Program Efficacy Report Spring 2019—Conditional Reporting (from Spring 2018 efficacy review)

Name of Department: FOOD SERVICES

Efficacy Team: Carol Jones, Kenny Melancon, Joel Lamore

Overall Recommendation:

☐Continuation   ☒**Conditional**   ☐Probation

Rationale for Overall Recommendation:

Food Services is a program that serves our campus well, maintaining a wide set of service hours and offering a selection of healthy, economical and culturally diverse foods. They received an A grade from the Department of Public Health. The staff gets appropriate training and certifications in food handling and safety, and the program maintains relationships with other similar operations in the area. However, the program is not gathering or assessing key information that would enable them to be a self-aware program capable of continuous improvement; and in some areas, such as SAOs, the program is seriously deficient.

Part I: Questions Related to Strategic Initiative: <u>Increase Access</u>

	Does Not Meet	**Meets**	**Exceeds**
Demographics	The program **does not provide** an appropriate analysis regarding identified differences in the program's population compared to that of the general population.	The program **provides an analysis** of the demographic data and provides an interpretation in response to any identified variance. The program **discusses the plans or activities** that are in place to recruit and retain underserved populations as appropriate.	In addition to the meets criteria, the program's analysis and plan **demonstrates a need** for increased resources.
Pattern of Service	The program's pattern of service is **not related to the needs of students**.	The **program provides** evidence that the pattern of service or instruction meets student needs. The program **discusses the plans or activities** that are in place to meet a broad range of needs.	In addition to the meets criteria, the program **demonstrates that the pattern of service needs to be extended**.

☒ <mark>**Does Not Meet**</mark>   ☐ **Meets**   ☐ **Exceeds**

<u>Efficacy Team Analysis and Feedback</u>:

Demographics: Since in principle the program serves the entire campus, their raw demographic data equals the college's. They don't seem to have a way to document the demographics of those that actually use their services. While we appreciate that gathering such data might be challenging, some ways could be designed to do that. The program has an

online survey, but it is essentially useless as only 27 students in 2 years have used it. The program needs to find ways to both capture their actual users' demographics as well as other measures of customer satisfaction. The program seems conscious of offering a variety of culturally diverse foods, as well as a variety of foods that would serve different tastes, dietary and other needs, which is certainly a form of outreach to our diverse student body.

Response:

We are taking several steps to improve our internal data gathering and analysis. First we have begun an awareness campaign to improve participation of our current online survey. We have posted a link to the survey on social media platforms. We have also created table tents informing students of the survey while they are eating in our dining hall. While these steps may help to increase feedback, it would still be on a small scale in relation to the volume of students using our program on a daily basis. Also, since it is a voluntary survey that requires a certain amount of inconvenience to complete, it may not capture an accurate sample population of all students using our services.

Ideally, we need a survey completed from the Point of Sale (POS). One that can capture feedback from every student using our services during a given time period. A challenge is to administer the survey without slowing down service. Options include creating quick tear-off survey at the bottom of the receipt that can easily be filled out while they wait or their order. Also, a tablet can be stationed near the POS that can be quickly be submitted electronically. This survey will require a New POS Cash Register system. We will have to coordinate with both the research department and the Tech Department to develop this survey appropriately. Although this will not be easy, we know it can be done, and the data collected will be worthwhile. We are including this survey in our EMP as part of our action plan. We hope to complete this goal within a year.

Additionally, we collect internal sales data that was included in our 2014 efficacy report, but failed make it onto on to the 2018 efficacy report. Allow us to include this data and analysis in our response. We feel sales data is telling of our overall performance and outcomes as a department. Some may ask, "what does department revenue data have to do customer satisfaction and program efficacy?" Well, similar to a survey, it is an indicator of preferences made by customers. By tracking sales trends over a period of time we can ascertain the what, when, how, and where the customer's are purchasing. We can also gauge how we are doing and ways we can improve. Please see the charts immediately following this analysis.

