space to optimize for daily dining use and encourage socializing/gathering with:
 - Smaller low tables and chairs
 - Booth seating
 - Soft lounge seating within or adjacent to the dining area
- ☐ Improve outdoor seating area on adjacent plaza.
- ☐ Renovate and refresh the servery area.
- ☐ Consider additional program changes within the context of a comprehensive Campus Center plan:
 - Potential seating or program expansion into adjacent Baltic Room space.
 - Renovation of the existing bookstore space for alternate use as event/meeting space to be used by student organizations and campus departments.

Facilities

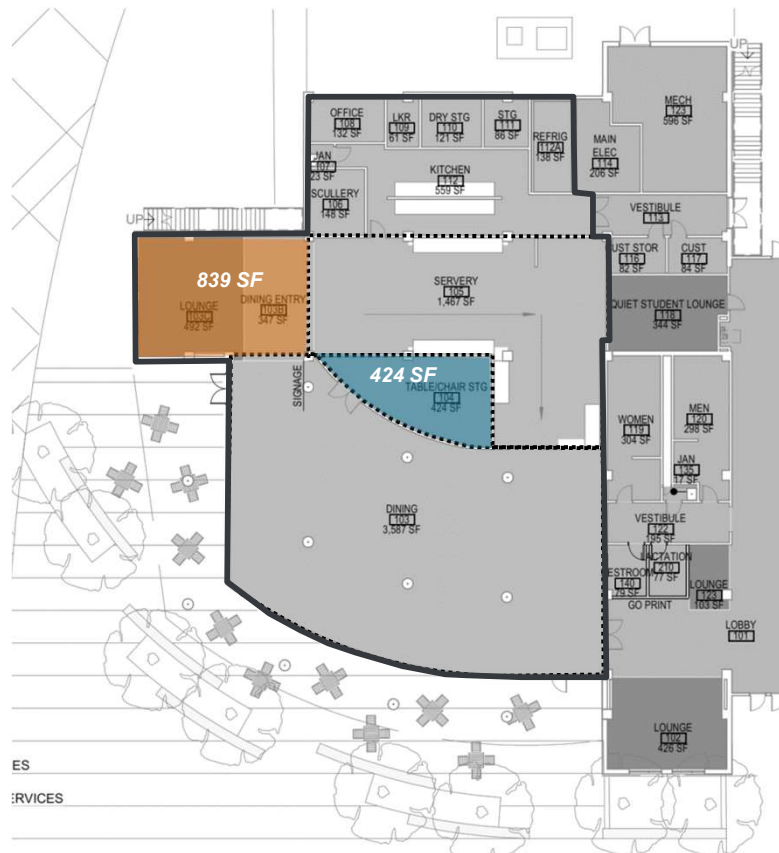
MISSION COLLEGE

- › Kitchen lacks adequate space to provide the variety of food options required to meet market demand or support any significant level of catering.
- › The current servery lacks transparency into the dining seating area.
- › The current seating area does not meet the expressed goal of the dining program contributing to community building. The existing furnishing do not encourage use of the space as a gathering space for students.



