

University of North Dakota DRAFT Dining Services Master Plan

2014 - 2021



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Executive Summary

BACKGROUND

In November, 2013, the University of North Dakota (UND) Dining Services retained food service consultant Bakergroup to develop a 7-year master plan for its department. As part of Bakergroup's scope of work, UND Dining Services identified several challenges and objectives to be addressed during the planning process:

- Create more usable social and gathering spaces
- Keep students interested in on-campus dining
- Engage off-campus students more fully in both retail and residential dining
- Review and comment on vending, meal plan options, hours of operation, and menu offerings for their contribution to financial performance and customer satisfaction

To complete this project mission, Bakergroup spent time on campus, becoming familiar with the existing dining operations, getting to know the culture of the University and its students, and talking to the users and operators of the dining facilities at UND. Bakergroup also conducted market research in the form of intercept surveys, electronic surveys, and focus groups with students, faculty, administrators, and staff. Much time was also spent touring the campus in order to understand the dining locations and their proximity to classrooms, housing, and other areas of campus.

As an additional means of understanding the framework for the future needs of the facilities and operations, Bakergroup reviewed the Vision, Strategic Priorities, and Mission of the University; the Strategic Goals for the Division of Student Affairs; and the Strategic Plan for Dining Services.

KEY ISSUES BY OPERATION

Each dining operation has its own key issues.

Old Main Marketplace in the Memorial Union is a busy dining location, but it is both dated and under-sized. Congestion during peak times frustrates the customer experience; menus are unclear to guests; and seating is insufficient. The lack of a sense of arrival and poor sight lines into the space deter customers and contribute to the operation's lack of profitability.

Walsh C-Store is a profitable enterprise, located on the lower level of Walsh Residence Hall, and central to 4 residence halls. The location is small, cluttered, and difficult to keep stocked and does not have on-site storage.

Wings Café serves the needs of the Aerospace students, faculty, and staff. It is located near the airport; therefore, its only market is those involved in the Aerospace program. This location has shown significant improvement in financial performance over the past 12 months. A major challenge for Wings Café is that business is very weather-dependent; if the weather prohibits students from flying, then business at the Café is virtually non-existent.



The Medical School Café is located within the School of Medicine & Health Services (SMHS). It serves – almost exclusively – the needs of students, faculty, and staff working or studying in that building. Most non-medical students do not know that it is there. A new SMHS building is being planned and will be built at a remote location from campus. This will make the success of the SMHS café in the new building even more important in ensuring that those occupying the building have access to nutrition that is convenient, appetizing, and timely.

Stomping Grounds in the Memorial Union is very popular among students (both residential and commuter), faculty, and staff. Seattle's Best brand coffee, a central location from many academic buildings, and ample seating contribute to this location's popularity. The service support area appears to be undersized for the volume it serves, and space is tight for ordering and pickup, causing lines to spill out into the seating areas.

Stomping Grounds at University Place is a hybrid café and convenience store. The café is spacious with ample room for line queuing, traffic flow, and merchandising, but the location is out of the way for most students and business is slow, even with Starbucks full beverage menu and mandatory Dining Dollars for University Place residents.

The U-Snack C-Store is located in the Memorial Union, a high-traffic building that is central to the academic core. The space is small, but variety is wide, including snacks, beverages, UND logo wear, and personal care items. Offerings are being expanded to address special dietary needs, e.g. gluten-free products. A glass wall provides great visibility into the store, but also limits the amount of shelving for merchandising.

Twamley Snack Bar is located on the 4th floor of the Twamley Building, and primarily serves the needs of the departments located in that building. Twamley's population is dwindling as departments move to other locations, and the Snack Bar's location is inconvenient for most students. The facility is also old and would be costly to renovate, with little to no ability to generate a return on investment.

Terrace Dining is a residential dining facility located in the Memorial Union. Terrace enjoys heavy lunchtime traffic due to its central location to the academic core. The salad bar is a popular attraction at this operation, and customers also enjoy the specialty bar. The décor of Terrace is tired and dated, and straight-line serving counters give it an institutional feel.

UND has over 200 vending machines in 72 buildings on campus. This market segment shows declining sales and profitability. Vending offers a variety of options from Coke and Pepsi products to snacks and frozen, microwavable meals. A major challenge for vending is the perceived lack of fresh, healthy options.

UND has a mandatory meal plan requirement for students living in traditional residence halls. Current residential meal plan sales reflect the changes in the residence hall occupancy and in undergraduate enrollment. Most meal plans include some Dining Dollars that can be used at retail operations. The retail operations depend on this revenue.

