

# Key Ingredients for Making Bold Recipes: Vision, Market Demand, Funding

2012 NACAS Annual Conference | October 30, 2012



# Presentation Overview

- ◆ Introductions
- ◆ Overview of Presentation
- ◆ Why This Topic?
- ◆ Projectization Spectrum
- ◆ Case Studies
  - Augusta State University
  - Young Harris College
- ◆ Discussion

# Introduction

## PRESENTERS



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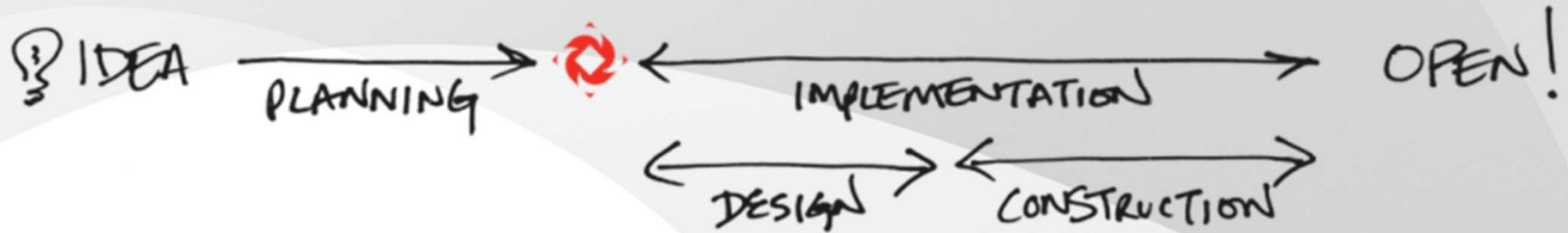


**JOE WINTERS**

Assistant Project Manager  
Brailsford & Dunlavey

# Introduction

BRAILSFORD & DUNLAVEY



## Experience

- ◆ 400+ Higher Education Clients
- ◆ 500+ Quality of Life Projects

## Services

- ◆ Planning Through Implementation

## Locations

- ◆ Atlanta, Charlotte, Chicago, Columbus, Detroit, Irvine, Washington DC

# Introduction

BRAILSFORD & DUNLAVEY

**Our mission** is to make our clients the strongest owners possible throughout the development process.

**Our purpose** is to inspire and empower organizations to maximize the value of investments that advance communities.



# Introduction

BRAILS福德 & DUNLAVEY

Appalachian State University  
Arizona State University  
Auburn University  
Augusta State University  
Boston College  
Bowling Green State University  
Brown University  
Bucknell University  
Butler University  
California Polytechnic State University  
California State University, Northridge  
The Catholic University of America  
Clemson University  
Coastal Carolina University  
College of Saint Rose  
Columbia University  
Converse College  
Cornell University  
Dartmouth College  
DePaul University  
Duke University  
East Carolina University  
Eckerd College  
Fairmont State University  
Fayetteville State University  
Florida Atlantic University  
Florida International University  
Gallaudet University  
George Mason University  
The George Washington University

Georgetown University  
Georgia College & State University  
Georgia Gwinnett College  
Georgia Institute of Technology  
Georgia State University  
Haverford College  
Howard University  
Illinois State University  
Indiana University  
Iowa State University  
Jackson State University  
The Johns Hopkins University  
Kennesaw State University  
Kenyon College  
Lincoln University  
Louisiana State University  
Loyola University Chicago  
Maine Community College System  
Mansfield University of Pennsylvania  
Marquette University  
Marshall University  
Meredith College  
Miami University  
Middle Tennessee State University  
Morehead State University  
New Mexico State University  
North Carolina A&T State University  
North Georgia College & State University  
Northern Virginia Community College  
Northwestern University

Oakland University  
The Ohio State University  
Ohio University  
Oklahoma State University  
Oregon State University  
Pace University  
Pennsylvania State University  
Princeton University  
Purdue University  
Roosevelt University  
Rutgers, The State University of New Jersey  
Saint Ambrose University  
San José State University  
Savannah State University  
Southern Illinois University Carbondale  
Southern University and A&M College  
Spelman College  
SUNY at Brockport  
Texas Southern University  
Texas Tech University  
Tuskegee University  
University at Albany  
University of Alabama at Birmingham  
University of California, Berkeley  
University of Cincinnati  
University of Delaware  
University of Georgia  
University of Hawaii - West Oahu  
University of Houston  
University of Illinois at Urbana-Champaign

University of Iowa  
University of Maine  
University of Maryland, College Park  
University of Miami  
University of Michigan  
University of Minnesota  
University of Mississippi  
University of Missouri-Kansas City  
University of Nevada, Las Vegas  
University of New Haven  
University of New Orleans  
University of North Carolina at Chapel Hill  
University of Notre Dame  
University of Oregon  
University of Pennsylvania  
University of Rhode Island  
University of Southern California  
University of Texas at Austin  
University of Toledo  
University of Utah  
University of Vermont  
University of Virginia  
University of Washington  
University of Wisconsin-Madison  
Vanderbilt University  
Virginia State University  
West Virginia University  
Western Carolina University  
Winston-Salem State University  
Young Harris College

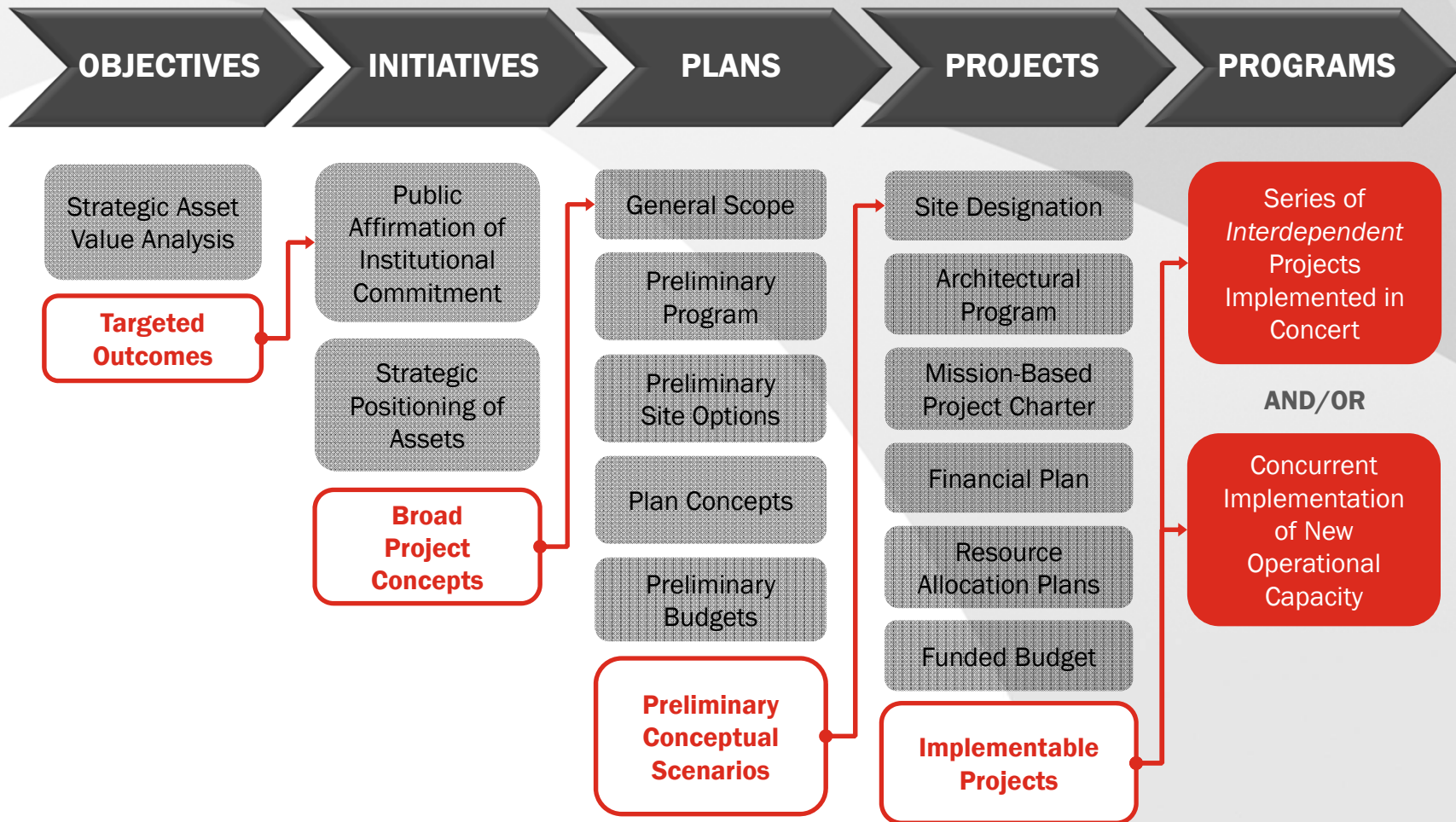
# Why This Topic?

