1. Support Services Report Template

Report Info
- Name of the person completing this report: Martin Castillo
- Title of the person completing this report: Director - Housing, Dining and Parking Svs
- Supervisor/dean reviewing report: Stan Hebert
- Service: Commercial Svs (Dining and Vending Svs)
- Division/College: Student Affairs

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Provide a brief explanation, if necessary, in < 60 words.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using < 120 words

Commercial Services includes the management of Dining and Vending contracts and operations, on behalf of the University. This includes, but is not limited to the following:

1. Manage the day-to-day operational needs of the Dining Services program including acting as liaison with Aramark Inc.
2. Manage the day-to-day operational needs of the Pepsi and Canteen vending programs.
3. Negotiate new contract language on behalf of the University.
4. Maintain list of capital improvement needs (Dining Commons, retail space, study areas, etc.).
5. Coordinate repairs to vending machines to ensure functionality.
6. Collaborate with campus partners and incorporate student input to ensure diversity of food/beverage options (including healthy options).
7. Ensure annual surveys are administered.
8. Provide vending one card option.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

- Students: 65%
- Faculty: 10%
- Administrators/staff: 10%
- Colleges/departments: 5%
- Community outside University: 10%
- Total: 100%

Link to Scoring Rubric

2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while
managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>✔</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✔</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>✔</td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Pre-college (helping students to enter the system)</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Dining Services works to ensure that admitted students receive information about dining options on campus during orientation sessions and/or information packets.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Dining Services can help determine the level of engagement by students. If students enjoy the options and can afford them, they are more likely to remain on campus during break times.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Positive experiences with Dining Services can lead to fully engaged students who become active alums.</td>
</tr>
</tbody>
</table>

Link to Scoring Rubric

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Pre-college (helping students to enter the system)</th>
<th>During college (helping students succeed while they are at Cal State East Bay)</th>
<th>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 - Service provides evidence of direct impact in more than one area</td>
<td>3 - Service provides evidence of direct impact in one area</td>
<td>2 - Service provides evidence of indirect impact in more than one area</td>
</tr>
<tr>
<td>3 - Service provides evidence of direct impact in one area</td>
<td>1 - Service provides evidence of indirect impact in one area</td>
<td></td>
</tr>
<tr>
<td>1 - Service provides evidence of indirect impact in one area</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
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</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
</tr>
</tbody>
</table>
2.4 Alignment with Shared Strategic Commitments

How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?

<table>
<thead>
<tr>
<th>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>Recruiting and retaining diverse staff members helps to promote a diverse and inclusive workforce.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</td>
<td>Offering a variety of food options and addressing increasingly prevalent food allergies/choices (gluten-free, vegan, vegetarian, etc.).</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Dining Services is the largest employer of students at CSUEB. Assisting students through employment opportunities allows students to offset the cost of their education while preparing them for working in the “real world”.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Dining Services participates in the composting of food and incorporating sustainable practices to reduce waste.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td></td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td></td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td></td>
</tr>
</tbody>
</table>

2.5 How might the demand for this service change over the next five years? (Please choose one category below).

- Likely to increase

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

As enrollment targets grow, the need for Dining Services will increase including the need to address food allergies.

5. Quality of Service

3.1 Do you assess the quality of the service you provide?

- Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service
quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

Dining Services completes an annual survey to measure various aspects of quality of service.

Link to Scoring Rubric

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

With retail, Dining Services has introduced various recognizable brands (Starbucks, Panda Express, Subway, Einsteins, Taco Bell, Pizza Hut) to respond to requests via the annual survey. In addition, at the Dining Commons, hours have been expanded and a “to go” program has been added to provide students with another option to help meet the need for students who have classes on the other side of campus during meal times.

Link to Scoring Rubric

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in < 120 words.

Dining Services needs to continue to reach out to other universities to borrow innovative programs that have been introduced successfully and bring them to CSUEB. A continued student-centered approach will benefit quality of service.

Link to Scoring Rubric

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Similar to capital improvements that allowed for Starbucks, Taco Bell and Einsteins to be brought to campus, Dining Services needs to explore options for providing food services to the Concord campus.

Link to Scoring Rubric

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

An annual survey is sent out to all CSUEB students, faculty and staff members. Recent results included requests for healthier options which, in part, led to including a vegan/vegetarian option for winter 2014 (Greens to Go).

Link to Scoring Rubric

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

All scores were over the mark of ”3” which denoted a “Fair” mark. This is a good indicator that the University is moving in the right direction.

Link to Scoring Rubric

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes
From a Dining Services perspective, all franchise operations have standards of operating that they hold others to and this is passed on to the staff members who work in these areas. At the basic level, the expectation is to provide high quality customer service.

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Annual goals for Dining Services equates to improving from year to year in the satisfaction surveys.

One of the main goals for Dining Services is to maintain a level of residential meal plans that is tied to the occupancy level (95%).

6. Efficiency of Service (cost effectiveness)

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

134112

Attach your allocated spreadsheet here.

AF- Housing Ent Park 2011-12 Expenses costs distributed.xlsx

4.2 Using the spreadsheet provided, please distribute your department's annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

0

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

50676

Attach your allocated spreadsheet here.

Space AF Campus Lease square ft.xlsx
4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?  

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

Dining Services has expanded the options available to students both in service hours and dining options. The expanded service hours in the Dining Commons has resulted in less food waste largely due to the fact that residential students know that they can walk in as often as they want for a snack. In addition, the “trayless” option prevents consumers from “loading up” on food that isn’t eaten.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Due to space limitations, Dining Services is looking to work with outsourcing (food trucks) as another way to provide additional options on campus without having to rely on additional capital improvements.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

With additional space, Dining Services could offer additional food service options to continue addressing customer requests.

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?  

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

Dining Services will continue to explore and build on-campus partnerships.

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

During the course of the 2011/12 fiscal year, Dining Services yielded the following output:

1. Resident meal plans = 1266
2. New food service options = Starbucks, Subway, Panda Express and Einstein’s Bagels

7. Other
5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Dining Services provides food service for the University. These options allow students to remain on campus between classes providing for an efficient use of time.

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

Dining Services can be provided by numerous outside vendors; however, the operational relationship between the University and the vendor is the key to making the program a successful, student-centered service.

Alternately some universities (e.g. Sacramento State or UC Riverside) maintain an "in house" Dining Services program rather than outsourcing which is another model for providing Dining Services on a campus.

Both models present opportunities and challenges.