COMPETITION

A number of different dining establishments draw students, faculty, and staff away from campus for meals and snacks. The top 4 competitors include Jimmy John's, Buffalo Wild Wings, Panera Bread, and Blue Moose. Due to the cold climate during much of the academic year, many people who are distant from an on-campus dining operation choose to drive. Once they are in their car, it is perceived to be easier, faster and



more convenient to go off-campus for lunch. The price points, menus, and dining environments of these competitors vary significantly from one another, each offering its own appeal to students:

- Jimmy John's: speed, portability, affordability
- Buffalo Wild Wings: table service, affordability, appetizing food, sports bar environment
- Panera Bread: freshness, healthy perception
- Blue Moose: menu variety, beer menu, atmosphere

Archives Coffee House and Tower Café are non-UND operations, but are often perceived as part of Dining Services. Archives is located in and operated by the Christus Rex Lutheran Center. Its central location to most housing, and its class coffee house aesthetic make it very appealing to UND students. Tower Café is located in the UND Bookstore; both the café and bookstore are operated by Follett. Tower Café lacks the ambience and menu variety of Archives, but it still attracts students with its ample seating, decent food selection, and abundant natural light.

KEY RECOMMENDATIONS

Some of the recommendations that follow consider the impact that the renovation of Wilkerson and the opening of the new School of Medicine Health Services building may have on the campus dining portfolio. Next year, some services will be shifted to Squires Dining during the renovation of Wilkerson. Additionally, the campus is hoping to address several projects in the future, some of which include: a new business building, library renovation to include a common learning area and a new or renovated Memorial Union.

Social Gathering Spaces:

- Create a sense of arrival for Old Main Marketplace at the entrance of the Memorial Union.
- Update the interior finishes and furnishings throughout the Memorial Union, including dining, and integrate the UND brand.
- Explore options to increase short-term and guest parking near the Memorial Union in order to increase the ability for customers to obtain a quick meal.

Memorial Union Retail Operations

- Provide a mix of nationally branded and self-branded concepts.
- Increase the size of the Old Main Marketplace servery.
- Reduce visual clutter and improve signage.
- Update the furnishings and décor in the dining area.

Stomping Grounds – Memorial Union

- Increase footprint of the area behind the counter by extending the counter of the café toward the seating area.
- Update the seating area; extend the fireplace surround all the way to the ceiling.



U-Snack

- Increase the overall size of the store, and reorient the store; update finishes, lighting, casework, gondolas, and signage; add a walk-in cooler.
- Relocate office space to accommodate the c-store expansion.

Terrace Dining

- Evaluate the need for Terrace Dining based on declining residence hall occupancy.
- Evaluate the best approach to a Memorial Union Renovation. If building new, then leave Terrace as-is for the short-term; if renovating, then include Terrace in that renovation.
- Should a renovation of Terrace Dining be deemed a priority, it is recommended that only the dining and serving areas be updated.

Wilkerson C-Store

- No recommendations have been made for this space as it is currently under design.

Walsh C-Store

- Expand the store by 150 square feet and update finishes, casework, signage, and lighting.
- Focus the offerings on grab-and-go beverages and snacks.

Twamley Snack Bar

- Close this location permanently.

Stomping Grounds – University Place

- Create more intimate and comfortable seating areas in the lobby of the building by repositioning seating, moving seating away from windows, and adding residential floor lamps.
- Soften the lighting in the café; illuminate the menu boards and move them to behind the soffit; replace white pendants with warmer color pendants and add a super graphic to the soffit.
- Once Wilkerson's renovation is complete, evaluate this operation for viability.

Medical School Café

- Menu should include made-to-order salads and sandwiches, soup, specialty coffee, pastries, a hot entrée, pizza, and convenience packages grab-and-go salads, sandwiches and snacks.

Wings Café

- Renovate the servery and update dining room finishes and furnishings.
- Menu should include grab-and-go salads and sandwiches, a hot entrée, soup, coffee, pastries, and grab-and-go snacks.



Other Recommendations

- Do not add any additional retail operations beyond what is currently available and under development.