- ◆ Foodservice as Strategic Asset
- ◆ Establishing a Clear Process for Planning / Implementation
- ◆ Introduction of vision-grounded decision making process
- ◆ Achieving increased “stakeholder” involvement
- ◆ Prioritization of program approaches and services locations



# Managing Outcomes

B&D'S PROJECTIZATION CONTINUUM





# Projectization Continuum

## OBJECTIVES

## TOOLS

- ◆ Stakeholder Interviews
- ◆ Demographic Analysis
- ◆ Tours
- ◆ Intercept Interviews
- ◆ **Strategic Asset Value Analysis (SAV) / Visioning**
- ◆ **SAV Story**
- ◆ **Story Development - Part I**

**Result:**  
**Targeted Outcomes**

# Strategic Asset Value

OVERVIEW

## ◆ Strategic Asset Value (“SAV”) Objectives

- To facilitate involvement of institutional Stakeholders in the planning process
- To ground the objectives of all quality of life facilities on the strategic ideals of the institution to ensure implementation consistency and mission alignment
- Not to modify the institutional mission or vision or to introduce new values

# Strategic Asset Value

OVERVIEW

## ◆ The Gap Analysis Process

- Outcome categories related to institution's Strategic Goals are evaluated for their importance and current attainment levels:
  - **Educational Outcome Drivers**
  - **Enrollment Management Drivers**
  - **Campus Community Drivers**
  - **Financial Performance Drivers**
- Within each outcome category, subordinate outcomes are specifically evaluated to determine the extent to which a gap exists between current and targeted performance
  - The "gaps" indicate the extent to which change is required to achieve mission alignment

# Strategic Asset Value

OVERVIEW

## ◆ Chapters of the SAV Story

- The “gap” analysis results are synthesized into an SAV Story that articulates the asset attributes that the Needs Assessment must strive to accommodate.
- The SAV Story is comprised of four “chapters”:
  - **Priority Order of Space Needs / Project Concept**
  - **Architectural / Construction Quality**
  - **Target Markets / Campus Location**
  - **Operating Paradigm / Financial Performance**

# Strategic Asset Value

OVERVIEW

## ◆ Worksheet Example

Legend: X - Existing Conditions O - Targeted Aspiration	Targeted Strategic Value											Value Benchmarks		
	Low	0	1	2	3	4	5	6	7	8	9		High	10
I. Educational Outcomes														
c. Student Professional Development					X									

**Value Scale** – The value in achieving an outcome is different for each institution. The scale of 0 to 10 represents various levels of commitment that might be required of the institution to attain mission alignment for that outcome category. Either a high or low number might be most appropriate.

# Strategic Asset Value

OVERVIEW

## ◆ Worksheet Example

Legend: X - Existing Conditions O - Targeted Aspiration	Targeted Strategic Value											Value Benchmarks	
	Low					High							
	0	1	2	3	4	5	6	7	8	9	10		
I. Educational Outcomes													
c. Student Professional Development					X								<p>0 = Viewing student employees simply as a source of low cost labor.</p> <p>10 = Viewing student employment as an opportunity to provide high quality learning experiences. Time is taken to train students not only about their tasks, but about the nature of the enterprise that they support. Performance standards and expectations are kept high. Professional staff members focus on maximizing the learning experience of student employees.</p>

**Existing Condition** – An “X” is placed for each outcome under the number that represents the extent to which current facilities allow the institution to achieve that outcome.

# Strategic Asset Value

OVERVIEW

## ◆ Worksheet Example

Legend:	Targeted Strategic Value											Value Benchmarks	
	Low					High							
	0	1	2	3	4	5	6	7	8	9	10		
I. Educational Outcomes													
c. Student Professional Development					X								<p><b>0</b> = Viewing student employees simply as a source of low cost labor.</p> <p><b>10</b> = Viewing student employment as an opportunity to provide high quality learning experiences. Time is taken to train students not only about their tasks, but about the nature of the enterprise that they support. Performance standards and expectations are kept high. Professional staff members focus on maximizing the learning experience of student employees.</p>

**Targeted Aspiration** – An “0” is placed for each outcome under the number that represents the institution’s mission-based ideal scenario for that given outcome driver.

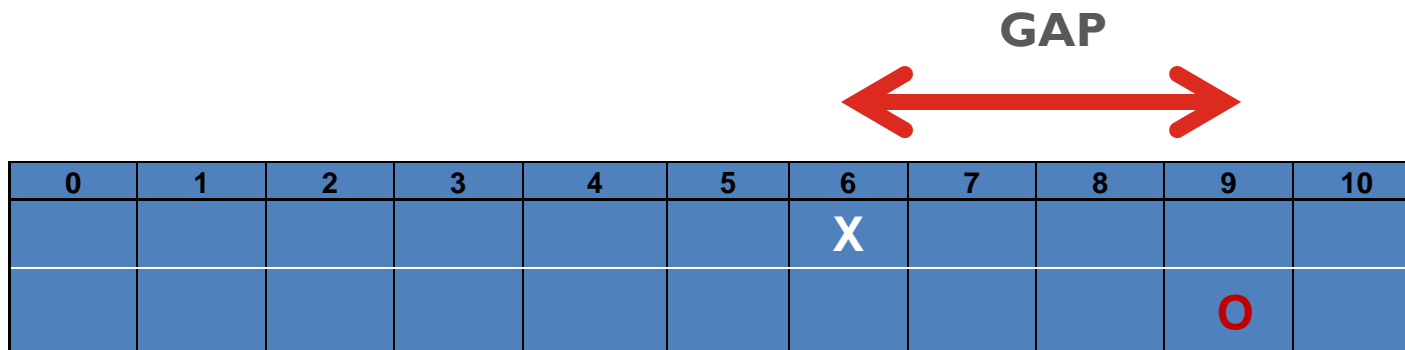
# Strategic Asset Value

OVERVIEW

## ◆ Enrollment Management

### - Recruitment (Campus Tour Impact)

- **0** = Believing that students should be motivated to attend based on the quality of the programs only and not on the basis of recreational facilities.
- **10** = Making the best possible impression on prospective students visiting the campus. There is significant emphasis on the architectural quality of the interior and exterior spaces including landscaping and hardscape. Facilities produce a "wow" response.





# Projectization Continuum

OBJECTIVES

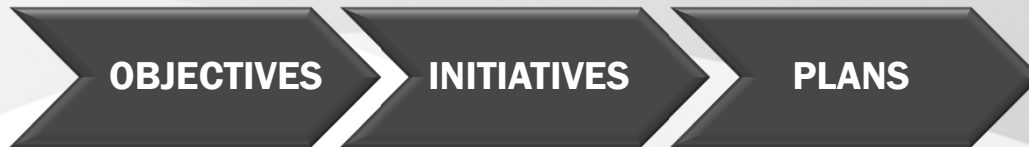
INITIATIVES

## TOOLS

- ◆ Focus Group Interviews
- ◆ Quick & Dirty Program & Financial Modeling
- ◆ Competitive Context Analysis
- ◆ Story Development – Part II

**Result:**  
**Broad Project**  
**Concepts**

# Projectization Continuum



## TOOLS

- ◆ Web-based Survey
- ◆ Demand-based Programming (DBP)
- ◆ Comparable Facilities Analysis / Supply Inventory
- ◆ Detailed Financial Model
- ◆ Project Schedule
- ◆ Preliminary Site Evaluations
- ◆ Story Development - Part III: The “Big Idea”

**Result:**  
**Preliminary Conceptual  
Scenarios**

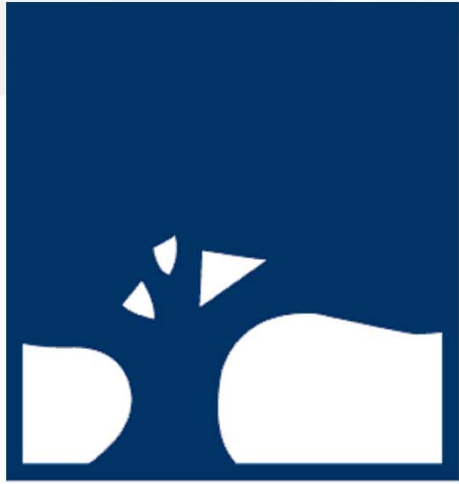
# Projectization Continuum



## TOOLS

- ◆ Enhanced Financial Modeling
- ◆ Detailed Project Schedule
- ◆ Site Selection
- ◆ Analysis of Financing & Ownership Options
- ◆ Sensitivity Analyses / Initial Value Engineering
- ◆ Project Cash Flow Analysis
- ◆ Approval Process Management

**Result:  
Implementable  
Projects**



# AUGUSTA STATE UNIVERSITY



# SAV Story Review

CASE STUDY: AUGUSTA STATE UNIVERSITY

## Primary Drivers

- Retention / progression / graduation
- Student professional development
- Student / faculty / staff interaction
- Out-of-classroom experience

## Secondary Drivers

- Recruitment / campus tour impact
- Central gathering place
- Alcohol-free social opportunities

## Tertiary Drivers

- Revenue generation
- Meal plan participation



# SAV Story Review

CASE STUDY: AUGUSTA STATE UNIVERSITY

- ◆ Priority Order of Space Needs & Project Concept
  - Increased Capacity and Operating Hours is Mission Critical Priority for Foodservice
    - Aligning Food Concept Offerings with Campus Preferences
  
- ◆ Architectural & Construction Quality
  - Addressing Patron Capacity Issues Should be Paramount Objective
    - Facility Design Should Comply with Current Campus Standards

# SAV Story Review

CASE STUDY: AUGUSTA STATE UNIVERSITY

## ◆ Target Market & Campus Location

- All Members of the Campus Community are Equal Priority
- Locations should be Centralized or Within Close Proximity of Other Quality of Life Facilities

## ◆ Operating Paradigm & Financial Performance

- Auxiliary Services Must Maintain its Ability to be Financially Self-Supportive
- Improve Foodservice's Profitability to Minimize/Replace Auxiliary Service Support

# Key Findings

CASE STUDY: AUGUSTA STATE UNIVERSITY

- ◆ Current foodservice facilities are insufficient to support the University's mission
  - Expansion of foodservice is critical for recruitment, retention, and to support a more residential campus
- ◆ Facility constraints limit the University's ability to fully respond to the campus's foodservice needs
  - Constraints include foodservice concepts, facility capacity, hours of operation
- ◆ Location of current foodservice facilities aligns with campus preferences
  - Co-location of quality of life facilities is a key traffic driver for WWC