We did a three-year study that took a deep dive look at daily sale sales trends in the month of September. This month is ideal to study because it represents moment in the academic calendar when student activity is at its highest. We looked at average spent per ticket, Total costumers served, Voucher Sales, Net Sales, and Snack Bar. We looked at the months of 2016, 2017, and 2018. The data shows fair degree of consistency over the period studied, although there is some trends worth unpacking.
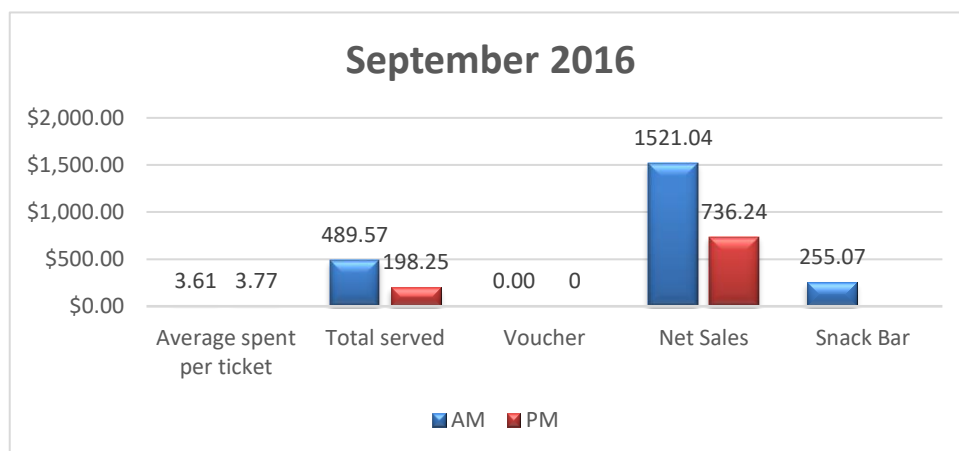
We revamped our menu in 2017 to include some larger meal baskets and salads. The additional menu items have been very popular This led to an uptick in average spent per ticket. The Snack Bar closed in 2018 due to staff vacancies. The chart shows that our sales and overall transactions remain relatively consistent despite this closure. We still are looking forward to reopening the Snack bar once our staff vacancies are filled. That way we can better serve the north end of campus.
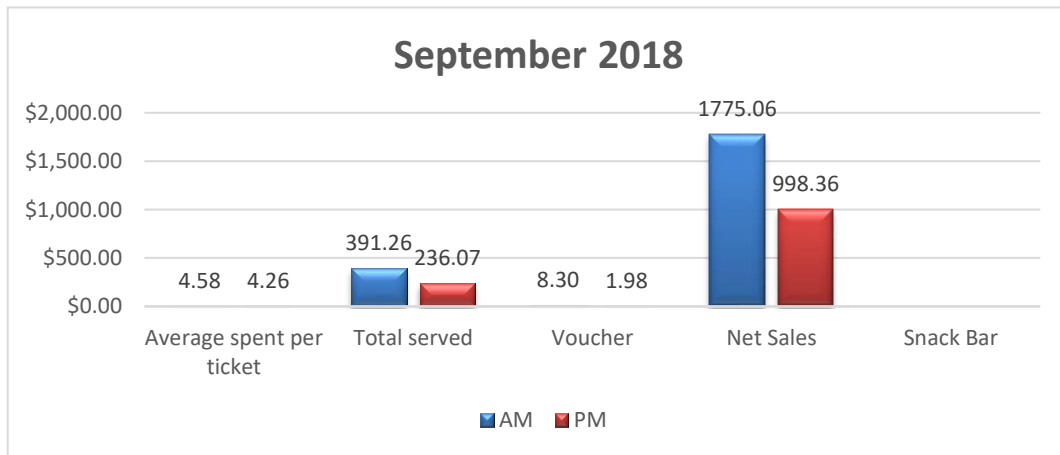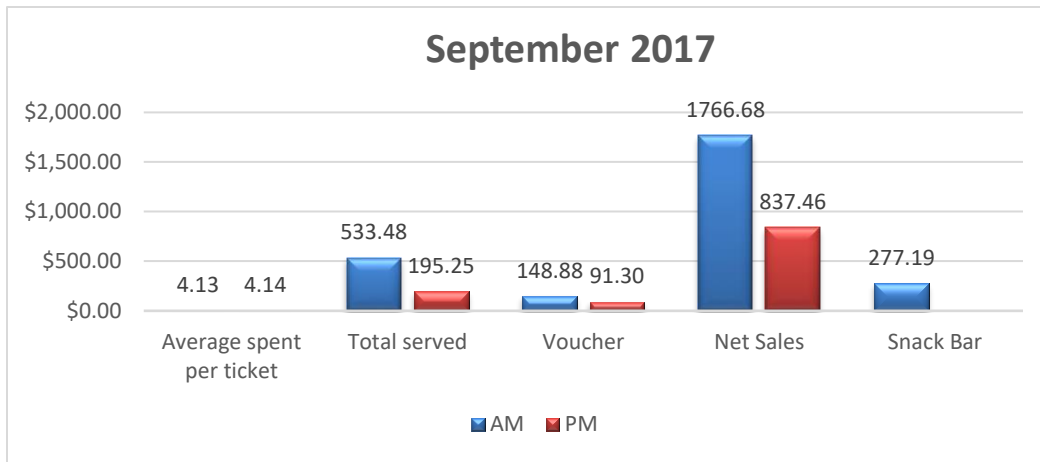
In 2017 there was a very robust voucher program as seen on the chart. Most of these vouchers were disperse among students enrolled in First Year Experience (FYE) and related programs, such as Dreamers, EOPS, and STAR. These programs assist many students from diverse backgrounds and/or economically challenged households. The vouchers help many students including those who are suffering from food insecurities. In 2018 funding for the vouchers tapered. We are currently working with departments to boost voucher programs for 2019-2020. It is really a win-win for all involved.

