



**FOOD SERVICES
STUDENT SERVICES
COMPREHENSIVE PROGRAM REVIEW and PLAN
2009 to 2014**

Committee Members:

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Executive Summary (brief summary, commendations, challenges, and recommendations):

Brief Summary: Citrus College Food Services is responsible for providing a wide spectrum of services in various settings campus-wide and is subject to Los Angeles County Department of Public Health regulations. The department operates three types of food services: cafeteria, catering, and event concessions, which provide services to everyone in the campus community. Vending and some concessions are outsourced.

The Food Services department recognizes that all individuals are innately valuable to Citrus College and the department. The department's goal is to provide healthy foods and snacks, at appropriate prices, as well as provide clean facilities where students and staff can eat, relax, and study and/or visit with friends. The Stuffed Owl Café is located beneath the Handy Campus Center, operates four days a week and depending on demand, offers full breakfasts, lunch specials, grill service, deli sandwiches, specialty coffees, salads, pizza, and a Mexican food station, as well as cold drinks and prepackaged snacks.

In addition to the Stuffed Owl Café, several other types of food services are available to both students and staff. Catering service is provided for special events, such as breakfasts, business lunches, meetings, training, and retirements. On request, fresh linen tablecloths and napkins are provided, as well as fresh flowers, silverware and china. The catering menu provides a full range of hot and cold hors d'oeuvres and a large selection of food items, with an assortment of prepared salads and sandwiches, two full-course meals, which include basil chicken, prime rib, and vegetarian lasagna, all complete with sides. Special requests that are not on the menu can also be provided by contacting the Food Service Supervisor and making arrangements. Food presentation and good customer service are a key part of the catering service at Citrus College. Event concessions are almost exclusively provided through the concession stands located at the north and south sides of the west end of the stadium.

Commendations: Currently, Food Services has an A grading from the Los Angeles County Department of Public Health.

Challenges: The actual number of students served is difficult to determine because there is no differentiation between students, staff and guests at the registers, during catered events, at concession stands, or vending machines. The Veteran Network students gave Food Services a plaque for excellence customer service for catering veteran student events in 2015.

Recommendations: Food Services priority for the next five years is to create healthier food choices to meet special dietary needs, create a marketing plan to promote these healthy food options, increase customer sales, adjust hours of operations to attract a wider range of customers, and purchase a Point of Sales (POS) system to track daily sales.

1. Program Mission/Description:

Program Mission and Relationship to College Mission:

Citrus College Food Services goal is to provide healthy foods and snacks, at appropriate prices, as well as clean facilities where students and staff can relax, study and/or visit with friends. The Food Services department recognizes that all individuals are innately valuable to Citrus College and the department.

Program Description:

Citrus College Food Services is responsible for providing a wide spectrum of services in various settings campus wide. The department operates two types of food services: cafeteria and catering, which are subject to Los Angeles County Health Department regulations. Vending and concessions are outsourced.

A. Awards and special recognitions.

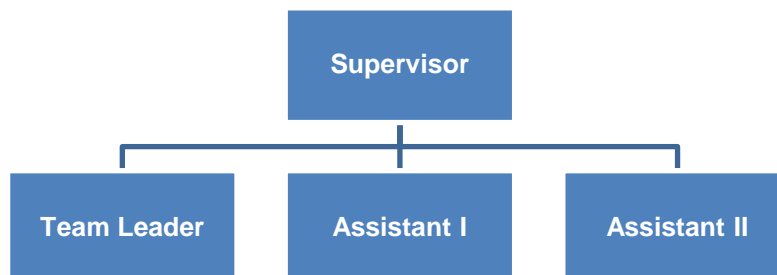
N/A

B. Students

- 1) Approximate numbers of students served annually (include student characteristics and trend data if available).
Not available.
- 2) Describe eligibility requirements for participation in the program.
There are no eligibility requirements; the Owl Café and food service is open to everyone. There is no current tracking mechanism in place to identify whether or not the student population is represented. Actual numbers of students served is difficult to determine as there is no differentiation between students, staff and campus visitors at the register or during catered events, concession stands and vending machines. All District demographics are served including International Students, Extended Opportunity Programs and Services (EOP&S), Cooperative Agencies Resources for Education (CARE), California Work Opportunity and responsibility for Kids (CalWORKs), and Disabled Student Programs and Services (DSP&S), Cosmetology and Esthetician Students and Veteran Students.

C. Staffing

- 1) Staff preparation and training.
All staff is required to attend a mandated health code training to meet and maintain health standards required by the Department of Health.
- 2) Faculty minimum qualifications, diversity, and credentials.
The Los Angeles County Health Department requires that a minimum of one person hold a ServSafe Food card in each unit. Due to the importance of food safety the food service supervisor requires all classified staff to receive a ServSafe Certificate from the Los Angeles County Health Department.
- 3) Organizational chart with vacancies.



D. Facilities/Location.

The Owl Café/Food Services are located on the bottom floor of the Handy Campus Center.

2. Key Functions:

Program Goals and Objectives:

To provide a comprehensive range of food to the campus community, including students, faculty, staff and visitors.

Program Metrics:

N/A – There are no projections in the Educational & Facilities Master Plan for Food Services.

A. Explain how this program coordinates with Instructional and Student Services programs, Institutional Research, and TeCServices.

The Food Service program coordinates with other Student Service programs on campus through catering, food vouchers, and meal tickets. In addition to student services, the Food Services department coordinates with the Foundation, outside groups, Presidents Office and the Board of Trustees to provide catering needs. The Food Services Supervisor assists student clubs to be compliant with health regulations when preparing and selling food for club fundraising activities. The Food Services Program works with the Director of Institutional Research.

B. Describe how this program works with the business office to monitor budgets and fiscal reporting?

The Food Service Supervisor works closely with the Dean of Students and accounting technician in the business office to monitor expenditures and fiscal reporting through the review of monthly budget statements. The Food Service Supervisor also works with the Dean of Students and the Bookstore Supervisor on the annual budget process. The Food Service is one of the two self-funded operations on campus; no general funding is appropriated for the Food Services program. The Food Services program is managed by projecting costs of goods and expenses based upon prior activity and enrollment in conjunction with monitoring current trends. Historically the Food Service Program has operated at a loss every year and has relied on the bookstore transfer to cover the deficit.