# Key Findings

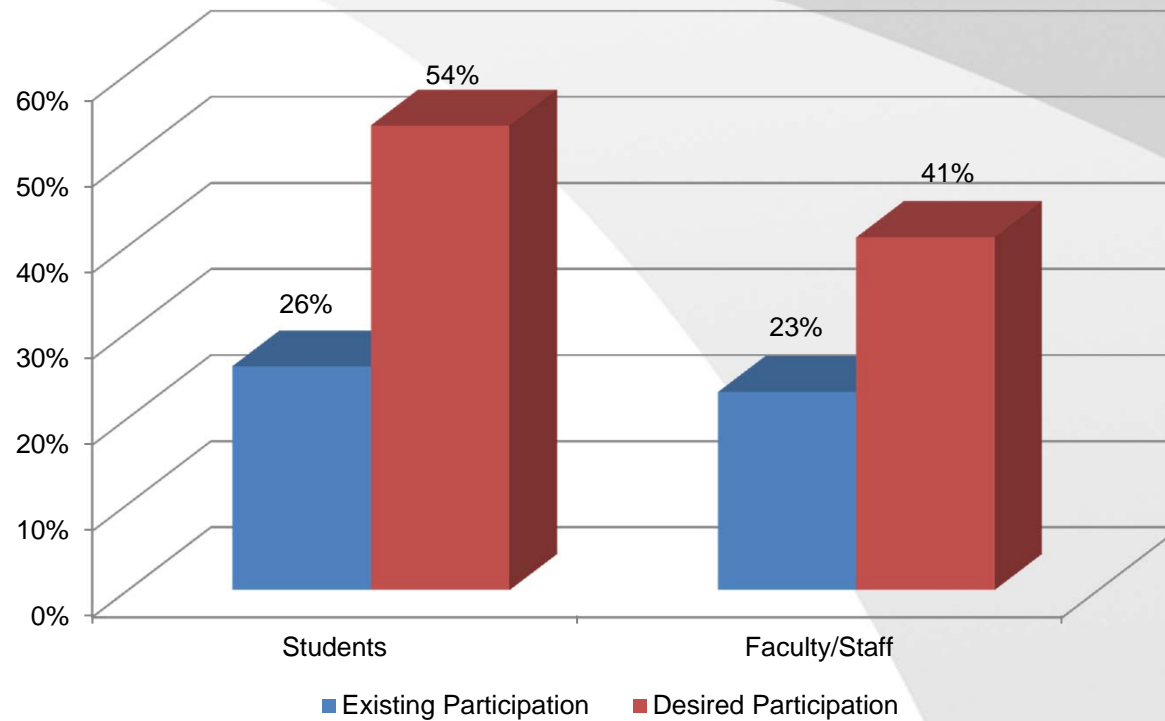
CASE STUDY: AUGUSTA STATE UNIVERSITY

- ◆ Existing policy decisions are inhibiting foodservice participation
  - *Lack of a meal plan requirement*
  - *Existing parking policies*
- ◆ Improved financial feasibility will not be achieved through increased participation alone
  - *An increase in “Per Spend” is also required*

# Supporting Research & Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY

## Foodservice Utilization 2+ Times Per Week

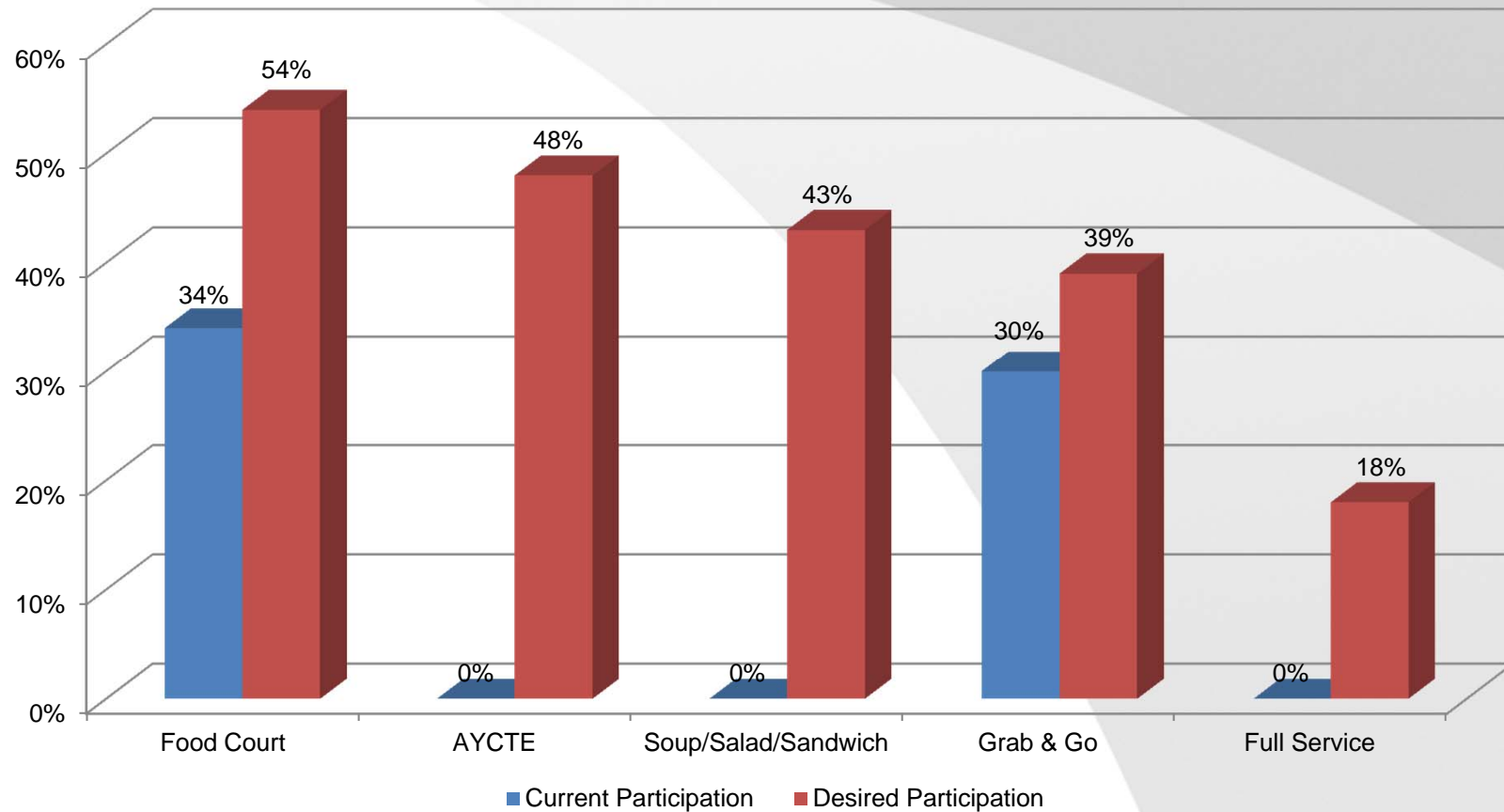


***\*More than a 27% increase in campus foodservice patronage***

# Supporting Research & Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY

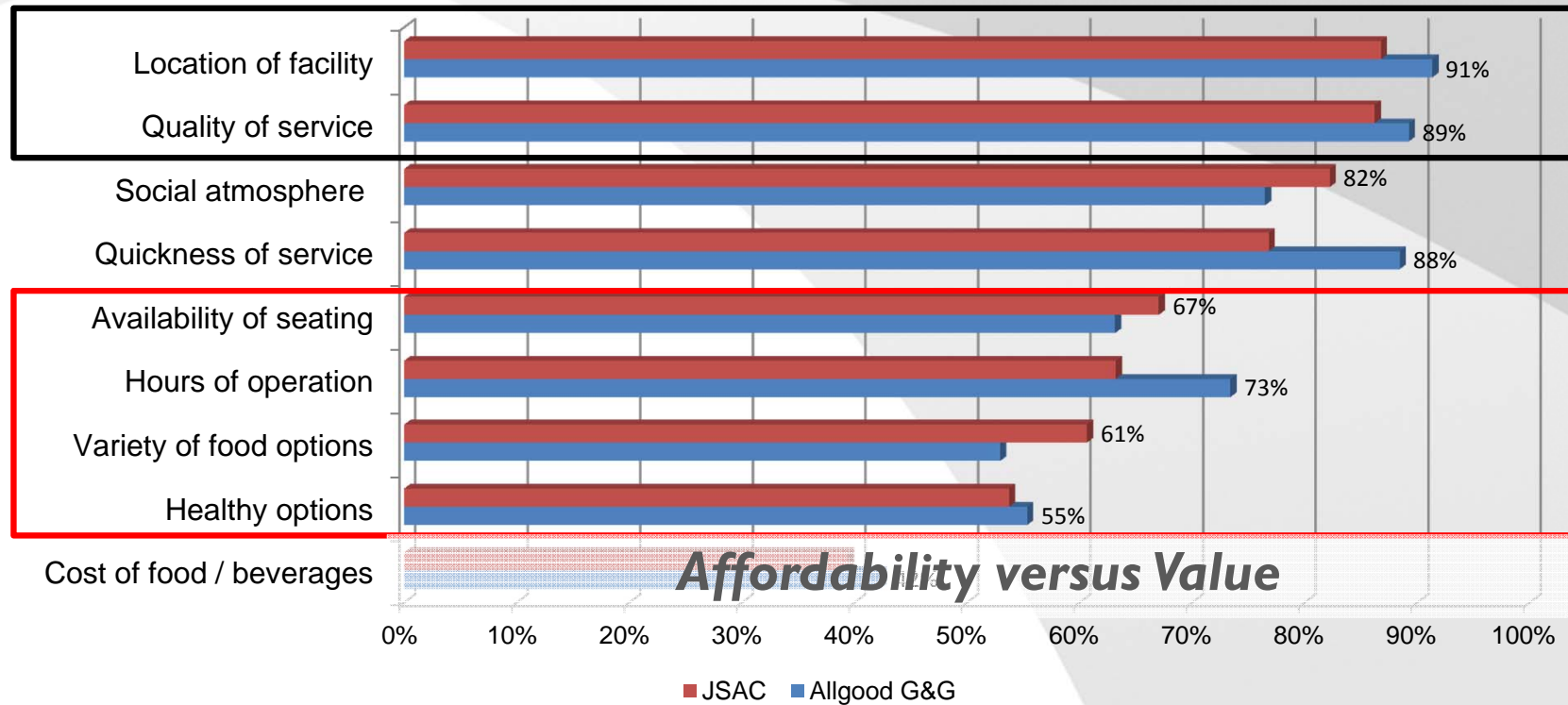
## *Student Foodservice Participation: 2+ Times per Week*