Vending

- Increase menu choices in vending, particularly healthy options.
- Promote the healthy choices by replacing the 3-tier identification of healthy choices with a single tier system and repositioning the foods in the machines so that the healthy choices are at eye level, with less healthy options positioned lower.
- Add microwave ovens to these buildings: Education, Gamble, and Merrifield.
- Consider increasing prices or changing the menu options to items that have a higher profit margin.
- Monitor and address satisfaction with vending in the following buildings: Medical, Sciences, Education, Merrifield, Gamble, O'Kelly, and Johnstone.
- Consider adding individual brewing specialty coffee machines to Oldegard and Gamble.
- Add credit card readers.

ACKNOWLEDGEMENTS

The foundation of any good work hinges on the contributions and support of those with whom we work. Therefore, it is appropriate to extend our appreciation to the University of North Dakota for the support of this project and in particular to the University of North Dakota Dining management team, UND students and University administrators for their willingness to share their time and thoughts. Of special note were the efforts of Orlynn Rosaasen, Director of Dining Services, in providing guidance and vision for the study, for making all of the arrangements for the on-site meetings and for providing the data, reports and information, expeditiously. The contributions of every stakeholder improved the clarity of the analysis and the recommendations contained in this report.



Introduction

In November, 2013, the University of North Dakota (UND) Dining Services retained Bakergroup, a consulting firm specializing in campus-based foodservices, to develop a 7-year master plan for its department.

As the campus expands, dining trends change, and the facilities age, Dining Services feels it is important to understand its current market position, and to develop a plan that will match the dining program with the wants and needs of the University's students, faculty, staff, and overall community.

Dining Services identified several challenges and objectives to be addressed during the planning process:

- Create more usable social and gathering spaces
- Keep students interested in on-campus dining
- Engage off-campus students more fully in both retail and residential dining
- Review and comment on vending, meal plan options, operating hours, and menu offerings for their contribution to financial performance and customer satisfaction

Bakergroup's work included market research, in the form of intercept surveys, an online survey, and several focus group sessions with students, administrators, and dining staff; an assessment of off-campus competition; a review of financial data and other relevant information and reports provided by the campus; observations made during campus tours of the existing operations; and a sharing of Bakergroup's knowledge of campus dining trends. Additionally, Bakergroup reviewed vending, meal plan options, operating hours, and menu offerings for their contribution to financial performance and customer satisfaction. The work and resulting recommendations were considered in the context of the University's "Exceptional Strategic Goals."

Squires and Squires To Go Café have recently been renovated. Wilkerson Dining, Wilkerson C-Store and Wilkerson To Go Café will be renovated during in the calendar 2014 – 2016 period. During the renovation of Wilkerson, some services will be shifted to Squires. In 2016, the School of Medicine Health Sciences will be relocated to a new facility, which will include a café. Our understanding of these facilities and discussion of these program changes did influence some recommendations in the report. However, the emphasis of the planning work was focused on the retail operations and on the Terrace Dining facility.





Process

In overview, this project mission has been about becoming familiar with the existing UND food service operations, this leading to an informed analysis and formulation of both operational and facility recommendations – each conceived to make UND Dining Services more competitive and relevant to current and future students. A key part of the process was the emphasis that Bakergroup put into meeting with the users and operators of the dining facilities at UND. The insights provided by these discussions helped guide the direction for the development of the resulting Master Plan.

Bakergroup's recommendations for both near-term and future changes were matched with its working understanding of UND Dining Services' financial health, physical environment, culture, and the importance of food services to the University of North Dakota campus community.

Information provided by UND Dining Services was reviewed, validated, and updated, with supplemental research. That research included campus tours and observation of each dining operation, during which current operational characteristics of each were noted. Meetings were held with key stakeholders involved in dining operations, students, administrators, and faculty and staff from buildings where there has been a strong interest expressed in having a foodservice operation.

Bakergroup Key Recommendations

The following is a summary of Bakergroup's recommendations. Some of the recommendations acknowledge that the renovation of Wilkerson and the opening of the new School of Medicine Health Services building will change the dynamics of current student dining traffic and social patterns and elevate their expectations for other dining facilities, such as Terrace Dining, convenience stores and the Old Main Marketplace. Next year, some services currently provided in Wilkerson will be shifted to Squires Dining while Wilkerson undergoes renovation. Additionally, the campus is hoping to address several projects in the future, some of which include: a new business building, library renovation to include a common learning area and a new or renovated Memorial Union.

Additional detail for each recommendation is presented on the pages that follow.

Recommendation for dining locations on campus:

1. Close the Twamley Snack Bar.
2. No additional retail locations beyond those currently either in place or under development.