The chart breaks down sales by AM and PM. AM sales include breakfast, lunch and Snack Bar sales. This is when about 75 percent of enrolled students are on campus (Per Research Department. Please see attached EMP). PM includes the afternoon and evening. The data shows that these hours are still a popular time for students to use our services, despite the much smaller percentage of students on campus. This analysis is important because it allows us to better allocate our staff resources when they can most productively serve the student population. We have considered limiting our menu to snacks in the evening and brining more staff to the busier breakfast and lunch hour. The data shows that this may help shorten wait times during peak hours, but the evening students would be severely impacted by the lack of food choices.

Customer satisfaction is key; however, vouchers and student enrollment are also major factors affecting total transactions. It is important to note that Friday is a much slower day than the rest of the week. It is not uncommon for us have over 800 transactions a day during a semester weekday. We will continue to watch the transaction count as an indicator of service outcomes.

Although our current sales data is useful, we will be able to take advantage of much richer data once we upgrade our Point of Sale (POS) system. Our current system is over 10 years old and is will soon become obsolete. New cloud-based systems will allow us to pinpoint certain menu items, such as healthy options, and track how well these items are trending. We look forward to including this data in future efficacy reports. We have the acquisition of a new POS system as a goal in our EMP.

September 2016

	AM	PM
Average spent per ticket	3.61	3.77
Total served	489.57	198.25
Voucher	0.00	0
Net Sales	1521.04	736.24
Snack Bar	255.07	

September 2017

	AM	PM
Average spent per ticket	4.13	4.14
Total served	533.48	195.25
Voucher	148.88	91.30
Net Sales	1766.68	837.46
Snack Bar	277.19	

September 2018

	AM	PM
Average spent per ticket	4.58	4.26
Total served	391.26	236.07
Voucher	8.30	1.98
Net Sales	1775.06	998.36
Snack Bar		