# Supporting Research & Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY

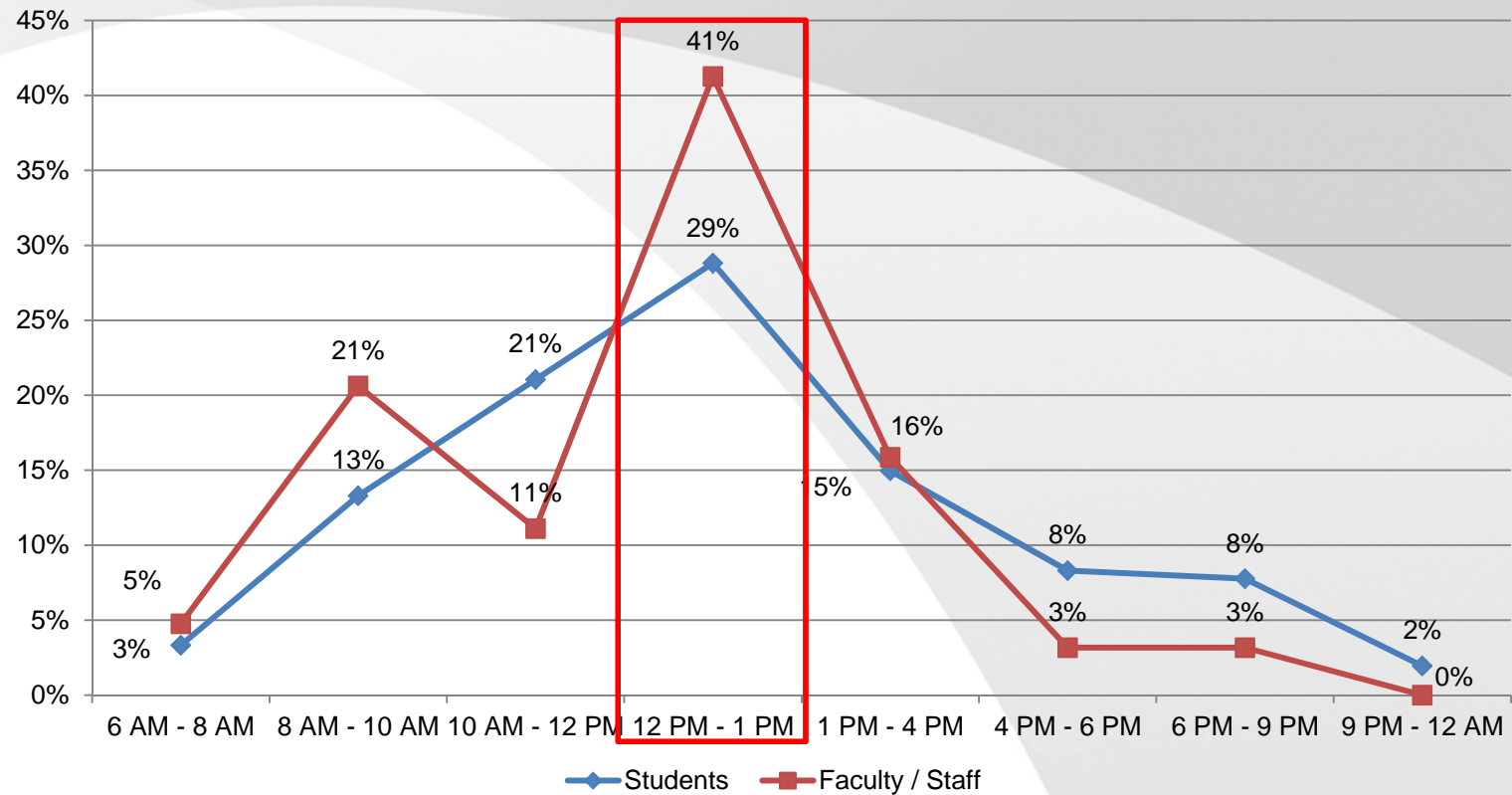
## Satisfaction With Current Facilities



**\*Satisfaction is similar for both foodservice facilities**

# Supporting Research & Analysis

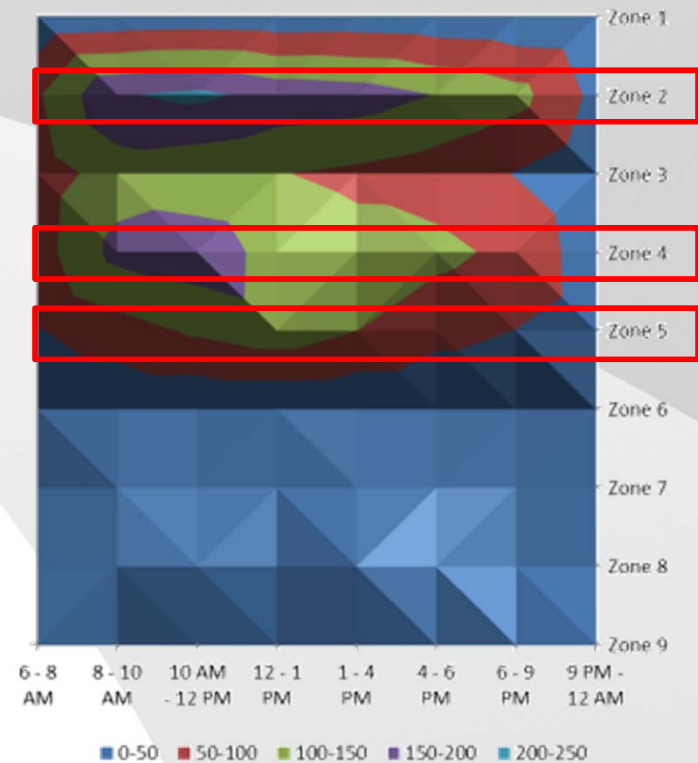
CASE STUDY: AUGUSTA STATE UNIVERSITY



***\*Limited seating capacity is inhibiting campus interaction***

# Supporting Research & Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY



#8 (Not Pictured): Christenberry / Forest Hills GC area

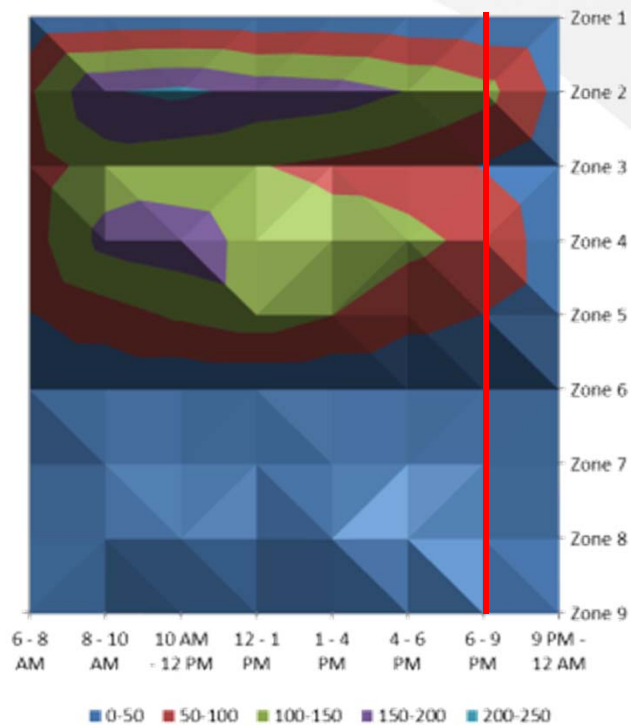
#9 (Not Pictured): University Village area

## Current Campus Activity Pattern

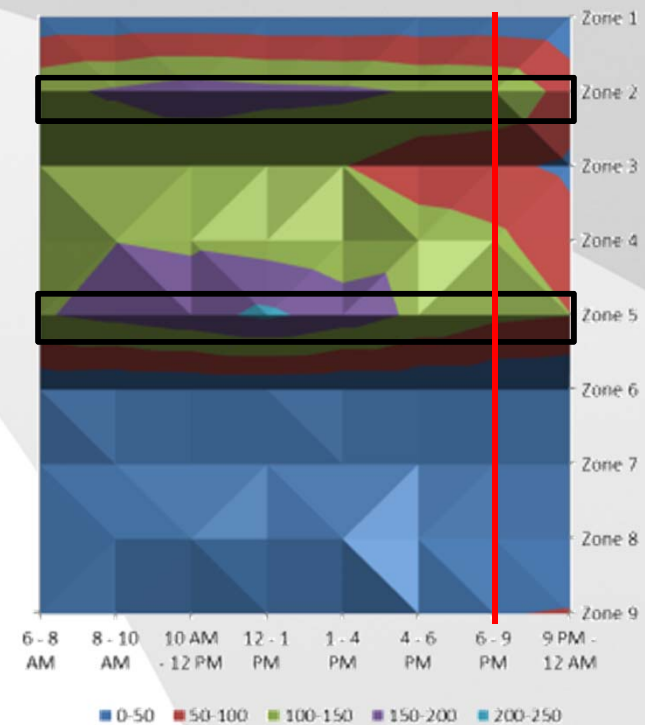
# Supporting Research & Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY

