

Higher Learning Commission  
**Self-Study Questionnaire/Report for Non-Instructional Units**

Non-Instructional Unit: University Dining

Individual(s) Completing the Questionnaire/Report: Robert Barry, Associate Director, University Center

**BACKGROUND INFORMATION**

1. Describe in a paragraph or two what your unit does (i.e., the services it provides).  
University dining, in partnership with Chartwells, provides food service for the campus and its constituents.
2. Who is/are the constituency/ies you serve, and approximately how many of each constituency do you serve annually? (e.g., students, academic departments, classified staff, etc.)
  - Students on meal plans      3400 fall semester, 3200 spring semester
  - Commuter students      8000
  - Staff and faculty      1200
  - Academic departments
  - Community guests and businesses
3. Overview and evaluate the adequacy of the human, physical, and fiscal resources your department deploys to serve students and meet other programmatic needs by answering the questions below:

**Human Resources**

Evaluate the general adequacy of the human resources (i.e., the # of employees (including student help) and their skills) relative to the unit's ability to serve the constituencies identified above and achieve other programmatic goals. Do this by assigning a number between "1" (completely inadequate) to "9" (completely satisfies needs).

9      1-9

In a paragraph or two, discuss why you've assigned the score you have. Include, in particular, a discussion of unique strengths as well as important needs not being met or opportunities not being explored because of limitations.

Because food service is contracted to Chartwells, the staff employed by the University is adequate. Other needs are met by sharing other staff members within the University Center.

**Physical Resources**

Evaluate the general adequacy of the physical resources (e.g., office and storage space, supporting technology, other equipment) allocated to the unit relative to the unit's ability to serve the constituencies identified above and achieve other programmatic goals. Do this by assigning a number between "1" (completely inadequate) to "9" (completely satisfies needs).

7      1-9

In a paragraph or two, discuss why you've assigned the score you have. Include, in particular, a discussion of unique strengths as well as important needs not being met or opportunities not being explored because of limitations.

Equipment and facilities are adequate however, because of increasing expenses due to the increasing number of meals being eaten by meal-plan students, funds have been diverted

from equipment and maintenance accounts in the past two years. Fees need to be increased to allow for investment in aging equipment and facilities. Also, because of the physical layout of units in the University Center (4 kitchens), the operations are not as labor efficient as they can be. This is being addressed in the current University Center remodeling project.

**Fiscal Resources**

While recognizing that every unit would benefit from a larger budget, evaluate the general adequacy of fiscal resources allocated to the unit to serve its constituencies and achieve other programmatic goals by assigning a number between “1” (completely inadequate) to “9” (completely satisfies needs).

6 1-9

In a paragraph or two, discuss why you’ve assigned the score you have. Include, in particular, a discussion of unique strengths as well as important needs not being met or opportunities not being explored because of limitations.

As stated above, because of increasing expenses due to the increasing number of meals being eaten by meal-plan students, funds have been diverted from equipment and maintenance accounts in the past two years. Fees need to be increased to allow for investment in aging equipment and facilities. Additionally, due to the states confiscation of reserve funds, we are unable to build reserves to spend on large future projects. Capital projects need to be funded in yearly operational budgets.

- In a paragraph or two, overview significant changes made in your unit since 1996 (i.e., the last North Central Association Accreditation Visit). (e.g., re-organized, key staff changes, change in purposes, etc.) Both the retail and residential dining aspects of University Dining now report to the University Center Director. In the past, the retail-dining budget was under the direction of the University Center and retail dining was under the direction of the Deputy Vice-chancellor of student affairs. The person in charge of University Dining then reported to two different people. Remodeling projects also occurred in most units since the last accreditation visit.

In another paragraph or two, describe why these changes occurred.

Remodeling occurred in order to keep pace with food service trends and to maintain facilities that were efficient and attractive to constituents.

**MISSION & PLANNING**

- In a paragraph or two, describing any significant projects/initiatives that your unit is planning or currently has underway, but has not yet completed.  
Food service units in the University Center will be renovated and reconfigured for efficiency during the build/remodeling project that is currently in the design phase. This project is due to be completed by fall 2008.
- Below are five “core values” the University identifies as central to its purposes and operation. Please evaluate the importance of each core value in terms of how each aligns with the purposes of your unit (i.e., take a hypothetical 100 points and distribute them among the five values, with those values that align more closely to the purposes of your unit receiving more points).