Recommendations toward increasing socialization and gathering spaces at the Memorial Union:

1. Enhance the central seating area on the main floor to add variety, increase seating capacity and create more intimate areas.
2. Add seating with views to the outdoors.
3. Create a sense of arrival with enhanced main building entrances.
4. Update the aesthetic appeal and ambiance of the entire building.



5. Provide amenities supporting group and individual study and socialization, including variety in seating environments.
6. If possible, increase or reconfigure parking to allow more convenient access for grab and go meals and catering guests.

Recommendations for Memorial Union retail dining operations:

1. Maintain national brands in the dining portfolio.
2. Add Latin/Southwest and salad menu concepts to the Old Main Marketplace to increase variety and healthy menu choices.
3. Provide the following concepts in Old Main Marketplace:
 - Burger
 - Pizza (made-to-order and by the slice options)
 - Southwest/Latin
 - Dakota Deli
 - Tossed to Order Salad Option
 - Grab and Go
 - Beverages
4. Expand and update the Old Main Marketplace to improve flow through servery, alleviate congestion in servery and provide a more market appealing, contemporary servery and dining environment.
5. Reduce operational labor hours by adding menu options to Stomping Grounds and/or keeping one to two operations open in Old Main Marketplace.
6. Expand Stomping Grounds, to improve service.
7. Expand and update USnack to improve product merchandising and variety, both in a more appealing environment.

Recommendations for satellite retail operations:

1. Medical School Café:
 - Menu
 - Made to order salad and sandwich (including hot sandwich option)
 - Soup
 - Pizza
 - Specialty coffee and pastries
 - Hot entrée special of the day
 - Convenience grab and go salads, sandwiches, and snacks
 - Hours of operation
 - Evaluate hours of operation after new building opens. Consider opening for lunch only. Expand hours, as warranted.
2. Wing's Café:
 - Update concept finishes, casework, equipment, lighting, signage and dining spaces and furnishings.



- Menu:
 - Grab and go salad and sandwich (including hot sandwich option)
 - Hot entrée special of the day
 - Soup
 - Coffee and pastries
 - Convenience grab and go snacks
 - Adjust hours of operation to open later and close later (9:00-4:00 or 10:00- 5:00).
3. Walsh C-Store:
- Expand Walsh C-Store by 150 SF to increase display and merchandising space.
 - Update finishes, lighting, refrigerated cases and signage to create a professional look.
4. Stomping Grounds, University Place
- Enhance seating areas to create more intimate and comfortable seating.
 - Soften the impact of the bright lighting in servery and illuminate menu signage.
 - Evaluate the hours of operation, after the renovation of Wilkerson is complete.

Recommendations for Terrace Dining:

1. Recommendations should be implemented in the context of decisions on the Swanson Hall occupancy, Memorial Union facility renovations and projected off campus meal plan sales.
2. Update dining and servery finishes, lighting, signage, equipment, casework, and seating.
3. Provide ability to scale down the operation during periods of low demand.
4. Concepts to offer:
 - Grill
 - Pizza/Pasta
 - Specialty Bar
 - Deli
 - Chef's Stage
 - Desserts
 - Cereal, Condiments, Beverages

Recommendations for Vending:

1. Increase menu choices, especially healthy options.
2. Improve the contribution margin.
3. Reposition the healthy options in the machines, change the format for identifying healthy items.
4. Add microwaves to select buildings.
5. Add credit card readers.



Recommendations for meal plans and hours of operation for residential dining:

1. Hold the value of \$7.50 for meal equivalency.
2. Increase variety of menu options in residential dining.
3. Add more expensive menu options in residential dining as an upsell opportunity toward enhancing quality perception.
4. Evaluate hours of operation for residential dining operations when Wilkerson renovation is complete.
5. Consider changing dinner hours for Squires Dining to 5:30 – 8:00 and the To Go Café to be open until 5:30 p.m.

Other recommendations:

1. Strengthen the brand image
 - Reduce the total number of brands to manage by creating a single, unified brand image and concept for the c-stores.
 - Align the brand image for both Stomping Ground concepts.
 - Update and illuminate the signage so that it is consistent with the approaches used at the national branded concepts.
 - Reduce the visual clutter and extraneous materials and signage. Remove all décor elements that do not communicate and reinforce the brand message.
 - Be more focused in the menus for each concept.
 - Seek a retail level signage package. Any future sign changes/additions should be similarly professional.
 - Consider branding UND bakery products.
 - Integrate "UND" into the brands.
 - Provide adequate and ongoing marketing support to assist in managing the brands.
2. Expand menu options for value conscious customers



Basis for the Recommendations

Campus Context

As an additional means of understanding the framework for the future needs of the facilities and operations, Bakergroup reviewed the Vision, Strategic Priorities, and Mission of the campus, the Strategic Goals for the Division of Student Affairs and the Strategic Goals for Dining Services, shown here:

University of North Dakota Vision Statement¹

An Exceptional UND will be a nationally and internationally recognized state university in which a community of dedicated teacher-scholars promotes the public well-being and educates the next generations of leaders to shape a better future.