## Current Patterns



## Desired FS Locations

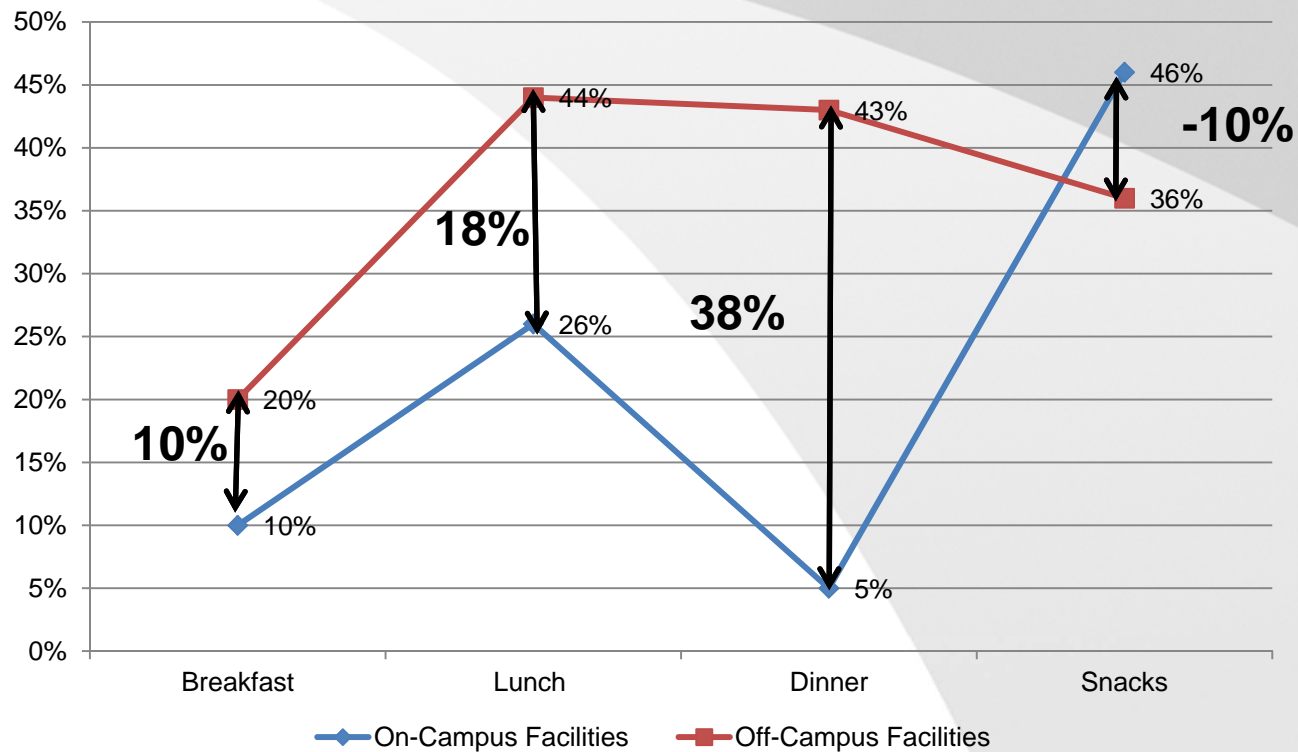


***\*Foodservice Locations Align With Campus Utilization Trends***

# Supporting Research & Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY

## Current Dining Habits: 2+ Times Per Week



***\*Off-campus is benefiting from limited foodservice operating hours***



# Preliminary Financial Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY

## Per Spend Summary of Walton Way Campus Community

### STUDENTS

	<u>On-Campus</u>	<u>Off-Campus</u>	<u>Delta</u>
Breakfast	\$1.78	\$2.50	-\$0.72
Lunch	\$4.65	\$5.94	-\$1.29
Dinner	\$1.71	\$7.08	-\$5.37
Snack	\$3.76	\$3.00	\$0.76
<b>Average</b>	<b>\$3.40</b>	<b>\$4.88</b>	<b>-\$1.48</b>

### FACULTY / STAFF

	<u>On-Campus</u>	<u>Off-Campus</u>	<u>Delta</u>
Breakfast	\$1.64	\$2.17	-\$0.53
Lunch	\$6.35	\$7.16	-\$0.81
Dinner	\$0.07	\$7.93	-\$7.86
Snack	\$2.98	\$2.32	\$0.66
<b>Average</b>	<b>\$3.97</b>	<b>\$5.44</b>	<b>-\$1.47</b>

# Preliminary Financial Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY

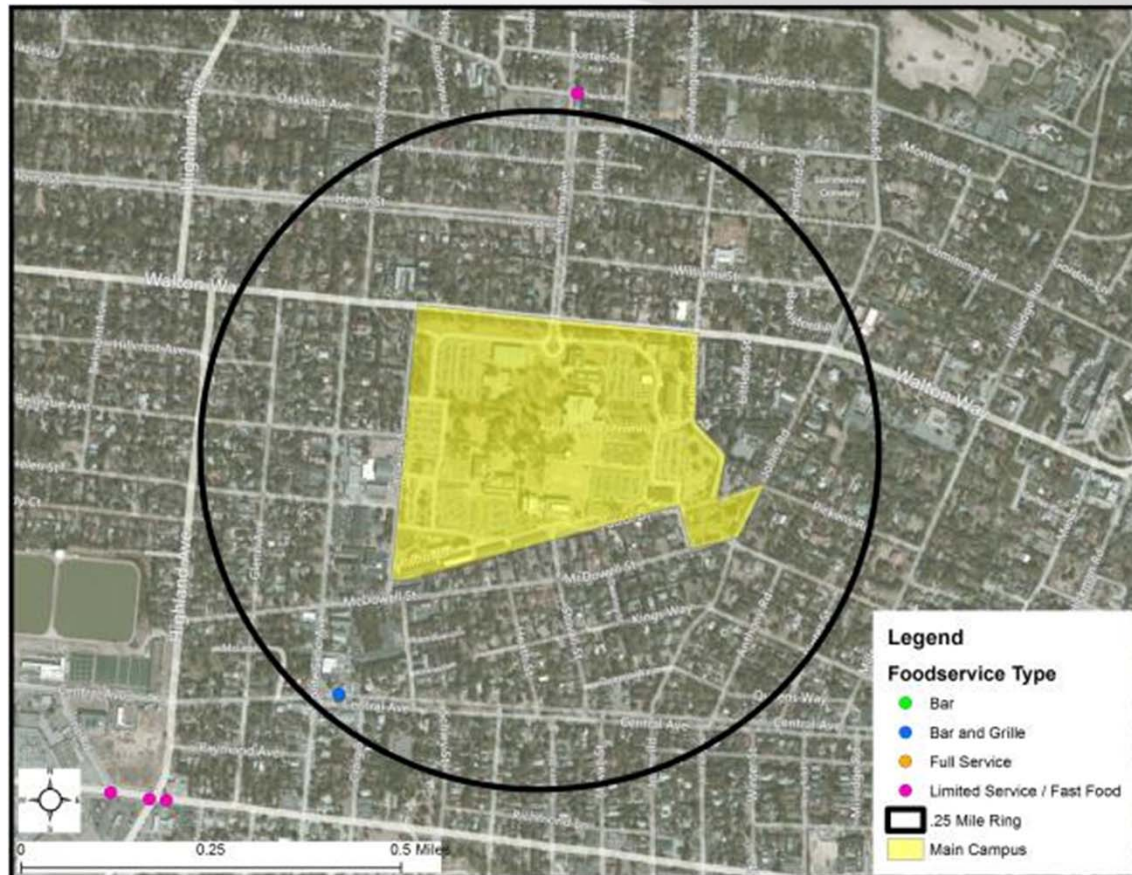
## On-Campus Per Spend Comparison

	<u>On-Campus</u>	<u>All Students</u>	<u>Delta</u>
Breakfast	\$2.29	\$1.78	\$0.51
Lunch	\$5.79	\$4.65	\$1.14
Dinner	\$1.63	\$1.71	-\$0.08
Snack	\$3.32	\$3.76	-\$0.44
<b><i>Average</i></b>	<b><i>\$3.71</i></b>	<b><i>\$3.40</i></b>	<b><i>\$0.31</i></b>

# Off-Campus Market Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY

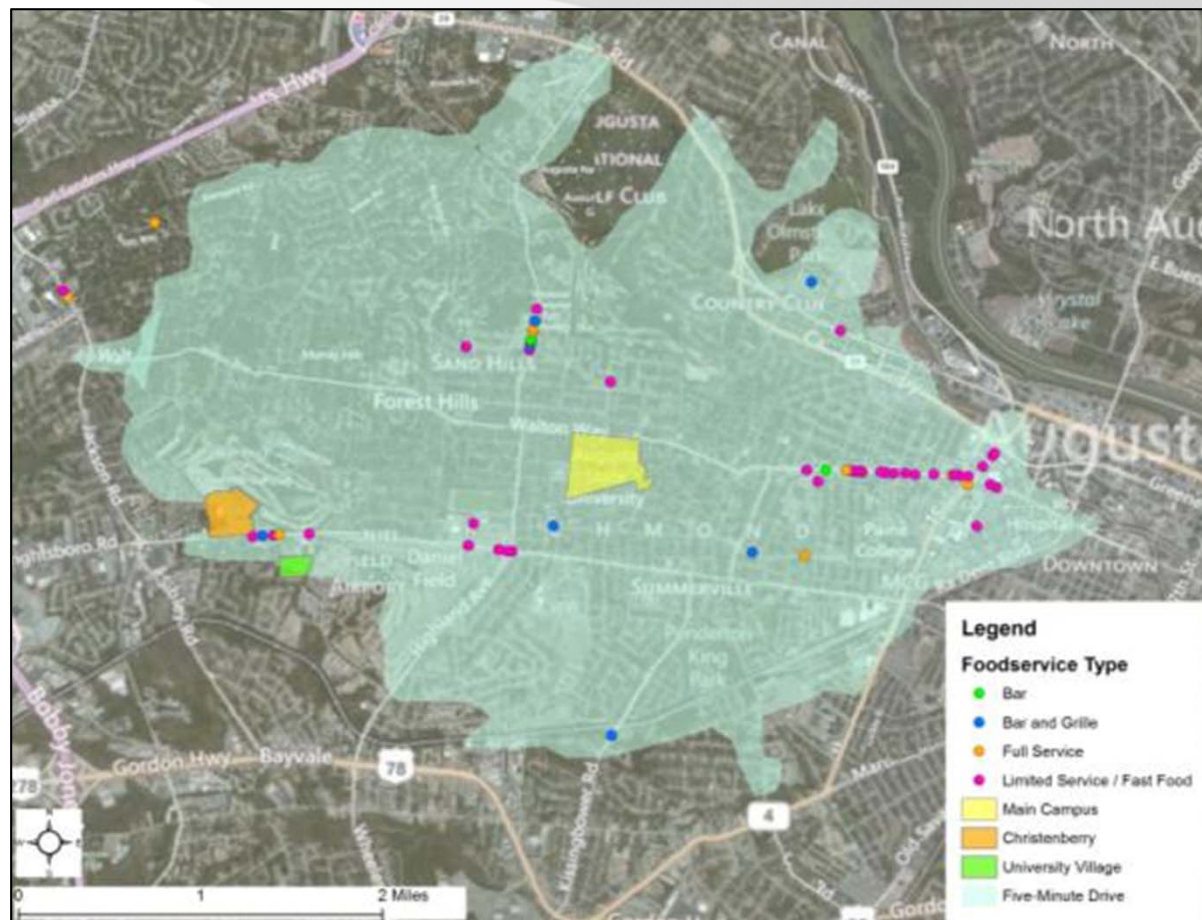
## Dining Opportunities Within Walking Distance of WWC