Facilities

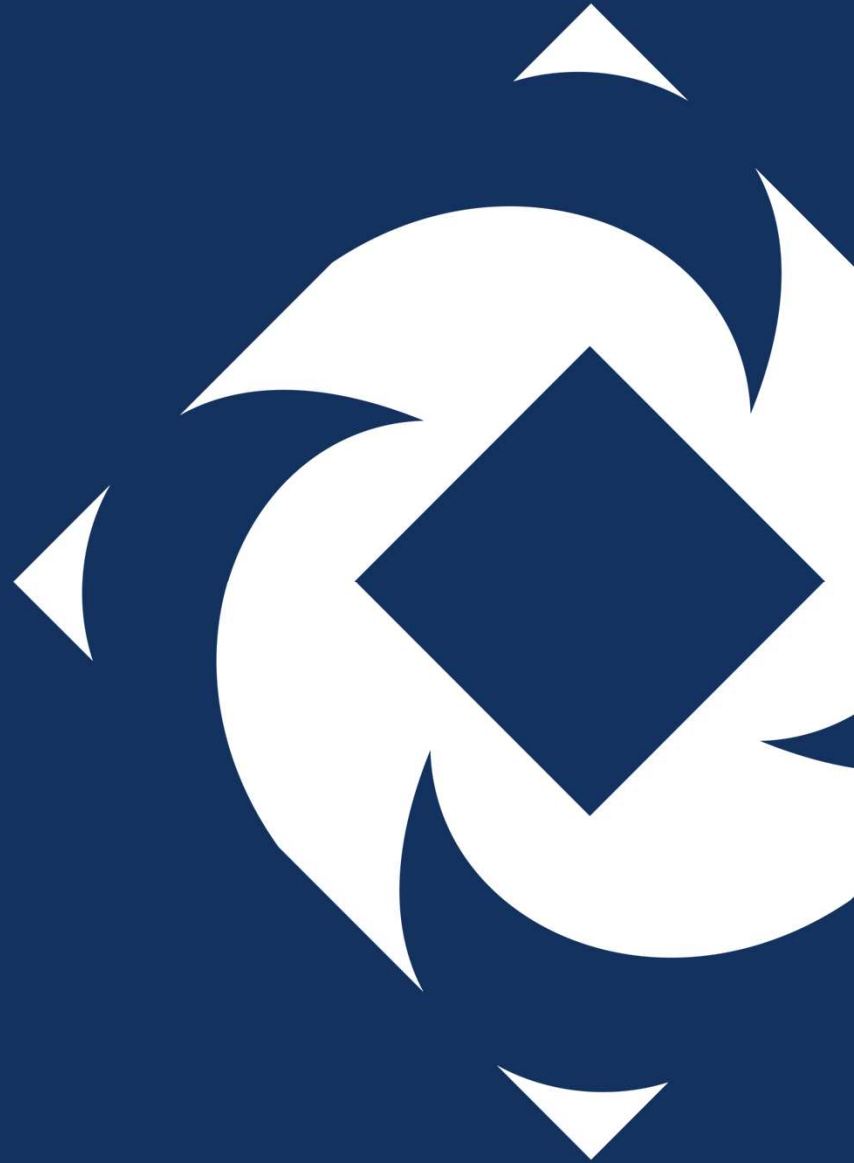
MISSION COLLEGE



RECOMMENDATIONS

- ☐ Re-allocate existing dining and adjacent spaces to expand the kitchen, creating a true kitchen with adequate facilities to support catering.
- Remove the central storage room and modernize the server to create more transparency into dining area and improved entry/exit flow.
- ☐ Refresh the dining space with a variety of seating styles:
 - Low tables and chairs
 - Booth seating
 - Soft lounge seating
- ☐ Improve outdoor seating areas with updated seating.
- ☐ Consider any dining improvements within the context of a broader Campus Center planning effort.

SAV WORK SESSION MATERIALS



SAV Process

SAV PURPOSE + OUTCOME CATEGORIES

THE SAV PROCESS DOES NOT...

Modify WVM CCD's mission or introduce new values

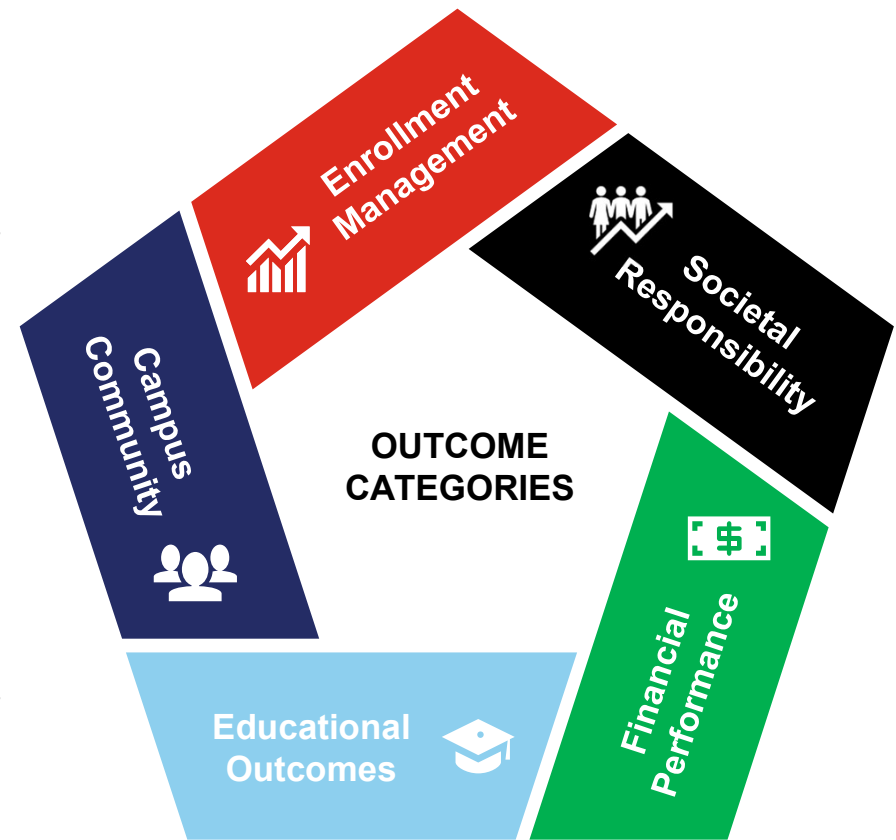
THE SAV PROCESS SEEKS TO...