Pattern of Service: The program sustains an adequate pattern of service. The cafeteria is open 7am to 7pm Monday through Thursday, with reduced hours on Fridays. The Snack Bar provides additional coverage on the other side of campus, especially during peak hours. The program also caters meetings and events. There are also vending machines, making beverages and snacks available in virtually every building. However, as noted before, there is a lack of data gathering that would confirm that these service patterns are serving needs or where expansion or contraction of services might improve service or efficiency. While the pattern of service seems reasonable, there is no real data to "provide evidence that the pattern of service or instruction meets student needs".
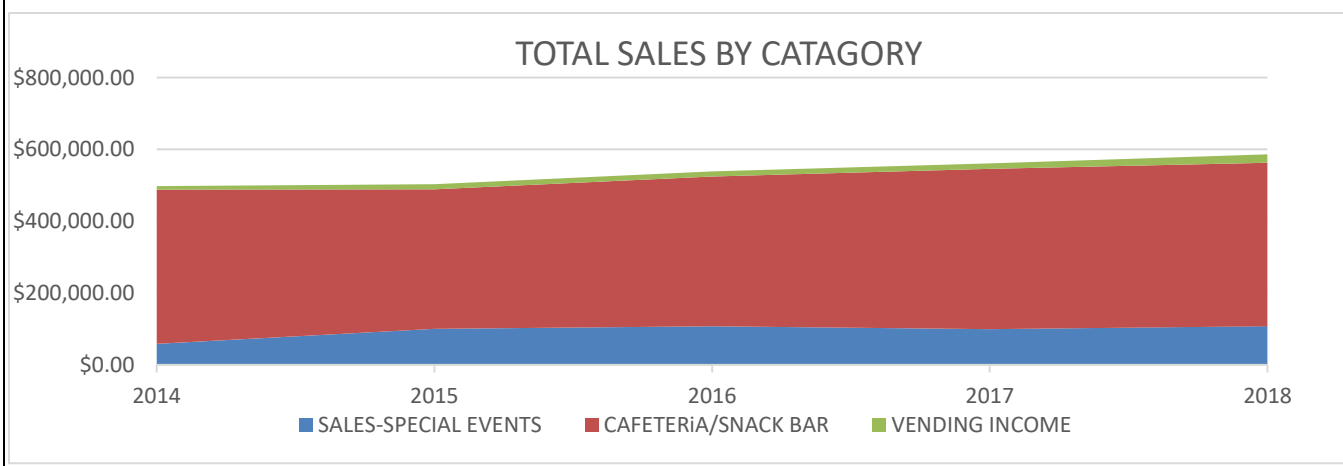
Response:

As mentioned earlier, one thing missing from the efficacy report was our internally collected sales data. This data is very helpful in showing where we are trending, and where we can contract/expand services. Besides the improved internally generated sales data seen below, there was also an update in Campus Climate Survey Data. The analysis of that data will be a in further detail during our new EMP and SAO Assessment response.

We did a five-year study of sales broken by category. Cafeteria/Snack Bar Sales, Catering Sales, and Vending. These three categories represent our three main sources of revenue. They are also critical markers of service outcomes. Please see charts below.
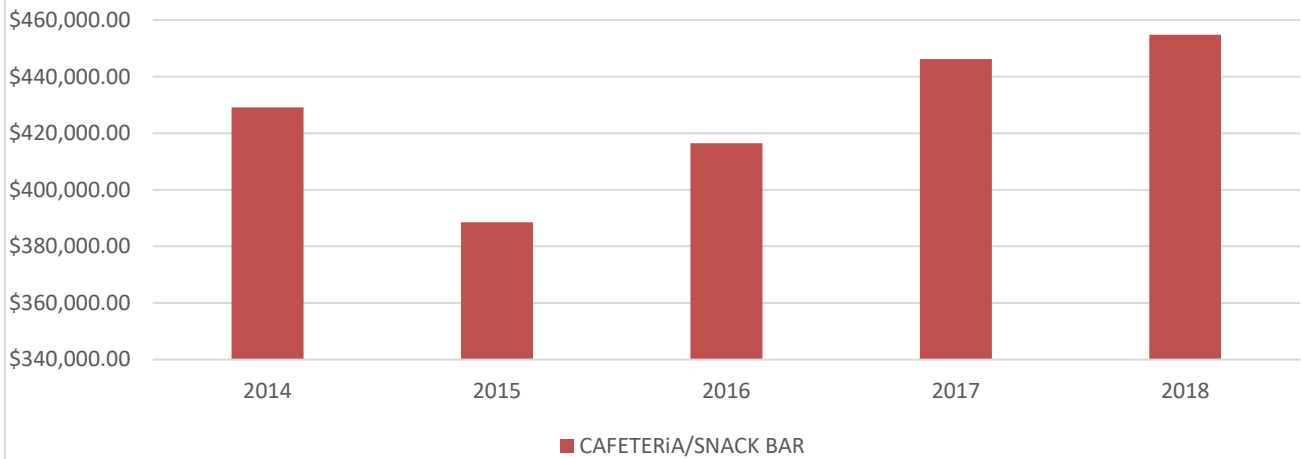
The Total Sales by Category Chart shows how the three categories of sales stack up in relation to each other. It is obvious that our cafeteria and snack bar sales make up the bulk of our revenues, and coincidentally, takes up the bulk of our resources. The data shows a consistent increase in sales despite a dip in 2015. Sales are impacted by a number of factors such as customer satisfaction, student enrollment, voucher acceptance, hours of operations, and price increases. We cannot control all of these factors, but for some (customer satisfaction), we must monitor sale trends; and do our best to improve service.