# Off-Campus Market Analysis

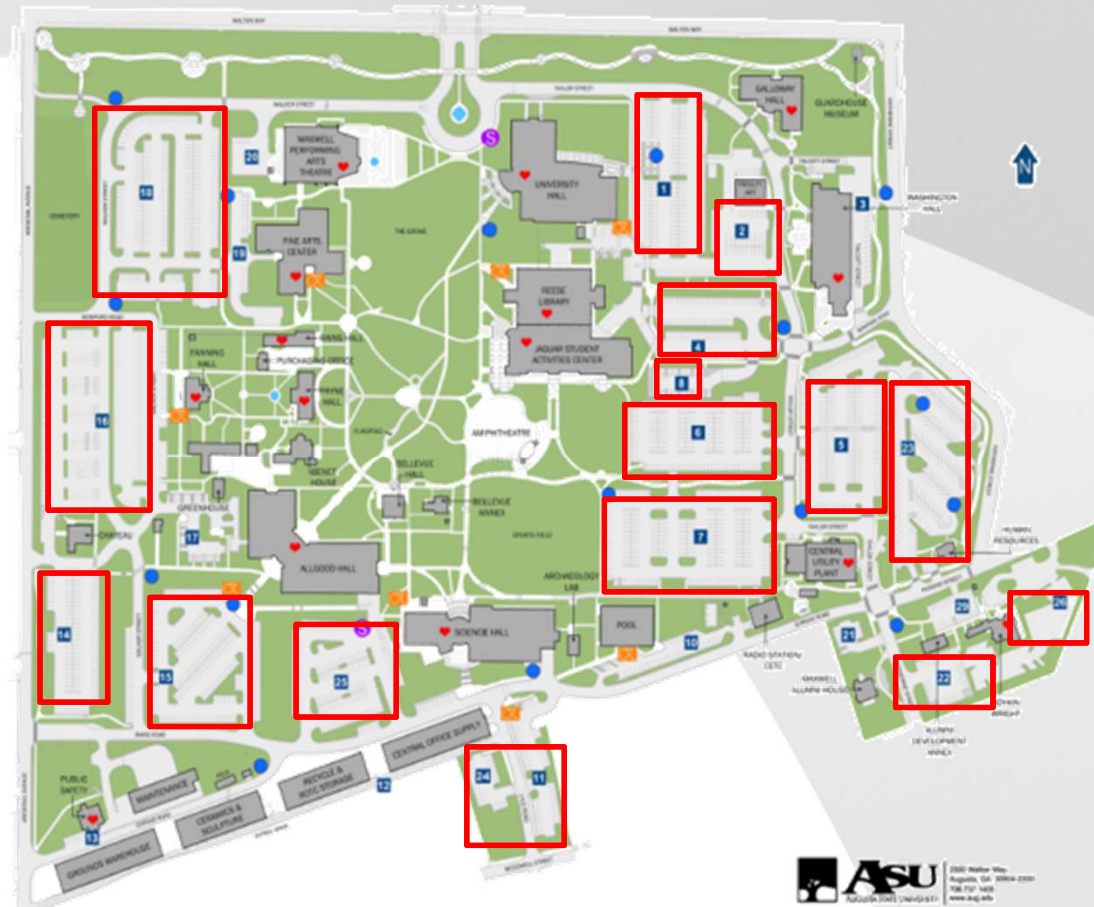
CASE STUDY: AUGUSTA STATE UNIVERSITY

## Dining Opportunities Within Close Proximity to WWC



# Off-Campus Market Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY



Availability of parking and transportation reinforces commuter culture

# Preliminary Financial Analysis

CASE STUDY: AUGUSTA STATE UNIVERSITY

## Financial Performance for Foodservice Operations *Per Transaction (or Spend)*

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>
Revenues (per spend)	\$4.47	\$4.08	\$4.50
Expenses (per spend)	\$4.67	\$4.43	\$4.85
<b>*Net Surplus / (Deficit)</b>	<b>-\$0.20</b>	<b>-\$0.36</b>	<b>-\$0.35</b>

Increased transactions, alone, will not improve financial self-sufficiency

\* Net surpluses and deficits are currently shared 50/50 by University and third-party operator

# Recommendations

CASE STUDY: AUGUSTA STATE UNIVERSITY

- ◆ Understand the role of foodservice as a critical function to enhancing the overall quality of life on campus
  - *Integration of campus life activities is essential to create a critical mass and increase vibrancy of campus*
- ◆ Expand current foodservice operations
  - *Add ~ 35,000 GSF of new dining space, or 600 additional seats*
  - *Institutional support may be required to achieve strategic objectives*
- ◆ Diversify the operational concepts located on WWC
  - *Develop new AYCTE facility near Campus Core*

# Recommendations

CASE STUDY: AUGUSTA STATE UNIVERSITY

- ◆ Strengthen meal plan support through requiring participation and diversified plan options
  - *On-Campus Students*
  - *First-Year Students*
  
- ◆ Maintain the operational structure of foodservice on campus
  - *Third-party foodservice provider aligns with strategic objectives*



# Young Harris

COLLEGE



EST. 1886



- *All Images Courtesy of VMDO Architects (Charlottesville, VA)*

# SAV STORY REVIEW

CASE STUDY: YOUNG HARRIS COLLEGE

## Primary Drivers

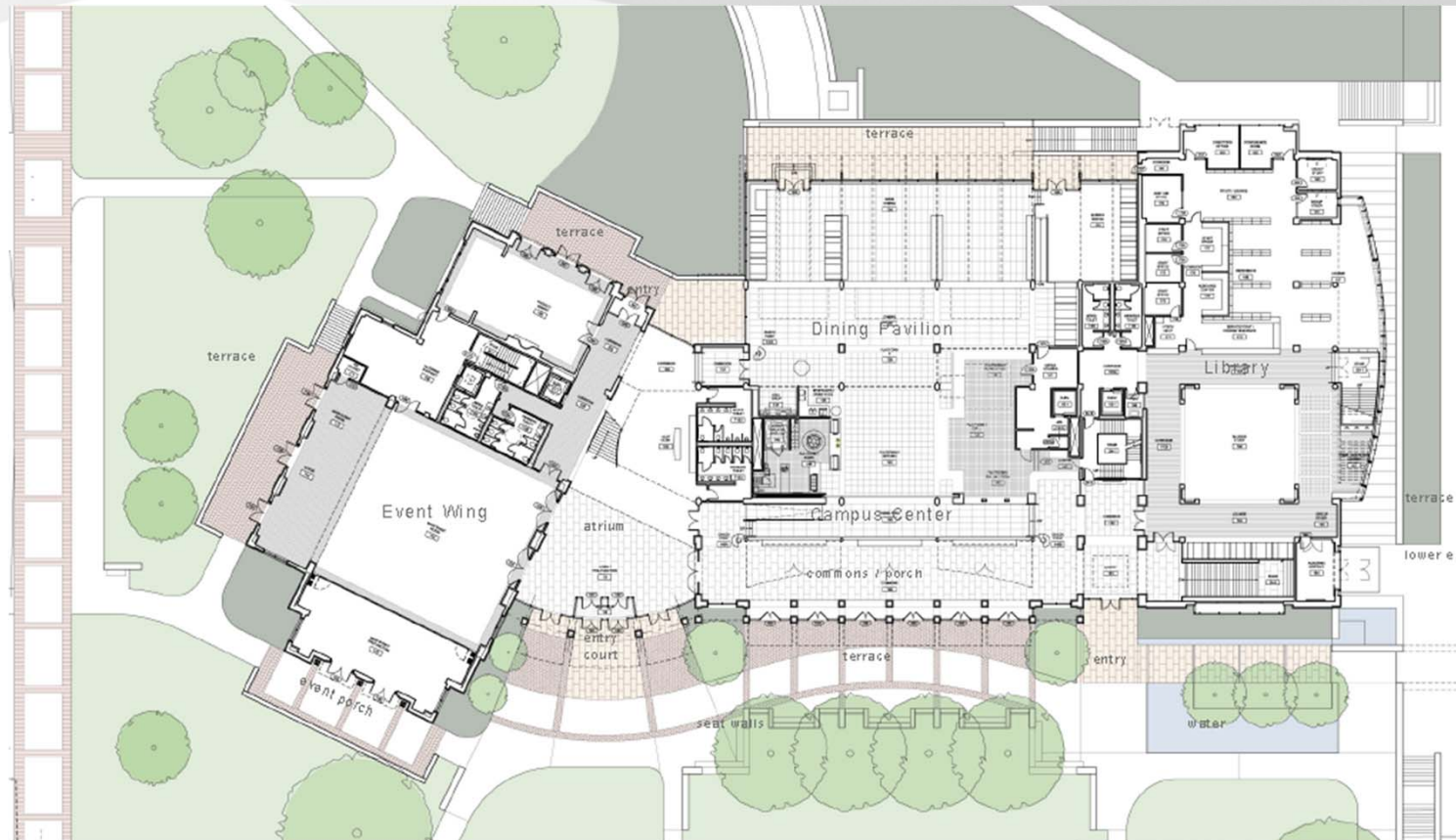
- Recruitment (Campus Tour Impact)
- F/S/S Interaction
- Leisure Activities
- Out-of-Classroom Experience
- Retention / Expansion
- Central Gathering Place
- Late Night / Weekend Activities
- Quality of Life Integration