Exceptional UND Strategic Priorities²

1. Enrich the student learning experience
2. Encourage gathering
3. Facilitate collaboration
4. Expand UND's presence and
5. Enhance quality of life for faculty and staff.

University of North Dakota Mission Statement³

The University of North Dakota, as a member of the North Dakota University System, serves the state, the country, and the world community through teaching, research, creative activities, and service. State-assisted, the University's work depends also on federal, private, and corporate sources. With other research universities, the University shares a distinctive responsibility for the discovery, development, preservation, and dissemination of knowledge. Through its sponsorship and encouragement of basic and applied research, scholarship, and creative endeavor, the University contributes to the public well-being.

¹ From the University of North Dakota Website <http://und.edu/discover/mission-statement.cfm>

² From the University of North Dakota Website <http://und.edu/provost/exceptional-und/strategic-priorities.cfm>

³ From the University of North Dakota Website <http://und.edu/discover/mission-statement.cfm>



The University maintains its original mission in liberal arts, business, education, law, medicine, engineering and mines; and has also developed special missions in nursing, fine arts, aerospace, energy, human resources, and international studies. It provides a wide range of challenging academic programs for undergraduate, professional and graduate students through the doctoral level. The University encourages students to make informed choices, to communicate effectively, to be intellectually curious and creative, to commit themselves to lifelong learning and the service of others, and to share responsibility both for their own communities and for the world. The University promotes cultural diversity among its students, staff and faculty.

In addition to its on-campus instructional and research programs, the University of North Dakota separately and cooperatively provides extensive continuing education and public service programs for all areas of the state and region.

Division of Student Affairs Goals ⁴

The following goals have been identified for the Division of Student Affairs to give shape and focus to our work for the FY13 academic year. These goals support the development of comprehensive and inclusive student support services and educational opportunities. These goals support and work in concert with the strategic priorities as embraced by an Exceptional UND.

- **Recruitment:** We will create and sustain strong, coordinated recruitment strategies designed to build a talented, engaging, diverse community of learners.
- **Retention:** We will dedicate ourselves to constructing data-driven support programs and services that help students to alleviate or overcome potential obstacles that may impede their ability to progress toward their academic and personal goals.
- **Student Engagement:** We will create purposeful and meaningful learning environments outside the classroom through which students encounter learning in all domains of the university experience.
- **Diversity:** We will foster a collective sense that the University of North Dakota is a global education community that offers a sense of belonging and respect for every individual.
- **Support Systems:** We will invest in the infrastructure (i.e., facilities, staffing, budgets, etc.) required to deliver on our commitments, while also demonstrating that we are efficient, prudent, and thoughtful in our use of resources

Dining Services Strategic Plan

Student recruitment

Goal A: Dining Services will enhance and develop dining programs that encourage student retention

1. Analyze the feasibility of opening Squires Dining Center for late night and on the weekends.
2. Develop a meal plan that is attractive to non-residence hall students.

Operating Efficiencies

Goal B: Implement cost savings efficiencies within Dining Services

⁴ From the University of North Dakota Website <http://und.edu/student-affairs/sa-strat-plan.pdf>



1. Incorporate a centralized production and cook / Chill operation into the Wilkerson remodeling project
2. Alter the bakery production schedule to operate like a cook/chill operation

Technology

Goal C: Enhance the use of technology throughout Dining Services

1. Implement biometric access to the dining centers.
2. POS interface is completed between Micros and Food Pro
3. Implement scanning technology for inventory purposes
4. Implement web catering in residential dining and campus catering.
5. Develop an electronic system to track equipment inventory/capital improvements, monitor replacement cycle; which can be utilized for inventory purposes.