Catering is also significant source of revenue. Even though it is a distant second, without catering we would be unable to sustain our program fiscally. Because we are an Enterprise Fund, we rely on internal revenues to finance our program. The chart shows that a decision to boost catering sales occurred in 2014. Since then we have operated at a surplus. Prior to this decision, our program was operating in the red and risking insolvency. A robust catering program will remain a strategy for the foreseeable future. Currently, a Food Service Specialist and the Manager handle the bulk of the catering workload sufficiently. However, there are instances that require us to draw additional labor resources from within our department. This may affect the cafeteria and/or snack bar adversely. A particularly large event may lead to minor menu outages or out of stock items. In more severe cases, it may mean shutting down the cafeteria so we can cater a campus wide event. The decision to draw resources from one service area to another is never easy. We sometimes must choose between minor disruptions in our daily operations to ensure the success of crucial one time catering events. The Chart shows how significant catering is in relation to other services, however we must do all we can to minimize its strain on other programs. Above all the chart shows the Cafeteria/Snack bar must remain our strongest priority.
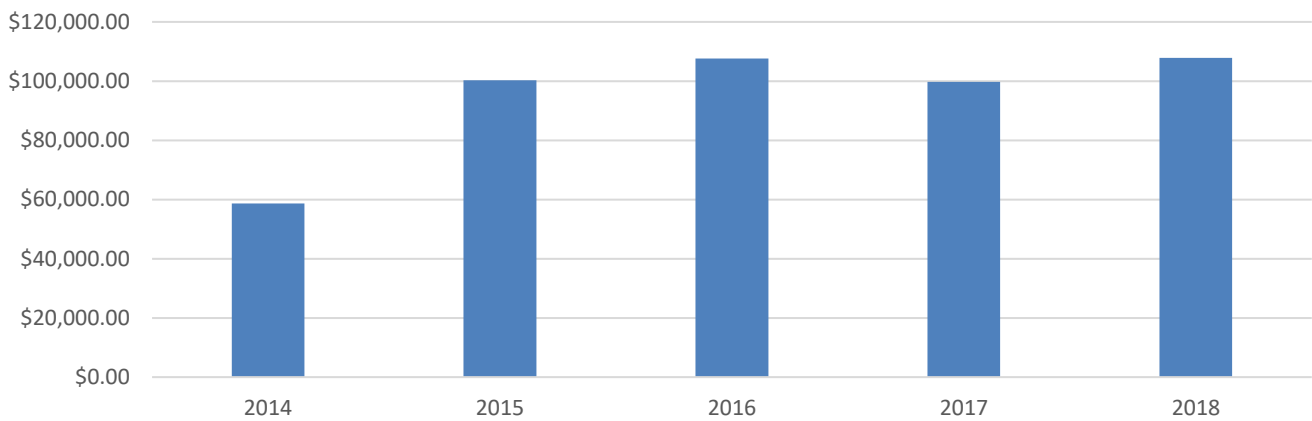
Vending is a minor source of revenue, but is important nonetheless. We are contractually obligated to offer Pepsi vending products as part of a district wide agreement. Board policy mandates that we share Pepsi commissions with four other departments (Gym, Humanity of Arts, ASB, and Arts). Food service is responsible for collecting and dispersing these revenues accordingly. We also have snack machines serviced through an outside company. Food Services is responsible to provide refunds to all customers who did not receive appropriate change or product. We also handle service calls for all out of order or vandalized machines. The charts shows a steady increase in vending sales over the past five years. Factors include student enrollment, product pricing. It is very possible that the recent closure of the Snack bar led to the spike in vending sales seen in 2018.
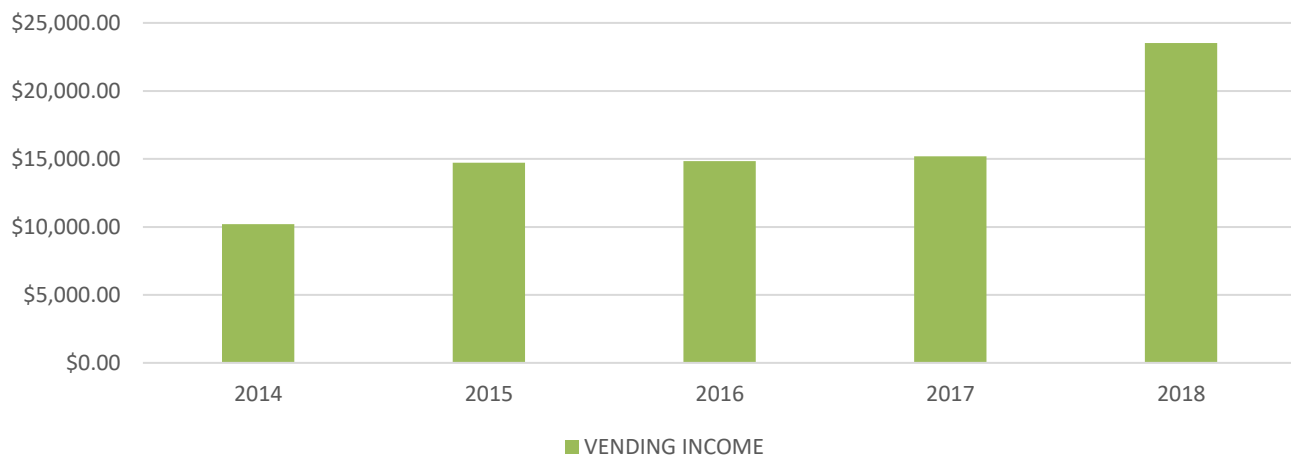
TOTAL SALES BY CATAGORY