C. List how this program is integrated with the student equity plan and strategic plan.

The Food services program is integrated with student equity through the support of diverse food options, such as traditional Irish Faire on St. Patrick's Day, which is sensitive to our culturally diverse student population. The Food Services program is integrated with strategic planning through the continued involvement in Student Learning Outcomes with assistance of the Student Learning Outcomes and Assessment Coordinator. Data gathered from focus groups and student surveys are also part of strategic planning. Planning also includes attendance at the annual Student Services Planning retreat where annual goals are presented and discussed.

3. Program Self Evaluation:

A. Access – Describe how this program is accessible to students.

- 1) Compare demographic data from the college to the program, including ethnicity, gender, age, and students with disabilities (provide trend data and analysis if available).

N/A

- 2) Describe the effectiveness of the program in enabling success for underprepared and underrepresented students.

N/A

B. Student Success – Review how well the students are completing their educational goals compared to the total college population (provide trend data and analysis if available).

- 1) Number of degrees and certificates awarded.

N/A

- 2) Number of transfer-prepared students.
N/A
- 3) Number of transfers.
N/A

C. Achievement of non-credit educational goals.

N/A

D. List exemplary practices and services offered that could be shared with other departments.

None

E. Compliance

- 1) Provide an overview of how this program meets applicable minimum requirements of law.
All classified staff are trained and certified by the Los Angeles County Department of Health, for ServSafe food handling.
- 2) Describe compliance initiatives undertaken since last program review.
None

F. Environmental Impact – How has the program contributed to a greener campus environment (i.e. increased awareness, impact on the campus footprint, strategies to reduce consumption and energy, waste reduction, recycling, sustainability)?

The Stuffed Owl Café participates in a recycling program.

G. Data Reporting

- 1) Describe data gathering and submission processes, including challenges in submission.
Data gathering was done through the Office of Institutional Research. A Food Services survey was emailed to Citrus College employees and students.
- 2) Explain changes in data collection, access, and submission since last program review.
Data collection and survey data transitioned from manual paper/pencil collection to an on-line survey instrument.

H. Technology Needs

- 1) List technology needs that currently exist in the program (include justification).
N/A
- 2) Describe and list anticipated technology needs.
N/A

I. Explain how faculty, administrators, staff, and students interact with this program.

The café serves faculty, staff, administrators, students and guests that work, visit or attend the college. Various departments use the café services to cater their events and meetings.

Program Self-Evaluation Recommendations

Using data, describe changes that need to be made to improve program services to students. Include timelines, resources needed, and personnel responsible for implementing the plans. All recommendations must be numbered and referenced in section 6.

The Owl Café has been operating with the financial loss since 2008. During previous years the Owl Café operated a coffee bar for students resulting in a profit, however, the coffee bar was in need of renovation too costly to fund. It also operated the stadium concession stand sales, this was abandoned. Additionally the manual cash register system is outdated and needs to be updated as a Point of Sale system to insure accuracy in reporting. Finally, the kitchen is in need of renovation too costly for the Café to absorb.

4. **Assessment of Outcomes:**

Assessment: *How did you assess the outcomes? What method did you use?*

Result: *What was the product or consequence of your assessment?*

Change: *What will you do differently as a result of what you learned from the assessment?*

Prompt: You may also include an analysis of workload/scope of work, and/or additional data (ARCC/Scoreboard and CCSSE surveys) to address this topic. Use existing data and/or document with a survey.

Populate with the existing Unit Outcomes				
	Outcome	Assessment	Result	Change
1	The Food Services program will assess the opinions of its clientele to ensure that it is providing an acceptable level of services as measured by taste, selection and perceived healthfulness of the current offerings as well as the friendliness of the staff and the satisfaction with overall atmosphere.	Citrus College Cafeteria Survey was administered online during Fall 2012 with a total of 543 respondents: faculty/staff (n=218), students (n=261), and unknown (n=64).	<p>Survey results showed positive rating with overall satisfaction with several aspects of food and customer service at the Owl Café:</p> <p>Q7: 60% rated good or better with the convenience of location, payment option, friendliness of staff, and cleanliness of cafeteria.</p> <p>Q7. Hours of operations, fair pricing, and variety of food choices also had low ratings.</p>	<p>In analyzing the results, approximately 300 out of 476 respondents were dissatisfied with the hours of operations. The Owl Café will adjust the hours of operations to meet the needs noted from Q7.</p> <p>In analyzing the survey results, 30% of respondents stated that the food choices were too expensive noted from Q7. Based on the data results, The Owl Café implementing a new \$3.50 menu choice.</p> <p>In analyzing the variety of food choices, approximately 190 out of 476 stated that the Owl Café provided poor food choices that lacked in dietary needs. The Owl Café will strive to provide a better variety of dietary selections to include gluten-free, vegetarian, and vegan items.</p>
2	Students will identify the Owl Café as a place that offers healthy choices for lunch.	Citrus College Cafeteria Survey was administered online during Fall 2012 with a total of 543 respondents: faculty/staff (n=218), students (n=261), and unknown (n=64).	Q7: Options for special dietary needs had the poorest rating of 64%.	In analyzing the survey data, the Owl Café will strive to provide a better variety of dietary selections and launch a marketing campaign to inform the campus community of its new healthy menu selection and increase customers.
3	Improve promotion for cafeteria by offering 50% off day of \$3.50 menu with the Associated Students of Citrus College (ASCC) sticker.	Owl Café Customer Survey	Previous recommendations offered 50% off of menu choices at the Owl Café with current ASCC benefit sticker. This promotion was abandon due to cost.	A recommendation to promote the Owl Café value menu selection will implement a \$3.50 meal.

A. Describe your progress in the development and implementation of Student Learning Outcomes.

Prompt: You may also include an analysis of workload/scope of work, and/or additional data (CCSSE, ARCC, surveys) to address this topic. Use existing data or document with a survey.

- 1) What process was used to develop the SLOs?
The food services supervisor met with the dean of students and staff to develop the SLO's. At one particular meeting the SLO coordinator was present to help narrow the scope of the assessments. The goal was to develop SLO's that would focus on student satisfaction and customer service.
- 2) What activities are used to achieve the SLOs?
The food services supervisor in collaboration with the Office of Institutional Research conducted an on-line survey (Appendix A).

B. How is the program assessing the outcomes?

Campus wide online survey

C. How is the assessment information used to improve services?

The assessment is used to provide feedback to the Owl Café and resulted in changing the menu to include healthier choices and a lower cost menu.