Core Value	Importance (100 points)
Commitment to the pursuit of knowledge and understanding	15
Development of the individual	10
Personal and professional integrity	20
Commitment to serve	25
Commitment to develop a sense of community, respect for diversity, and global perspectives	30
<b>Total=</b>	<b>100 points</b>

7. Each and every academic and non-academic unit engages in planning for the future. Review the list of variables below and evaluate the extent to which each of the following influences decision-making behind the planning process for your unit (i.e., take a hypothetical 100 points and distribute them among the planning variables listed below, with those variables playing the larger role in your unit's planning efforts receiving more points)

Planning Variables	Importance (100 points)
The mission of the university or the unit	15
Academic assessment data/information relevant to student performance against learning outcomes	0
Other data/information gathered relevant to performance (e.g., Audit & Review feedback)	14
Societal/Cultural trends (e.g., changes in demographics, lifestyles, professions)	14
Campus trends (e.g., changes in university-initiated needs and demands)	14
Technology trends (e.g., technology developments that affect delivery of service)	5
Professional trends (e.g., changes evident at other universities/colleges)	10
Available human resources (e.g., # of employees, talents, etc.) within the unit	0
Available financial resources (e.g., budget, available and accessible \$)	14
Available physical resources (e.g., space, existing technology, etc.)	14
Other:	
<b>Total=</b>	<b>100 points</b>

8. Does your unit have a mission statement?

Yes

If you answered "yes," please list the mission statement here. or, if your mission statement can be accessed on the web, please list the URL here.

To provide a welcoming and supportive environment that contributes to the educational process and enhances the campus experience.

If you answered "yes," please describe how, if at all, this mission statement plays a role in your unit's planning and/or decision-making.

Our decisions are made based on student needs, not primarily on financial outcomes.

#### OPERATION AND PERFORMANCE

9. What are the major or measurable objectives of the unit?

- Meet the Needs of Residential Students

UW-Whitewater University Dining partners with the food service contractor in providing a nutritional, high quality, cost effective and innovative solution to a total food service and convenience store program that meets the needs and expectations of residential students and offers a wide variety of cuisines, menu and product options.

- Meet the Needs of Non-Residential Students, Staff, Faculty and Guests

UW-Whitewater University Dining partners with the food service contractor in providing a nutritional, high quality retail food service and convenience store programs that offer a wide variety of cuisines, menu and product options that meet the needs and expectations of non-residential students, staff, faculty and guests while supplementing the dining experience for residential students.

- Provide Catering

University Dining partners with the food service contractor in providing a nutritional, high quality catering program that offers a wide variety of cuisines and menu options that meet the needs and expectations of students, staff, faculty and guests.

- Maintain Facilities

UW-Whitewater University Dining provides a modern, well-maintained, clean and attractive dining facility with furnishings and equipment necessary to provide a quality university food service program reflecting current regional and national trends.

- Provide Experiences

University Dining provides experiential opportunities that enhance academic and student life through self-initiated and collaborative programming.

- Market and Evaluate Services

UW-Whitewater University Dining partners with the food service contractor to develop a comprehensive marketing strategy that identifies customer needs, promotes food service options, evaluates effectiveness of meeting needs and results in growth in sales.

- Provide Employment Opportunities

UW-Whitewater University Dining provides employment opportunities for UW-Whitewater students.

10. What outcome measures (i.e., data, information) provide evidence that your unit's objectives are being met?

- Fees are benchmarked against other University of Wisconsin campuses
  - UW-Whitewater has the lowest fees in the system
- Customer Satisfaction Surveys are conducted each semester
- Secret Shopper surveys are conducted weekly
  - The goal is to maintain a score of 4.0 on a scale of 1 to 5, 5 being highest
- Catering surveys are conducted regularly
  - The goal is to maintain a score of 4.0 on a scale of 1 to 5, 5 being highest
- Residence Hall Association meetings are attended each semester
- Wine and cheese parties are conducted each semester – representatives from University Dining attend resident hall meetings to receive feedback. Soda and cheese are supplied by University Dining
- Feedback is gathered from the University Center Board
- Feedback is gathered from the Whitewater Student Government
- Focus groups are conducted to gather feedback regarding proposed changes
- Summer camp surveys are conducted
- ACUHO/EBI surveys are conducted in residence halls on a yearly basis

11. Related to question #10, does the unit regularly collect data/information to evaluate how effectively it serves its constituency(ies)? (This might include surveys of constituencies.)