Facilitate diverse stakeholder involvement in the planning process

Create criteria that allow for innovative solutions and streamlined decision making

Ground the objectives in WVM CCD's ideals to ensure consistency and mission alignment

Outcome categories related to mission and purpose are evaluated for their importance and current attainment levels



Strategic Asset Value

OUTCOME CATEGORIES OVERVIEW

› Enrollment Management

- Competitive Amenity
- Brand Driver

› Educational Outcomes

- Out-of-Classroom Learning
- Campus Community Health + Wellness
- Student Employment + Professional Development
- Staff Leadership + Professional Development

› Campus Community

- Central Gathering Places
- Faculty / Staff / Student Interaction
- Food Security

› Financial Performance

- Financial Accessibility / Affordability
- Operating Expense Management

› Societal Responsibility

- Culture of Environmental Sustainability
- Social Justice
- Economic Impact



ENROLLMENT MANAGEMENT

Competitive Amenity
Brand Driver



ENROLLMENT MANAGEMENT

Competitive Amenity

1

Not A Key Driver of Decision

While dining services are an important part of the student experience, the belief is students should be motivated to attend MC/WVC based on the quality of the academic programs, institutional profile, and campus locations only; **the dining programs are NOT seen as contributing to MC's/WVC's brand or competitive advantage.**

10

Driving Factor in Decision

It is critically important to MC/WVC to align its campus dining experiences with the values and quality of the institutions' brands. Not only do the **dining programs** align with the institutional brands but **are positioned as equally important as other aspects to the student experience.**

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ENROLLMENT MANAGEMENT

Brand Driver

1

Private Market

Dining is to be provided by the off-campus market and there is **no real interest in extensive on-campus dining operations or services**. Meal plans **are not required**, and meal plan options are not provided.

10

Institutional Market

Providing dining options **at all hours**, in **convenient locations** is a critical objective and **responsibility of the institutions**. Meal plans are required for all students and should be as flexible as possible to accommodate a variety of student lifestyles.



SAV Work Session



EDUCATIONAL OUTCOMES

Out-of-Classroom Learning

Campus Community Health + Wellness

Student Employment + Professional Development

Staff Leadership + Professional Development



EDUCATIONAL OUTCOMES

Out-of-Classroom Learning

1

Nutrition As Fuel

Academic learning and student development are recognized as two distinct processes; therefore, the institutions **view its dining programs as primarily utilitarian in function, with its principal goal being to meet its members' basic dietary needs** so they can fulfill their academic pursuits.

10

Integral Part of Students' Education

Dining services is **expected to be an integral part of the institutions' educational environments**. Creating **food literacy** through out-of-classroom learning opportunities related to **food preparation, sourcing, nutrition, etc.** is expected, as is facilitating educational faculty / student **interactions over meals in an informal environment**.

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EDUCATIONAL OUTCOMES

Campus Community Health + Wellness

1

Self-Directed

The development of life-long nutrition and healthy lifestyle skills is **self-directed by students**. MC/WVC do not feel obliged to provide on-campus educational resources and expects students to gain these skills and awareness elsewhere.

10

Institutional Obligation

MC/WVC view the development of healthy lifestyle awareness and life-long skills to be a **core obligation** of the institutions through the campus dining programs. **Resources must be committed to ensure that all students are exposed to and engaged in dining educational programs** to develop food literacy throughout their time on campus.





EDUCATIONAL OUTCOMES

Student Employment + Professional Development

1

Employment

Dining services employs students as cost-effective labor and provides opportunities for on-campus employment. While some on-the-job-learning occurs, **the institutions do not expect dining management to develop and implement extensive skill-building or career development programs.**

10

Career Experience

The institutions view student employment in dining services as an **opportunity to provide significant career training, experiential learning, and business management experiences**, likely in collaboration with academic programs. Dining management and staff take time to train students on both individual tasks and the larger culinary/business enterprise.





EDUCATIONAL OUTCOMES

Staff Leadership + Professional Development

1

Employment

The institutions do not feel obligated to invest in development opportunities for dining services' hourly or professional staff. The **local market has sufficient resources and skilled labor to continuously fulfill the dining programs' skilled staffing needs.**

10

Career Development

The institutions view staff **employment in dining services as an opportunity to invest in career development and progression to continuously grow dining staff members' expertise and invest in internal talent development** for the overall benefit of the programs and the campus dining experiences.