5. Previous Recommendations:

Prompt: Provide an outline of the previous recommendations. Insert title of person(s) responsible. Status should be Completed or In Progress. If goal is in progress, explain why under status. Indicate completion date by Month/Year.

	Previous Recommendations	Person(s) Responsible	Status	Estimated Completion	Priority
1	Create a food service marketing plan to increase customers, implement the new menu plan, and increase sales by 5%. CCSP 3.2.4	Supervisor	ASCC advertised new lower priced menu and this has increased sales 2%.	June 2014	1
2	Create a new, streamlined menu to meet the recommendations of upper management and the needs of the students while reducing cost. CCSP 3.2.4	Supervisor	A new lower priced menu was introduced which included healthier choices.	February 2014	2

6. New Recommendations:

Prompt: List new recommendations/goals in order of priority. Indicate estimated completion date by month/year. If applicable, reference the Citrus College Strategic Plan (CCSP) objectives that require funding and the Educational Facilities Master Plan (EFMP) goals, using the following format. Example: **CCSP 2.3.2 / EFMP pg. 361**

	New Recommendations	Person(s) Responsible	Estimated Completion	Priority
1	Train staff to maintain health code standards	Supervisor and staff	June 2015	1
2	Create a food service marketing plan, to increase customer traffic, implement the plan, and increase sales by 3%.	Supervisor, Interim Executive Dean	May 2015	1
3	Improve customer service	Supervisor	July 2016	2
4	Offer options to address dietary needs	Supervisor and staff	May 2015	2
5	Implement Point of Sales (POS) system to track inventory and sales.	Supervisor and purchasing department	July 2016	1

7. Resources Requested:

Prompt: All requests should be linked to new recommendations (above). Include the reference number in the "Discuss impact on goals / SLOs" field below. Use the Link to Planning Key found on the General Budget Guidelines page to complete the Link to Planning column.

Certificated Personnel (FNIC)

Position	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
N/A				

Classified Personnel

Position	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
N/A				

Staff Development (Division)

Item	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
Health Code Training	Goal: To attend annual training to remain current on Health Code standards. Impact: To maintain health standards required by the Department of Health. New recommendation #1	No Cost	1	CCSP 3.2.4
Customer Service Training	Goal: Provide customer service training Impact: Attending training will help staff meet and exceed customer service operations and maintain high quality standards for food service. New recommendation #3	No Cost	1	CCSP 3.2.4

Facilities (Facilities)

Describe repairs or modifications needed and location*	Impact on recommendation(s) / SLOs	Cost	Priority	Link to Planning
Repair leaking walk in refrigerators (2)	Vendor, West Point Refrigeration, repair two (2) leaking walk in refrigerators. New recommendation #1	\$500	1	CCSP 3.2.4
Refurbish outdated refrigerators in the Café	Pepsi replaced one refrigerator. New recommendation #3	0	1	CCSP 3.2.4
Repair Freezer	Repair broken freezer New recommendation #1	\$6,000	1	CCSP 3.2.4

*Include building and room number

Computers / Software (TeCS)

Item	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
New Cash Register System	The cafeteria is in need of three updated cash registers to be able to sell items and use the latest technology.	\$16,500	1	CCSP 4.1.1

	New recommendation #5			
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Equipment

Item	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
New cooking ware	<p>Goal: To ensure safety standards mandated by Los Angeles County Department of Health.</p> <p>Impact: Increase in food preparation time, decrease in health risks due to uncooked food. Reduction in accident potential (OSHA)</p> <p>New recommendation #1</p>	\$1,500	1	CCSP 3.2.4
New grill	<p>Goal: To decrease risk of undercooked food and increase expediency and thoroughness of food preparation.</p> <p>Impact: Food preparation and safety is very important for student health and the Los Angeles County Department of Health. Cooking temperature is important for health and safety of all who eat at the café.</p> <p>New recommendation #1</p>	\$25,000	1	CCSP 3.2.4
Refrigerator	<p>Goal: To increase food longevity (Health Department).</p> <p>Impact: To ensure food quality and safety standards for food storage. Increase in longevity of food (Health Department)</p> <p>New recommendation #1</p>	\$25,000	1	CCSP 3.2.4

Supplies (Division)

Item	Impact on recommendation(s) / SLOs	Cost	Priority	Link To Planning
N/A				

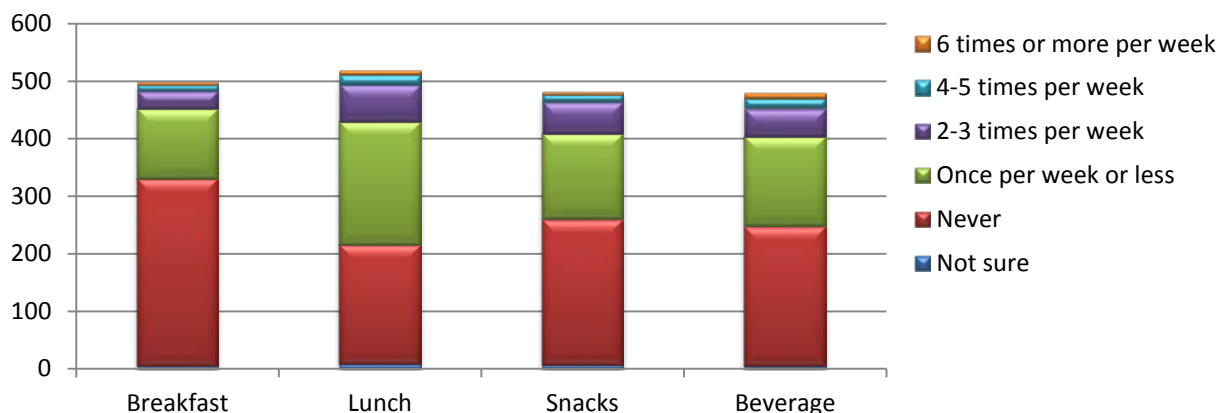
Appendix A (pg. 9-19)

Citrus College Cafeteria Survey Report Prepared by the Office of Institutional Research March 2013

In December 2012, faculty/staff and students at Citrus College were asked to complete a 17-item survey which assessed on-campus dining habits, food and beverage preferences, and satisfaction with the on-campus dining services. A total of 543 surveys were completed: faculty/ staff (n=218), students (n=261), and unknown role (n=64).