Yes

If "yes," please list specific data/information sets that the UW-W Self-Study Committees, and/or the Higher Learning Commission's Visiting Accreditation Team can access to review/consult.

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- Feedback is gathered from the Whitewater Student Government
- Focus groups are conducted to gather feedback regarding proposed changes
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12. In a paragraph or two, describe specific changes to the unit's operation or planning, if any, have resulted from the collection and use of the data/information identified in the preceding questions. Please be specific.

- Weekend hours for dinner were adjusted from closing at 6 PM to closing at 6:30 PM
- A fourth meal period was added. Students now enjoy the 4 meal periods per day in which they can use their meal plan:
  - Breakfast 7 AM – 10:59 AM
  - Lunch 11 AM – 3:59 PM
  - Dinner 4 PM – 8:59 PM
  - Late Night 9 PM – 2 AM
- Late night hours changed from closing at midnight to closing at 2 AM.
- One of two all-you-care-to eat facilities was changed to a food court
- Regular menu and service adjustments are made based on feedback from RHA, whine and cheese parties and other feedback sources
- Down Under restaurant dinner hours were changed from starting at 6 PM to starting at 5 PM
- Burger King was added to variety of restaurants where meal plan breakfasts can be redeemed
- Blimpies subs and Noble Roman's pizza were changed to Avenue Deli and Tuscan Oven (students didn't care for Blimpies or Noble Romans)
- Portions sizes were increased at Bamboo Asian Cuisine
- Fruit has been added as a side alternative for meal trade meals

13. Please provide a list of services, if any, that your unit provides for constituencies that are external to the university.

- Catering for outside events (weddings, meetings, etc.)
  - Summer camp meals for organizations not associated with the university
14. Please list any partnerships your unit has developed with the community (external to the campus, at the local, national, or global-level).
- Chartwells campus foodservice is our partner in providing food service to campus
  - 23 Off-campus local businesses are included in the campus debit card program
  - Pepsi is our partner in providing beverages for resale

**STUDENT LEARNING** (COMPLETE THIS SECTION ONLY IF YOUR UNIT HAS AS PART OF ITS MISSION OR PURPOSES THE DEVELOPMENT OF STUDENTS)

15. If your unit serves students as its primary constituency, does the unit have learning or development-related objectives relevant to its work with students? That is, does your unit expect that students will acquire certain knowledge or skill sets as a direct result of working with your unit or its programming?

Yes                      No

If "yes," please list these outcomes/objectives.

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16. Does the unit use data/information to evaluate the extent to which these learning or development-related objectives are, or are not being met?

Yes                      No

If "yes," please list specific data/information sets that the UW-W Self-Study Committees, and/or the Higher Learning Commission's Visiting Accreditation Team can access to review/consult.

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17. What specific changes to the unit's operation or planning, if any, have resulted from the collection and use of the data/information identified in question #15? Please be specific.

**SELF-EVALUATION**

**Strengths**

18. List and prioritize no more than three primary strengths that have emerged in your unit's efforts to meet its mission, goals, or objectives. To identify these strengths, you may wish to consider: What does your unit do very well? What good things do people say about your unit? How has your unit aided the campus in meeting its mission? In what ways has your unit "gone beyond the call of duty?"

After identifying each strength, specify supporting evidence that suggests that the statement is true. This may include data/information gathered relevant to unit performance, trend data, information gathered from audits or external agencies visit, etc.

1. Specific Strength: **Low cost leader for food service fees in UW System comparable campuses**

- Supporting Evidence:

**2005-2006**

**UW-System 14-Meal Plan Prices**

<u>Campus</u>	<u>04-05 Price</u>	<u>05-06 Price</u>	<u>\$ Increase</u>	<u>% Increase</u>	<u>\$ Variance From UWW</u>	<u>% Variance From UWW</u>
<b>Whitewater</b>	\$ 1,560	\$ 1,680	\$ 120	7.69%		
*LaCrosse	\$ 1,990	\$ 1,990	\$ -	0.00%	\$ 310.00	18.45%
*Stevens Point	\$ 1,688	\$ 1,688	\$ -	0.00%	\$ 8.00	0.48%
*River Falls	\$ 1,726	\$ 1,726	\$ -	0.00%	\$ 46.00	2.74%
Oshkosh	\$ 1,782	\$ 1,970	\$ 188	10.55%	\$ 290.00	17.26%
<b>Average</b>		\$ 1,844		-8.87%		

\*(Increases at some other campuses are not yet known)

2. Specific Strength: **Most comprehensive late night meal program in UW System**

- Supporting Evidence: No other campuses offer late night meals until 2 AM. Also, meal participation has risen from 110.91 meals per person per semester to 129.8 meals per semester in Fall 2004. This is a 17% increase over three semesters.