## Secondary Drivers

- Leadership Development
- Student Employment

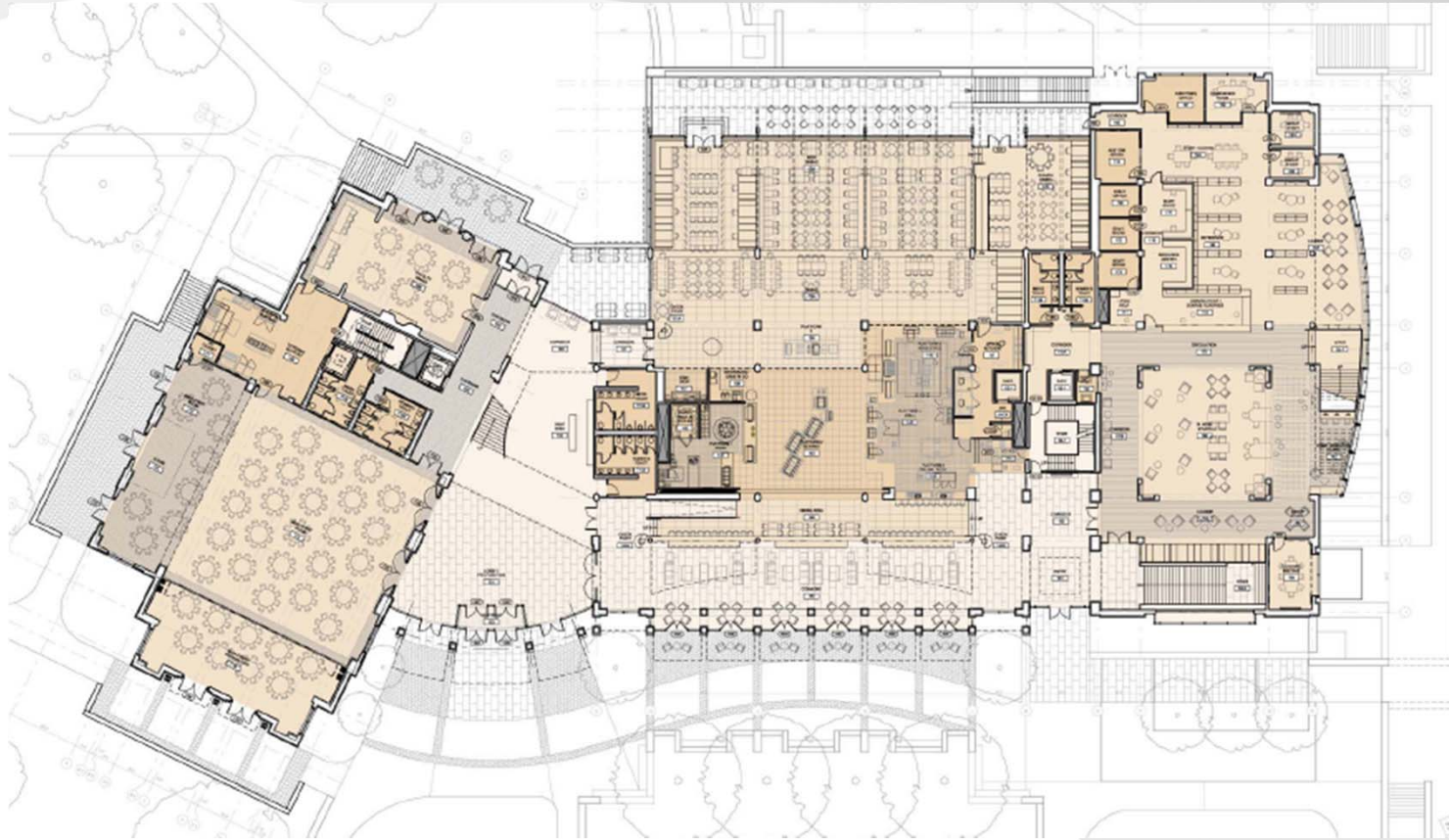
# VISION-BASED PLANNING

CASE STUDY: YOUNG HARRIS COLLEGE



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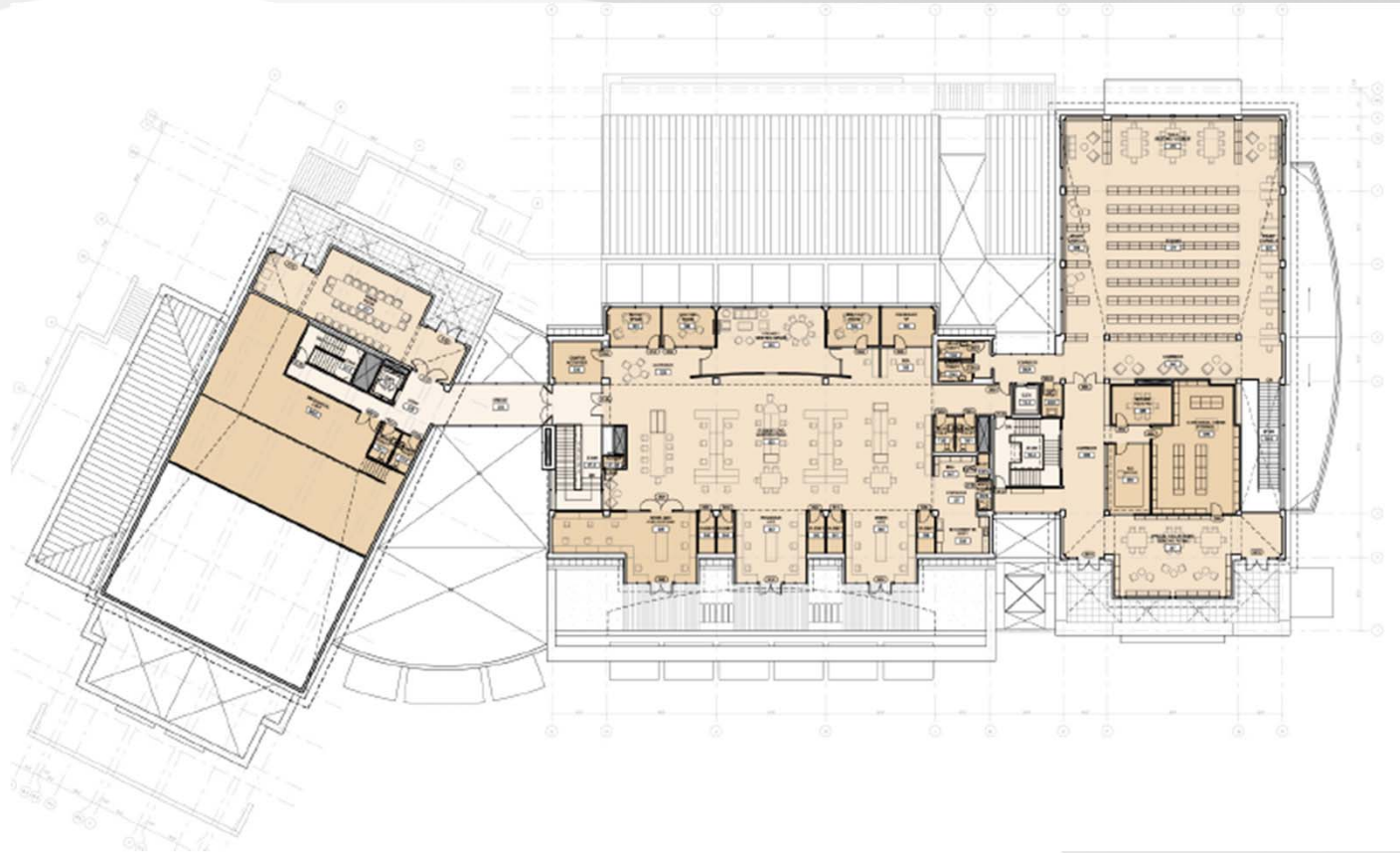
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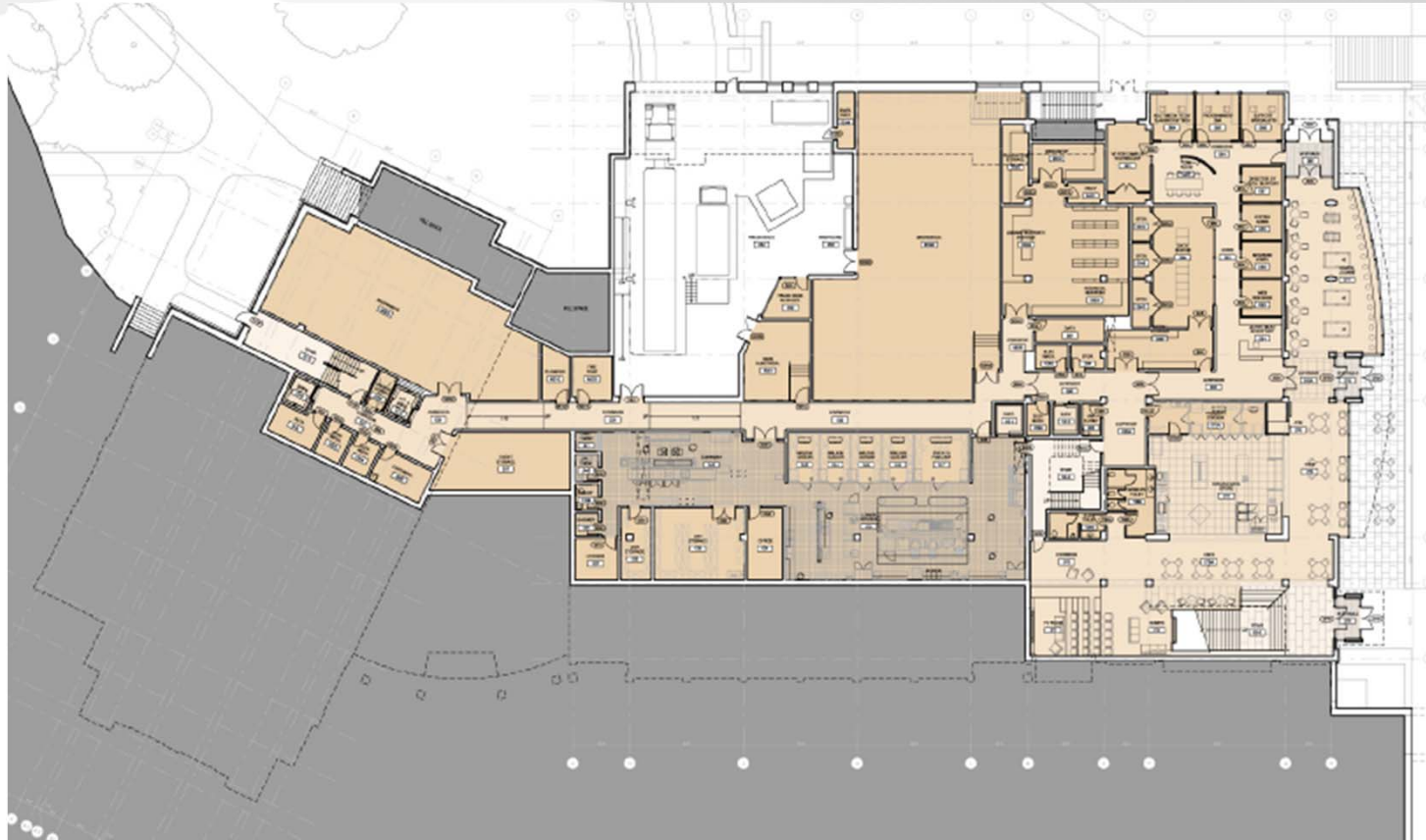