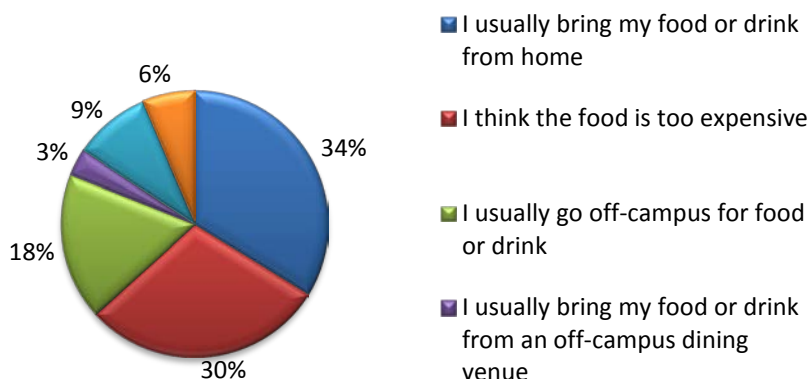
Question 1 asked participants how many times they purchase the following in the Owl Café in a typical week. A total of 541 participants responded to this question. The data revealed that participants purchased lunch most frequently in the Owl Café and breakfast the least. Figure 1 illustrates the frequency of all responses.

Figure 1. Frequency of responses regarding types of food purchased at the Owl Cafe



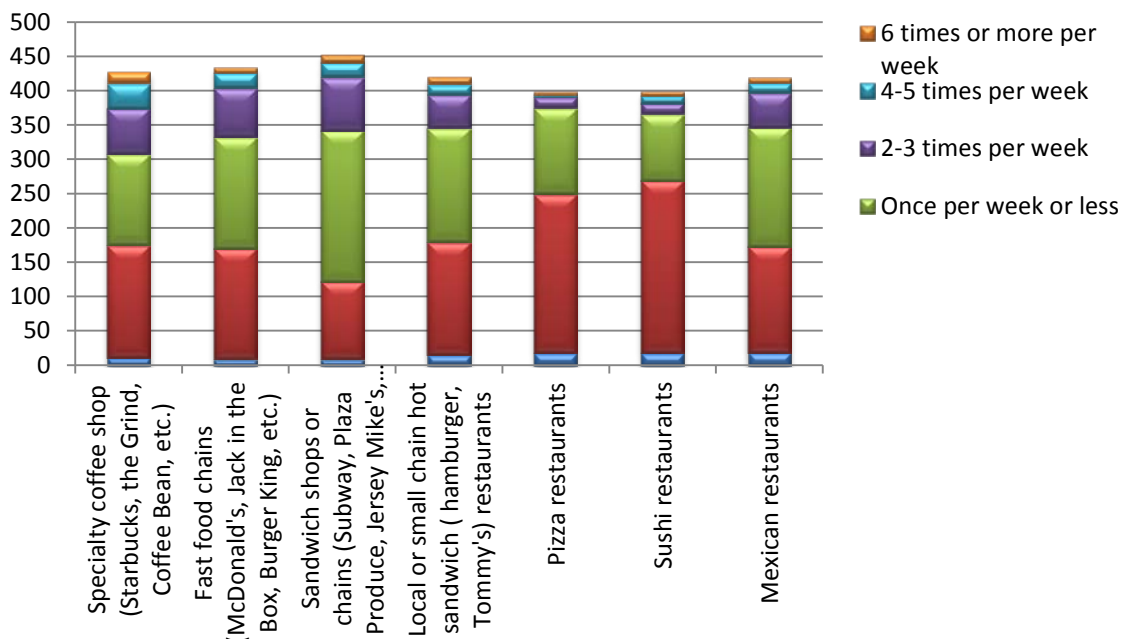
Question 2 asked participants to indicate the main reason they do not purchase food on campus if they dine on campus less than once a week or never. A total of 464 participants responded to this question. The majority of respondents indicated they usually bring food or drink from home (34%). Ninety-two participants provided additional reasons why they do not purchase food on campus. The majority of the respondents indicated that the food was too expensive, the café wasn't open late enough, or there was a lack of variety, specifically vegetarian/vegan options, in the food selection. Figure 2 illustrates the percentage of responses for each of the close-ended items.

Figure 2. Percentage of responses regarding main reasons for not dining on campus



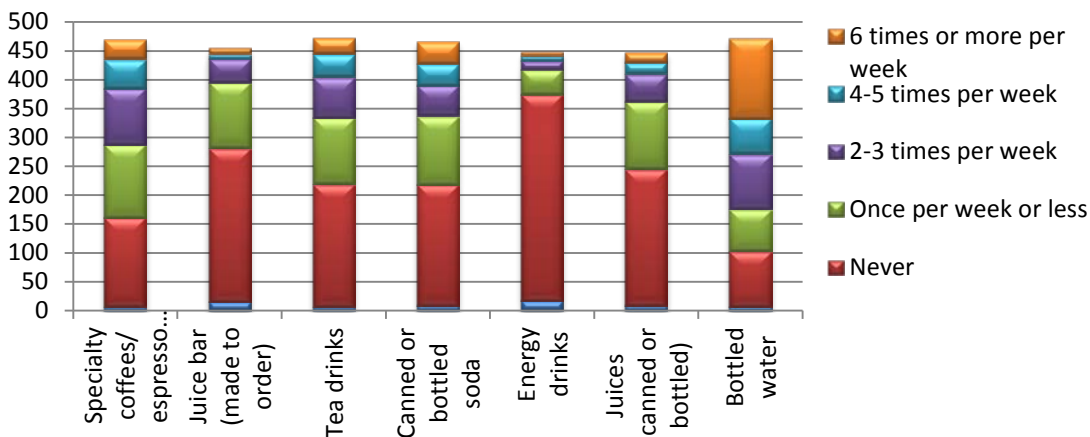
Question 3 asked participants to indicate how often they select the following venues if they go of campus for dining options. A total of 492 participants responded to this question. The majority of respondents reported dining at sandwich shops. The least amount of participants reported dining at sushi restaurants. Forty-nine participants responded “other” and provided open-ended comments to specify. The majority of comments were in reference to buying food at a local grocery store, Asian foods (i.e. Thai, Chinese), or bringing food from home. Figure 3 illustrates the frequency of responses for each of the close-ended items.