3. Specific Strength: **Highly flexible meal plan options; allowing students multiple choices in dining venues, menus and times**

- Supporting Evidence:

**Transfer Locations & Hours**

Prairie Street Market & Café	Monday - Sunday	<ul style="list-style-type: none"> <li>• 9:00am-11:00am (Breakfast, M-F)</li> <li>• 11:00am - 4:00pm (Lunch)</li> <li>• 4:00pm - 9:00pm (Dinner),</li> <li>• 9:00pm - 2:00am (Late Meal Period)</li> </ul>
Drumlin Market	Monday - Sunday	<ul style="list-style-type: none"> <li>• 9:00am-11:00am (Breakfast, M-F)</li> <li>• 11:00am - 4:00pm (Lunch)</li> <li>• 4:00pm - 9:00pm (Dinner)</li> <li>• 9:00pm - 2:00am (Late Meal Period)</li> </ul>
Burger King	Monday - Friday Saturday - Sunday	7:00am - 10:15am (Breakfast) 11:00am - 4:00pm (Lunch)
Down Under	Monday - Friday, Saturday	5:00pm - 9:00pm (Dinner) 4:00pm - 9:00pm (Dinner)

Commons	Monday - Friday	7:30am - 9:00am (Breakfast)
Esker Dining (All-you-care-to-eat)	Monday – Friday	11 AM – 1:30 PM Lunch 4 PM – 7 PM Dinner
	Saturday – Sunday	11 AM – 1:30 PM Dinner 4 PM – 6:30 PM Dinner

**Concerns**

19. List and prioritize no more than three primary concerns that have emerged in your unit’s efforts to meet its mission, goals, or objectives. To identify these concerns, you may wish to consider: What could be improved? What is done poorly? What do we, as a unit, avoid doing, even though we know it’s important?

After identifying each concern, specify supporting evidence that suggests that the statement is true. This may include data/information gathered relevant to unit performance, trend data, information gathered from audits or external agencies visit, etc.

Finally, identify one or more recommended actions to address the area of concern. This may include actions that your unit has already begun, actions being planned, or preliminary thinking about how to address the area of concern.

1. Specific Concern: Dining Plan fees may be too low in that the contractor incurs an annual net loss. New contract bids could increase fees substantially.

**Supporting Evidence:**

<u>Chartwells Profit &amp; Loss</u>	<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>
Sales	\$ 5,713,774	\$ 5,599,484	\$ 5,764,414
Food Cost	\$ 2,281,812	\$ 2,253,716	\$ 2,379,450
Salaries	\$ 2,531,225	\$ 2,497,234	\$ 2,500,393
Other Expenses	\$ 1,030,020	\$ 1,036,932	\$ 1,040,359
Net Income (loss)	\$ (129,283)	\$ (188,398)	\$ (155,788)

- Recommended Actions: Incrementally raise fees to reflect more realistic amounts for the level of food service provided. This will help reduce any very large increase when a new contract is bid.
- 2. Specific Concern: Reserve funds are not allowed to accumulate. This forces large projects of \$100,000 and more to be funded out of operating funds, forcing fees higher. Also, low reserves don’t provide for a safety net if large expenditures need to be incurred. The other alternative it to bond more projects versus using cash reserves.
- Supporting Evidence:
- Recommended Actions: Allow reserves to be built and maintained at a minimum level.

3. Specific Concern: There are too many food service units and kitchens on campus to allow for efficient operation.
  - Supporting Evidence: The University Center alone has 9 concepts and 4 kitchens to support them. This increases costs to the contractor that eventually need to be passed on to students and other customers.
  - Recommended Actions: The University Center is in the design phase of a building/remodeling project. Kitchens will be combined and food service units reconfigured. The number of units and concepts will be reduced, allowing for more efficient operation of food service functions.