CAFETERIA/SNACK BAR

```
$460,000.00
$440,000.00
$420,000.00
$400,000.00
$380,000.00
$360,000.00
$340,000.00
              2014      2015      2016      2017      2018
```

■ CAFETERiA/SNACK BAR

SALES-CATERING EVENTS

```
$120,000.00
$100,000.00
 $80,000.00
 $60,000.00
 $40,000.00
 $20,000.00
      $0.00
              2014      2015      2016      2017      2018
```

VENDING INCOME

```
$25,000.00
$20,000.00
$15,000.00
$10,000.00
 $5,000.00
     $0.00
              2014      2015      2016      2017      2018
```

■ VENDING INCOME

Part II: Questions Related to Strategic Initiative: <u>Promote Student Success</u>

	Does Not Meet	**Meets**	**Exceeds**
Data/Analysis demonstrating achievement of instructional or service success	Program **does not provide an adequate analysis** of the data provided with respect to relevant program data.	Program **provides an analysis** of the data which indicates progress on departmental goals.	In addition to the meets criteria, the program **uses the achievement data** in concrete planning and **demonstrates** that it is prepared for growth.
Service Area Outcomes and/or Student Learning Outcomes	Program **has not demonstrated** that it is continuously assessing Service Area Outcomes (SAOs) and/or Student Learning Outcomes (SLOs) based on the plans of the program since their last program efficacy. Evidence of data collection, evaluation, and reflection/feedback, and/or connection to area services is **missing or incomplete**.	Program **has demonstrated** that it has fully evaluated within a four-year cycle and is continuously assessing <u>all</u> Service Area Outcomes (SAOs) and/or Student Learning Outcomes (SLOs).	In addition to the meets criteria, the program **demonstrates that it has fully incorporated Service Area Outcomes (SAOs) and/or Student Learning Outcomes (SLOs) into its planning, made appropriate adjustments, and is prepared for growth**.

☒ <mark>**Does Not Meet**</mark>   ☐ **Meets**   ☐ **Exceeds**

Efficacy Team Analysis and Feedback:

Service Success: While we believe that the program is probably meeting its service success benchmarks, there is little evidence to prove this or analyze. The earning of the A grade from the Department of Public Health is the one piece of hard data. As noted above, the online survey on customer satisfaction is inadequate. The EMP is deficient in a number of ways that doesn't help the program measure its success. The EMP notes N/A for progress on program goals. They do have goals going forward, however. A lot of the data on the EMP is not relevant to the program. They need to work with Research to develop data that can help them understand and track their program. There is some discussion of balancing hours of service with faster service, though the lack of data does not give the support for this evaluation.

<mark>**Response:**</mark>

We worked with the research department to create a new EMP for 2017-2019. Please see both EMP's attached. The research department added new relevant data. Day and Evening data is analyzed in relation to our hours of operation.