Figure 3. Frequency of responses regarding types of off campus dining preferences



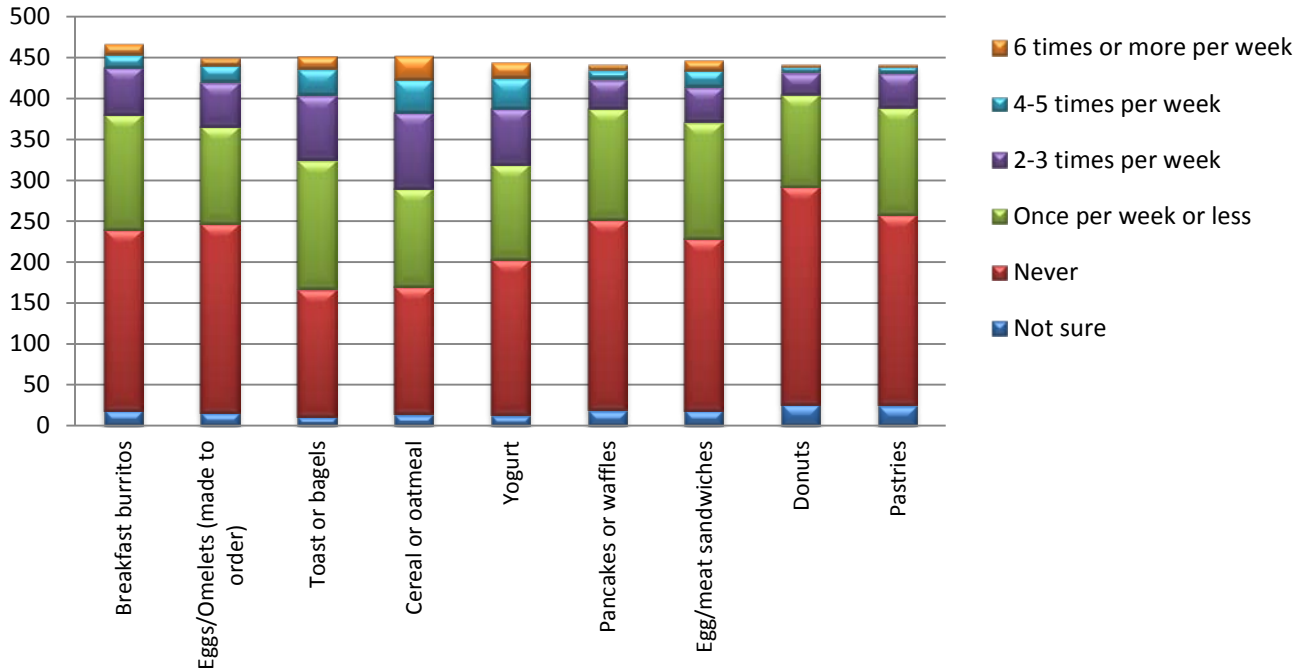
Question 4 asks participants to think about the beverages they like to drink and to indicate the frequency they select each type during a typical school week. A total of 492 participants responded to this question. The majority of participants reported selecting bottled water followed by specialty coffees/espresso. Participants reported selecting energy drinks least frequently. Sixteen participants responded “other” and provided open-ended comments to specify. The majority of comments were in reference to drinking soda, water or bringing drinks from home. Figure 4 illustrates the frequency of responses for the types of beverages selected.

Figure 4. Frequency of responses regarding types of beverages selected



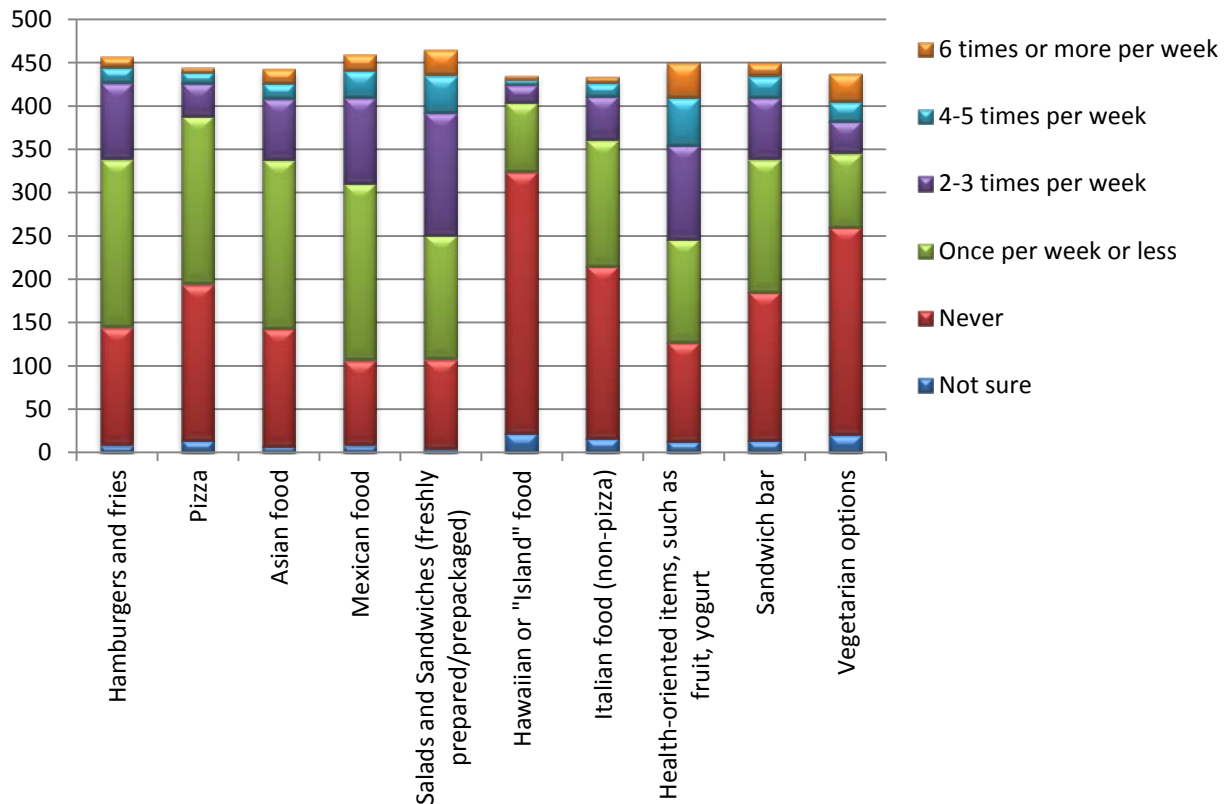
Question 5 asked participants to think about the foods they like to eat and to indicate how often they eat each of those types of food during a typical school week. A total of 490 participants responded to this question. The data reveal that toast or bagels are consumed the most followed by cereal and oatmeal while donuts are consumed the least. Fourteen participants responded “other” and provided open-ended comments to specify. Of those comments, the majority of participants responded that they eat fresh fruit, yogurt, or vegetarian/vegan meals. Figure 5 shows the list of all closed-ended responses.