SAV Work Session



CAMPUS COMMUNITY

Central Gathering Places

Faculty / Staff / Student Interaction

Food Security



CAMPUS COMMUNITY

Central Gathering Places

1

Transactional

Dining facilities and services are NOT seen as central community spaces. The **dining experiences are not expected to foster interaction and engagement** among students, faculty, and/or staff. Campus community members should be encouraged to dine and then leave.

10

Central Hubs / Nodes

Dining facilities and experiences should be leveraged as **primary tools for creating and strengthening relationships** between different members of the campus communities.

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CAMPUS COMMUNITY

Faculty / Staff / Student Interaction

1

Student-Centric

Dining programs, services, and facilities are primarily for students.

10

Broad Campus Engagement

Dining programs, services, and facilities should **prioritize and maximize interactions** between students, faculty, and staff.





CAMPUS COMMUNITY

Food Security

1 Market-Reliant

MC/WVC do not view food security as an institutional obligation. As such, the institutions **rely on local public community food pantries and assistance programs** to combat food insecurity among students, faculty, and staff. **Relying upon campus dining to address insecurity is not a priority.**

10 Core Institutional Responsibility

MC/WVC are **responsible for ensuring that all students, faculty, and staff have access to a balanced and nutritious diet.** As such, the institutions operate robust on-campus food pantries, programs to supply food/assistance, and **alleviate barriers for those at risk to utilize on-campus dining to address food insecurity.**



SAV Work Session



FINANCIAL PERFORMANCE

Financial Accessibility / Affordability

Operating Expense Management



[\$]

FINANCIAL PERFORMANCE

Financial Accessibility / Affordability

1 **Remove Cost Barriers**

The **cost for campus community members to utilize campus dining must be minimized** to remove barriers for participation. Pricing and meal plan offerings are below-market. The dining system **does not need to break even**, and **institutional subsidization is expected**, acceptable, and appropriate to minimize costs to campus community members.

10 **Program-Driven Costs**

Campus dining is seen as a tool to amplify and differentiate the institution. **Pricing and meal plan offerings are at or above market rate to achieve positive financial performance** and other strategic objectives. **All costs associated with the programs are passed along to customers** even if that creates barriers for some campus community members to participate.





\$

FINANCIAL PERFORMANCE

Operating Expense Management

1 **Surplus Maximization**

Campus dining is expected to be financially self-sufficient and return surpluses to the institutions to help fund non-dining priorities. Operating expenses are expected to be kept as low as possible with tight accounting to maximize cash flow.

10 **Institution-Sponsored**

The institutions pursue the highest levels of service and a wide range of high-quality brands, programs, and personnel to pursue strategic objectives. It is expected that the institutions / District will subsidize the dining programs' operations.



SAV Work Session



SOCIETAL RESPONSIBILITY

Culture of Environmental Sustainability

Social Justice

Economic Impact



SOCIETAL RESPONSIBILITY

Culture of Environmental Sustainability

1

Not Critical

The institutions' missions and values do not require the dining program to reflect a culture of sustainability or to celebrate or promote overtly any sustainability activities.

10

Mission-Critical

The institutions' missions and values require sustainability concepts to permeate all aspects of the institutions. As such, dining must serve as a showcase for the Colleges'/District's commitments to environmental sustainability.





SOCIETAL RESPONSIBILITY

Social Justice

1

Self-Directed

Raising and engaging issues pertaining to social justice is **not a core responsibility of the institutions**. As such, dining is not relied upon to expose and engage campus community members around social justice issues (e.g., equity, inclusion, economic justice, etc.).

10

Catalyze Civic Engagement

MC/WVC consider **actively raising issues related to social justice as a core institutional obligations**. As such, dining should serve as a **catalyst for initiating dialogue and action** around a wide range of issues facing society. Dining decision-making, programs, and partnerships reflect a clear commitment to advancing social justice initiatives.





SOCIETAL RESPONSIBILITY

Economic Impact

1

Internally Focused

MC/WVC does not rely upon the dining program to generate local economic impact.

10

Community-Focused

The institutions view its dining programs as **important catalysts for local economic impact**. As such, dining is heavily relied upon to establish partnerships with local businesses, prioritize local sourcing, and emphasize hiring local community members.





Campus Dining Initiative

**BOARD OF TRUSTEES
PRESENTATION**

September 10, 2024