The old EMP for 2016-2017 evaluated in this efficacy was the first ever created for the Food Service Department. The reason why it said N/A in the progress for program goals is

because no prior EMP existed to measure progress against. The new EMP for 2017-2019 does address progress from the prior EMP.

An improved Climate Survey chart was included and discussed at length in the document.

Despite these improvements. We are not thoroughly content with the EMP. As mentioned in response to earlier concerns about our internal data gathering, We will continue to work with the research department to improve our surveys to best of our ability. It was included in the EMP as an action plan objective. Any improved survey results will be included in future EMP's

SAOs: This is perhaps the biggest deficiency of the program's report, as the rubric notes, "Program has not demonstrated that it is continuously assessing Service Area Outcomes." It is unclear if the program understands SAOs. They seem to have only two SAOs, one of which is broadly stated and is essentially their mission statement. As evidence they met that SAO, they note the last efficacy review gave them continuation as evidence they met the SAO, which suggests the SAOs "good enough" is getting continuation on program efficacy (this seems circular). The other SAO is customer satisfaction as measured by the Campus Self-Study (though elsewhere it is called the Campus Climate Survey); this SAO is a bit clearer and the assessment better connected. In addition, neither SAO has been assessed since the last program efficacy, and there are no stated plans to assess them. They also note that the health department rating is a SAO assessment, though this is in no way stated to be an assessment method in the SAOs. The program needs to seek guidance on understanding SAOs and perhaps creating multiple and more specific SAOs reflecting the different aspects of their operations and set up appropriate assessments to gather the data and set a schedule to routinely analyze that data.

Response:

We recently completed a new draft SAO Summary evaluation for 2018-2019. Please see attached.

Our SAO statement is "To provide food and beverages, in an open and welcoming environment for students, faculty and staff." The SAO will be rewritten to say: "SBVC Food Services will provide quality food and beverage service to the campus population in an opening and welcoming environment.

Specifically we want to expand the usage of food services, which the data shows a need for improvement. Expanding the Snack Bar, and marketing on social media, are goals that aim to achieve this objective. The SAO echoes the need for improved surveys and data collection. This goal may ultimately lead to better customer satisfaction and usage**.**

We are not solely content with this broad SAO as sufficient assesment. In the coming months will be creating new SAO's that will look at specific outcomes such service times, regulatory compliance, menu options, etc. As our data collection improves, we will also improve our ability offer more robust and valid SAO analysis. As the rubric suggest we must offer "Continual Assessment", and we plan to do so in the coming years. Although progress is being made, we know we have a lot of room for improvement.

	Does Not Meet	Meets	Exceeds
Communication	The program **<u>does not identify</u>** data that demonstrates communication with college and community.	The program **<u>identifies</u>** data that demonstrates communication with college and community.	In addition to the meets criteria, the program **<u>describes</u>** plans for extending communication with college and community and provides data or research that **<u>demonstrates</u>** the need for additional resources.
Culture & Climate	The program **<u>does not identify</u>** its impact on culture and climate or the plans are not supported by the data and information provided.	The program **<u>identifies and describes</u>** its impact on culture and climate. Program **<u>addresses</u>** how this impacts planning.	In addition to the meets criteria, the program provides data or research that **<u>demonstrates</u>** the need for additional resources.

☐ **Does Not Meet**   ☒ **Meets**   ☐ **Exceeds**

<u>Efficacy Team Analysis and Feedback</u>:

Communication: The program is communicating with the college and community through emails, their website, and plans to use Facebook. They also attend campus-wide committees and meetings to keep the campus updated. A bit more evidence and discussion would be helpful: are these communications effective? Are there other methods that might be considered?

Culture and Climate: The contribution to the campus culture and climate is a strong point, though it is not well elaborated. The diverse menu and service at numerous events and meetings shows involvement and impact with all aspects of the campus, and more could have been said about this. Feeding people at events and meetings makes many of these events viable, enjoyable and popular. The program essentially is in a partnership with every department, program, club, etc. that they cater for.

	Does Not Meet	Meets	Exceeds
Professional Development	The program **<u>does not identify</u>** currency in professional development activities.	Program **<u>identifies current avenues</u>** for professional development.	In addition to the meets criteria, the program shows that professional development has **<u>impacted/expanded</u>** the program and **<u>demonstrates</u>** that the program is positioning itself for growth.