Figure 5. Frequency of responses regarding types of breakfast food consumed



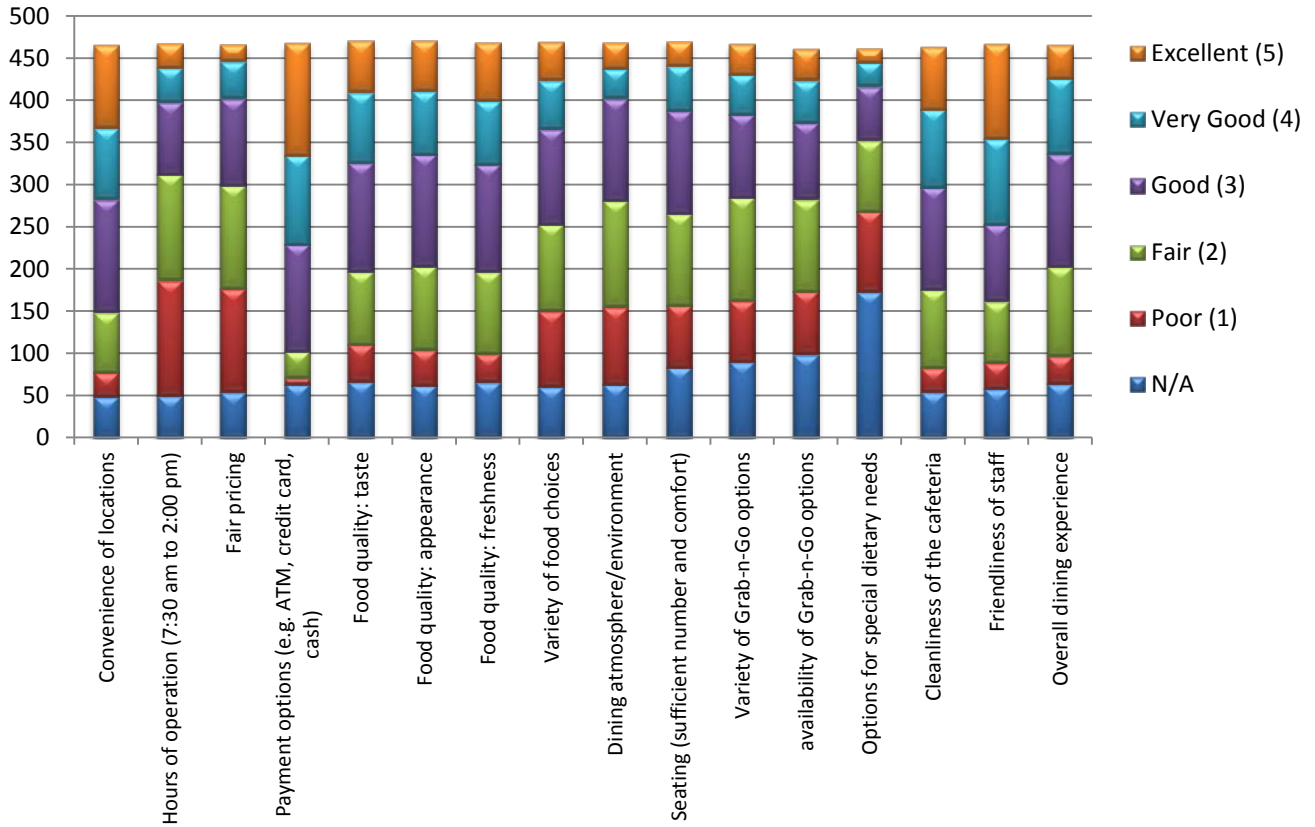
Question 6 asked participants to think about the food they eat and indicate how often they select each type during a typical school week. A total of 490 participants responded to this question. The majority of participants reported selecting Mexican and salads and sandwiches. Participants reported selecting Hawaiian or Island food least frequently. Twenty-two participants responded “other” and provided additional comments to specify. Of those comments, the majority reported eating food from home or selecting some type of vegetarian/vegan meal. Figure 6 illustrates the frequency of all closed-ended responses.

Figure 6. Frequency of responses of types of food consumed



Question 7 asked participants to rate their satisfaction with several aspects of food service at the Owl Café. A total of 476 participants responded to this question. Convenience of location, payment options, friendliness of staff, and cleanliness of the cafeteria had the most positive ratings (over 60% rated “good” or better). Options for special dietary needs had the poorest ratings. Figure 7 illustrates the frequency of all responses.

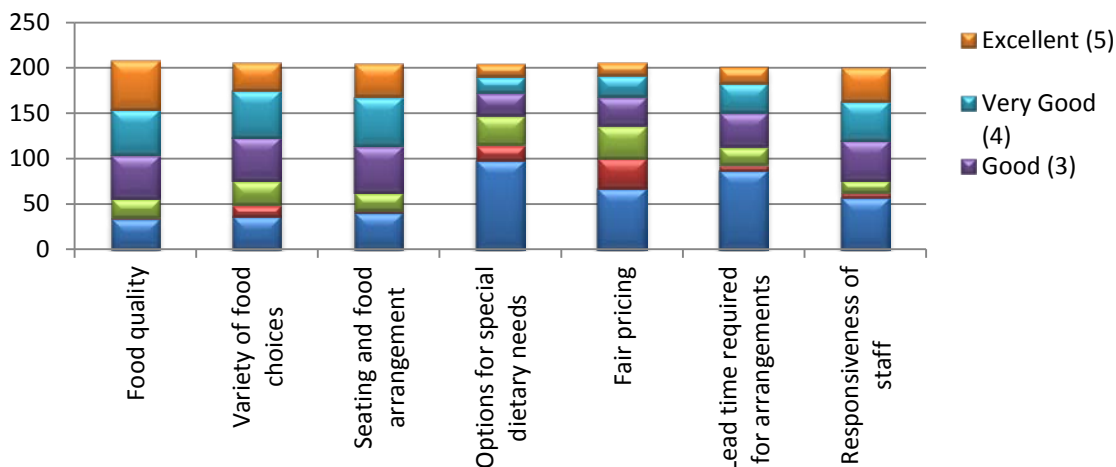
Figure 7. Frequency of satisfaction ratings regarding food service at Owl Cafe



Questions 9 to 13 were answered by faculty and staff only. These questions were related to the use of banquet and food services for outside guests.