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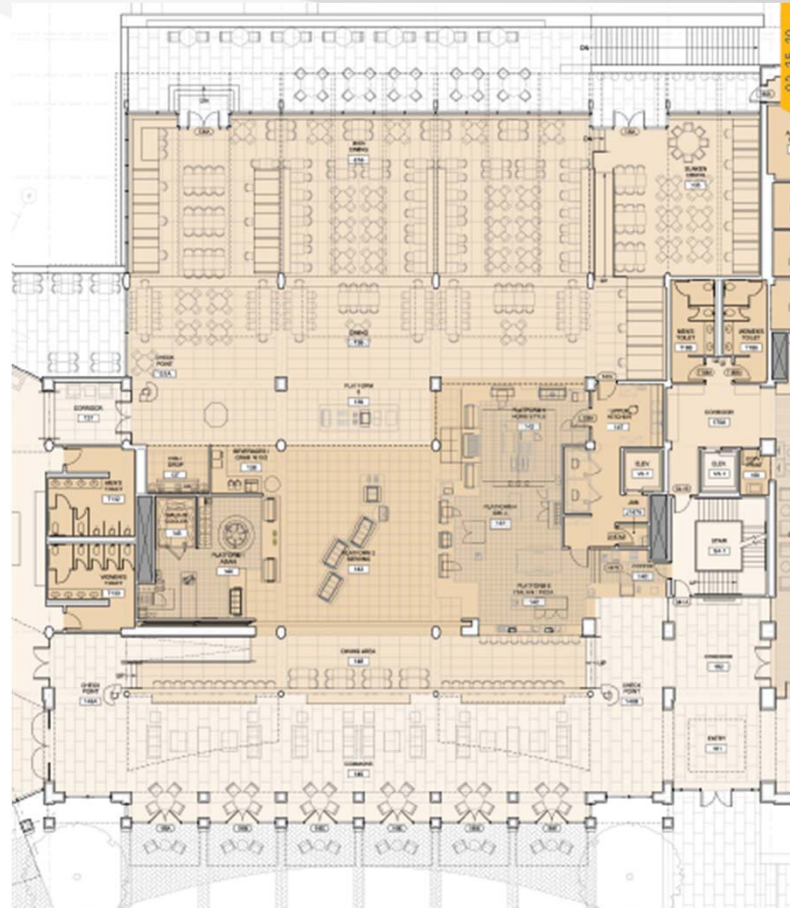
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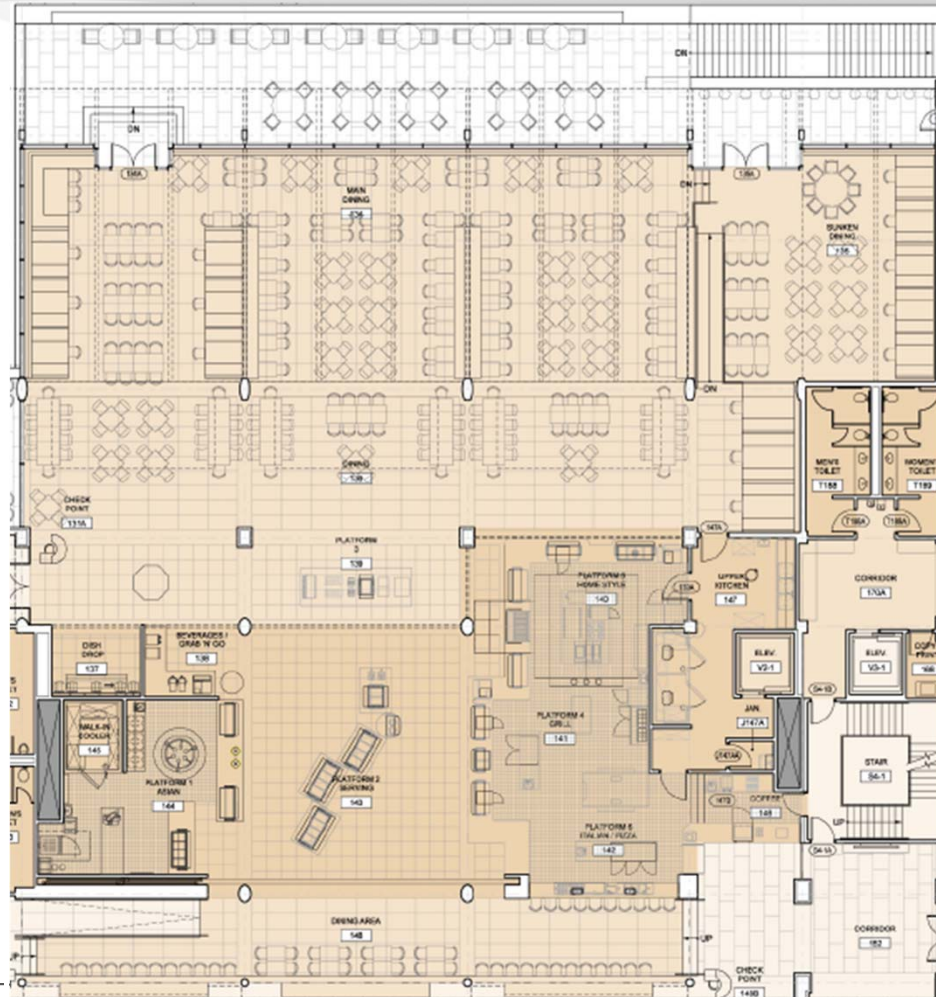
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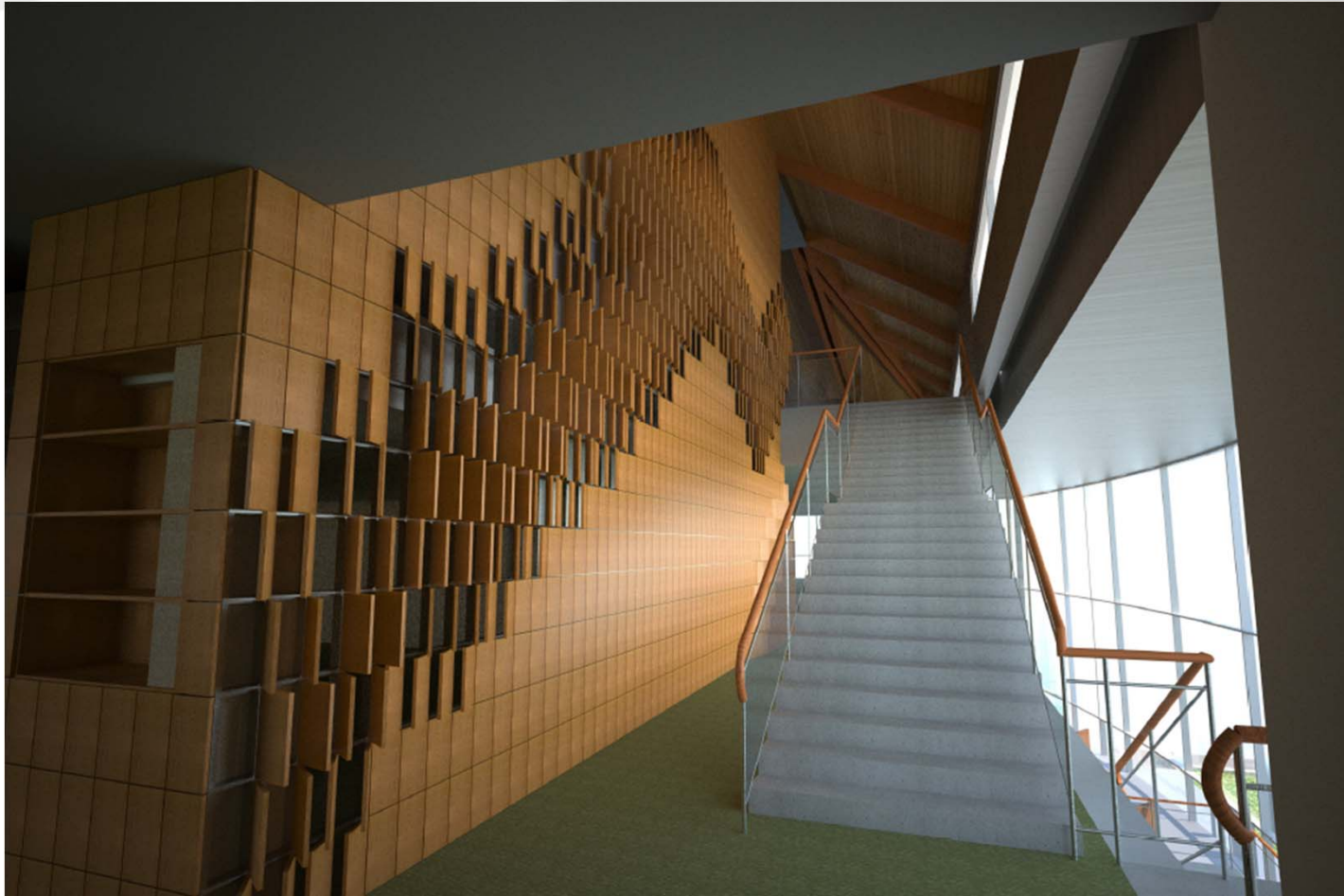
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# Discussion

- ◆ Foodservice as Strategic Asset
- ◆ Establishing a Clear Process for Planning / Implementation
- ◆ Introduction of vision-grounded decision making process
- ◆ Achieving increased “stakeholder” involvement
- ◆ Prioritization of program approaches and services locations



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