☐ **Does Not Meet**   ☒ **Meets**   ☐ **Exceeds**

<u>Efficacy Team Analysis and Feedback</u>:

The Food Services staff and manager maintain their currency in various ways. A number of trainings and conferences are noted as well as certifications. To strengthen this, they are considering a membership in The National Association of College & University Food Services,

which would give them access to information and resources to keep up with current trends and practices. They also reach out to RCC and VVC food service operations to stay current with similar regional services.

V: Questions Related to Strategic Initiative: <u>Effective Evaluation & Accountability</u>

	Does Not Meet	Meets	Exceeds
Mission/ Statement of Purpose	The program **does not have** a mission/ statement of purpose, or it **does not clearly link** with the institutional mission.	The program **has** a mission/statement of purpose, and it **links** clearly with the institutional mission.	
Productivity	The data **does not show** an acceptable level of productivity for the program, or the issue of productivity is not adequately addressed.	The data **shows** the program is productive at an acceptable level.	The program demonstrates that it is highly productive and is positioning itself for growth.
Relevance, Currency, Articulation	The program **does not provide** evidence that it is relevant, current, and that courses articulate with CSU/UC, if appropriate. <u>Out of date course(s) that were not launched into Curricunet by Oct. 1, 2017 may result in an overall recommendation no higher than Conditional</u>.	The program **provides** evidence that the curriculum review process is up to date. Courses are relevant and current to the mission of the program. Appropriate courses **have been articulated** or transfer with UC/CSU, or **plans are in place** to articulate appropriate courses.	In addition to the meets criteria, the program **discusses plans** to enhance current offerings that link to student/community needs and positions the program for growth.
Challenges	The program **does not incorporate** weaknesses and challenges into planning.	The program **incorporates** weaknesses and challenges into planning.	The program **incorporates** weaknesses and challenges into planning that demonstrate the need for expansion.

☐ **Does Not Meet**   ☒ **Meets**   ☐ **Exceeds**

<u>Efficacy Team Analysis and Feedback</u>:

Mission/Statement of Purpose: The program mission aligns well with the college mission.

Productivity: Aside from the A health rating, and reference to the inadequate survey, there is no information about productivity. The form itself suggests many items that might be analyzed that would be relevant to this program: adequacy of staffing levels, response time of service, response to complaints, etc. Comparisons with other similar college food service programs might be useful. Elsewhere in the document they note that professional organizations and other food service operations at other regional colleges have best practices. What are some of those and how are

they measuring up? While the status quo seems to basically meet student needs, there is no hard evidence of that, and no way for the program to improve and innovate without appropriate data collection and analysis.

Currency: While N/A is marked for currency, the program does in fact have information in the catalog. That information must be reviewed to insure currency.

Challenges: There are some sharp observations in this area about the inertia that makes change and updating difficult, but there are also gaps in information and analysis. The lack of a POS system (a point noted in the last efficacy review 4 years ago) is described and the advantages of one detailed, but a plan for obtaining such a system are absent. There is also some discussion about competing for food service dollars with Culinary Arts program. More data collection and analysis would be needed to really do the planning to obtain new equipment (like the POS system) or address these challenges.

VI: Questions Related to Strategic Initiative: Provide Exceptional Facilities

	Does Not Meet	Meets	Exceeds
Facilities	The program **does not provide an evaluation** that addresses the sustainability of the physical environment for its programs.	Program **provides an evaluation** of the physical environment for its programs and **presents evidence** to support the evaluation.	In addition to the meets criteria, the program has **developed a plan** for obtaining or utilizing additional facilities for program growth.

☐ **Does Not Meet**   ☒ **Meets**   ☐ **Exceeds**

Efficacy Team Analysis and Feedback:

There is discussion of need for a POS system as well as a remodel of the cafeteria. The inability to accept credit (and presumably debit) cards at the Snack bar is noted – this would seem to hamper sales as well as limit access for some students. Food Services should provide some statistics on the impact of this lack of ability to accept electronic payment as well as a statement of the percentage of credit card sales that occur in the cafeteria. No evaluation of other equipment (which is likely quite important to this program) is provided. The physical locations of this program are also important: seating, location, kitchen/serving areas, accessibility, etc.

VII: Previous Does Not Meets Categories

☐ **Does Not Meet**   ☒ **Meets**   ☐ **Exceeds**

<u>Efficacy Team Analysis and Feedback</u>:

The program did not have any Does Not Meets in previous efficacy cycle.