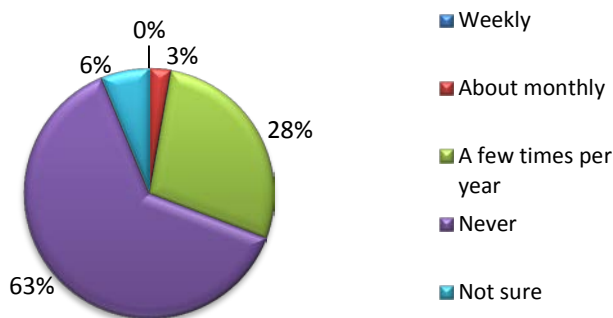
Question 9 asked faculty/staff if they have experienced catering or banquet services at Citrus College and to rate the service in several areas. Out of the total of 218 faculty/staff respondents, 208 of them responded to this question. Food quality, variety of food choices, seating and food arrangement, and responsiveness of staff had the most positive ratings (over 60% rated “good” or better). Options for special dietary needs and fair pricing received the poorest ratings. Figure 8 shows the frequency of responses.

Figure 8. Frequency of ratings regarding catering and/or banquet services



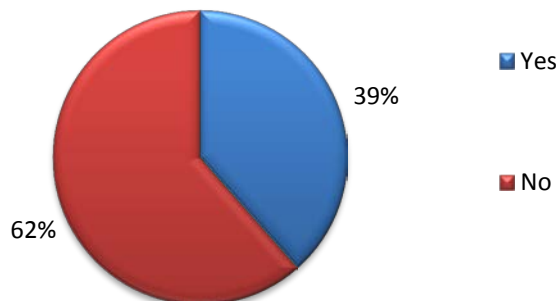
Question 10 asked faculty/staff to indicate how often they bring groups on campus and need food service. A total of 211 faculty/staff responded to this question. The majority of respondents reported “never” to this question (63%). No one reported needing these services weekly. Figure 9 illustrates the percentage of responses.

Figure 9. Percentage of responses regarding frequency of needing food service when bringing groups on campus



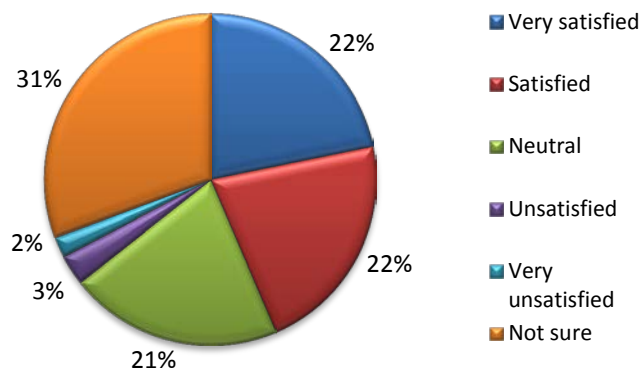
Question 11 asked faculty/staff if they have contacted campus food service to discuss meal options when they bring groups on campus. A total of 148 faculty/staff responded to this question. Almost two-thirds responded that they do not contact campus food service to discuss meal options (62%). Figure 10 illustrates the percentage of responses.

Figure 10. Percentage of responses regarding contacting food service to discuss meal options



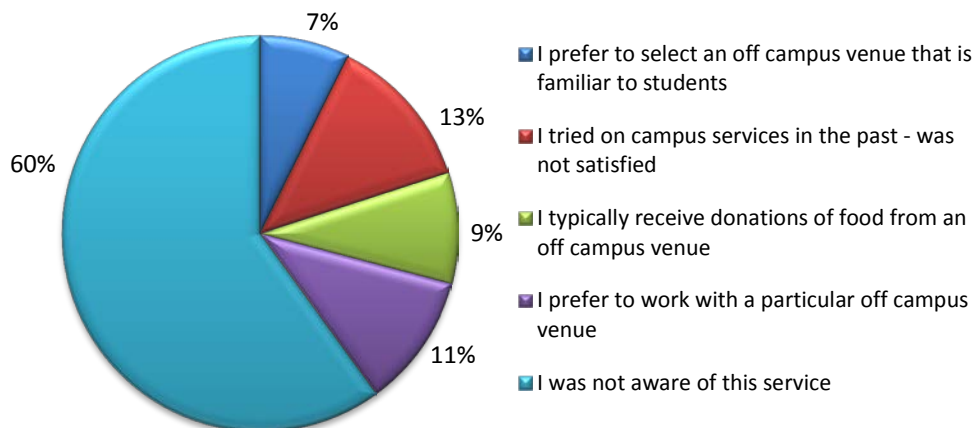
Question 12 asked faculty/staff to indicate how satisfied they were with campus food service if they have utilized the services. A total of 101 faculty/staff responded to this item. The majority of participants responded being “satisfied” to “very satisfied” with the service (44%). Figure 11 illustrates the percentage of responses.

Figure 11. Percentage of responses regarding satisfaction with campus food service



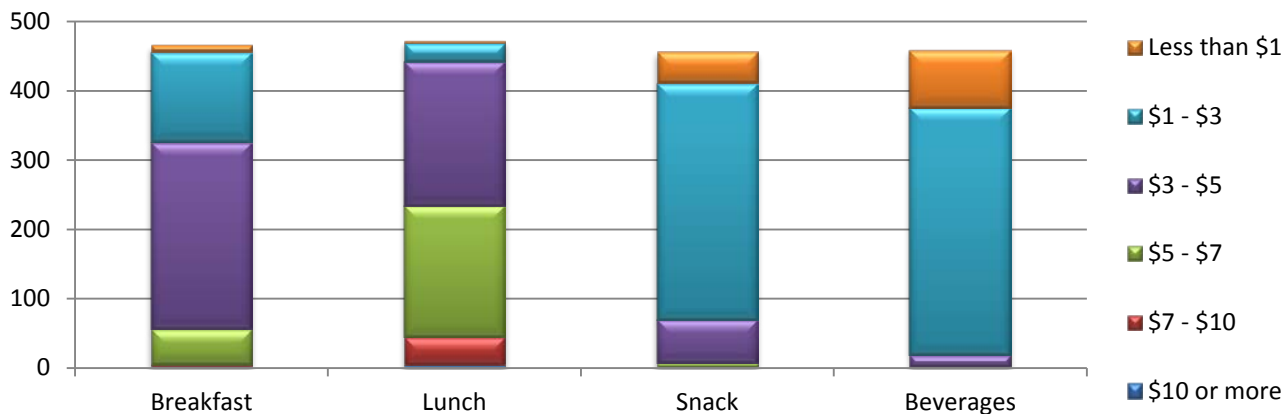
Question 13 asked faculty/staff to indicate the primary reasons they do not contact campus food service if they have not utilized the service. A total of 55 participants responded to this question. The majority of respondents reported not being aware of this service (60%). A total of 26 participants indicated “other” as their reason and provided additional comments. The most common responses were because it was too expensive or it was not relevant to their job. Figure 12 illustrates the percentage of responses regarding reasons for not contacting campus food service.

Figure 12. Percentage of responses regarding reasons for not contacting campus food service



Question 14 asked both faculty/staff and students to indicate how much they expect to pay for a meal on campus for the following meal periods. A total of 474 participants responded to this question. The majority of participants reported expecting to pay \$3-\$5 for breakfast (60%) and lunch (44%). For snacks and beverages most respondents reported expecting to pay \$1-\$3 (75% and 78%, respectively). Figure 13 illustrates the frequency of responses regarding price expectations by meal type.

Figure 13. Frequency of price expectations by meal type



Question 15 asked in which parts of campus participants would like additional dining venues. There were a total of 225 open-ended responses to this question¹. Eight major themes emerged and were categorized based on 4 major sections of campus (south, east, west, and central) using the campus map. For instance, if a respondent reported wanting a dining venue near the cosmetology department their response was coded as “east” since that department is located on the east end of campus. The majority of respondents reported they would like additional dining venues on the east or west side of campus. Table 1 shows the themes, the number of responses for each theme, and an example response.

Table 1. Themes and frequency of responses regarding location of future dining venues

	Question Options	Number of Responses	Example of Response
Q15. In which parts of campus would you like to see future dining venues?	a) East	a) 86	a) <i>East side of campus. I think it would be well used by the Cosmetology students especially.</i>
	b) West	b) 56	b) <i>Student Service Building end of Campus</i>
	c) Central	c) 32	c) <i>I would like to see venues near the CI building and the Administration Building</i>
	d) As is	d) 16	d) <i>The locations where the dining venues are good for right now.</i>
	e) Unsure/NA	e) 16	e) <i>No idea never on campus long enough</i>
	f) Other	f) 16	f) <i>Somewhere where it is not hidden</i>
	g) Food options	g) 14	g) <i>I'll like to see variety of foods option in our cafeteria, and also offer delivery for the office, because some time staff unable to leave</i>
	h) South	h) 2	h) <i>It would be nice to have a dining venue like the OWL Café down by the stadium</i>

¹ Some comments were coded under two or more themes. They were then counted for each theme in which they appeared. For instance, if a respondent wrote that they feel there should be additional dining venues on the east and west side of campus their response was coded under both “east” and “west”. Therefore, the number of coded responses may exceed the actual number of responses.

Question 16 asked participants to comment on the improvements they would like to see in the physical dining facility. A total of 219 participants responded to question. Twelve themes emerged from the comments in response to this question. The two most common responses were in reference to updating the décor and seating. Table 2 shows the themes, the number of responses for each theme, and an example response.

Table 2. Themes and frequency of responses regarding improvements to dining facility

		Number of Responses	Example of Response
Q16. What improvements would you like to see in the physical dining facility?	a) Seating	a) 50	a) <i>More attractive and comfortable seating options.</i>
	b) Décor	b) 48	b) <i>Needs to be updated. More inviting atmosphere i.e. tile work, chairs, table, all pretty dated.</i>
	c) Food options	c) 23	c) <i>More variety of foods. Healthier foods. Cheaper prices.</i>
	d) Cleanliness/Smell	d) 21	d) <i>The location is never going to work. It is depressing and it smells funny down there. Ash trays. Yuck.</i>
	e) No changes	e) 19	e) <i>I don't believe that there is any need for physical changes to the dining facility.</i>
	f) Other	f) 16	f) <i>faster in and out....when have the time, spend it in a warm inviting sit-down way.... not in line.</i>
	g) No answer	g) 13	g) <i>No answer</i>
	h) Hours	h) 11	h) <i>I am in the part of campus that is here for long hours, I would like an area open for later dining or at least coffee next to the theater and music/recording arts</i>
	i) Prices	i) 6	i) <i>Physically healthier food options at a cheaper price for college students, we have lower budgets! Honestly where is the money going? Yes you have to pay employees but honestly there isn't much staff in the cafe and more money would come in if things were lower priced!</i>
	j) Noise	j) 4	j) <i>Volume of noise is not appealing</i>
	k) Smoking	k) 4	k) <i>I'd like more smoke free areas</i>
	l) Faculty and staff area	l) 4	l) <i>It would be nice to have a quiet room away from the students!</i>

Lastly, **question 17** asked participants to provide any additional comments. There were a total of 101 responses to this question. Six themes emerged from these comments, three of these themes also appeared in response to question 16. The most common response to this question was in regards to food options and giving kudos to the current dining facility and/or its staff. Table 3 shows the themes, the number of responses for each theme, and an example response.

Table 3. Themes and frequency of responses regarding additional comments

		Number of Responses	Example of Response
Q17. If you have any comments, please type them in the space provided below.	a) Kudos	a) 24	a) <i>The staff is great and very friendly at the Owl Cafe, I hope they are around for a long time</i>
	b) Other	b) 24	
	c) Food options	c) 22	b) <i>I hope some changes are forthcoming....many students and faculty go off campus for food.</i>
	d) Hours	d) 13	
	e) Pricing	e) 12	c) <i>Bring on several off campus vendors so we have more variety and the school can make some money</i>
	f) No comment	f) 6	d) <i>Make the cafeteria open for evening students. This would greatly help those who work during the day, and those who study on campus.</i>
			e) <i>Food is way too expensive, and the portions are small. That's why I'd rather walk 20 min to jack in the box and eat. Then buy anything. And the Starbucks here is really bad. It always makes my stomach hurt.</i>
			f) <i>No comment</i>