Staff Development

Goal D: Standardize processes, procedures, and policies across all dining service units

1. Develop standardized training modules across all areas.
2. Document standardized operating procedures

Facilities

Goal E: Update existing facilities and explore additional opportunities

1. Update the service and seating areas of Terrace
2. Plan and develop appropriate services for the snack bar in SMHS
3. Evaluate additional food service locations on Campus; Chester Fritz Library, EERC, Education Building, Memorial Union, CAS, CBPA.
4. Evaluate current branded food concepts in the Memorial Union, either renewing current license agreements or replacing them with alternative options

As part of the study, Bakergroup asked the Dining Services Management team to define success for dining operations and identify what they would like to achieve with the dining program at the Memorial Union.

Success was defined as:

- Providing a valued service that is profitable or minimally breaks-even financially
- Sales levels allow for quality products
- Students are satisfied with quality, price and service
- Students gather and socialize; the dining experience is more than meeting the biological needs of the UND community
- Participation in retail increases with more people and more frequent purchases

Some goals for Memorial Union dining:

- Dining is not the only attraction that draws people to the Union



- Increase social and collaboration spaces throughout the building
- The Union serves all students, but dining primarily serves commuter students, faculty and staff
- The UND brand is visible
- Introduce a healthy food operation
- Healthy foods are affordable
- Increase vegan and vegetarian options



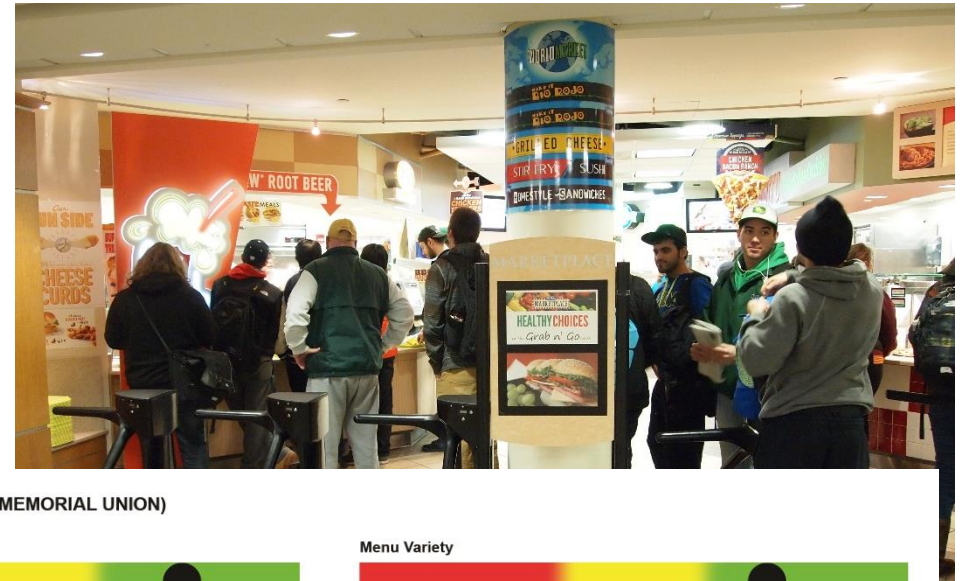
Existing Operations

Old Main Marketplace

Old Main Marketplace (OMM) is a conventional food court located in the Memorial Union, central to the academic core and adjacent to the Swanson residence hall.

The Marketplace features Sbarro® and A&W®, as its national brands. World Market offers rotating international fare, and Dakota Deli provides soups and made-to-order sandwiches and salads. The Marketplace also offers a variety of grab-and-go options, prepackaged foods, and bottled and fountain beverages. While Dakota Deli, A&W®, and Sbarro® have static menus, World Market rotates its menu by day: Mexican on Monday and Tuesday, gourmet grilled cheese on Wednesday, Asian on Thursday, and home-style sandwiches on Friday.

The Marketplace is both dated and under-sized. Congestion during peak meal times frustrates customer experience. People waiting for food-to-order at A&W® and standing in line at Sbarro® feel that service is too slow. Those standing in line also partially block customer flow, making the experience all that more awkward. The menus at World Market and Dakota Deli are not as clear, concise and easily understood as they could or should be. Many students indicated that they are unaware of the availability of made-to-order salads at Dakota Deli. Because of the signage and visibility challenges of the entrance, some students are unaware of what is offered at the World Market and, therefore, they choose to skip it, altogether. Lines at each venue, especially A&W®, and the lines at the cash registers inhibit the flow of customers throughout the serving area. Cashier lines block fountain drinks and some grab-and-go options. The A&W® line inhibits entry into the OMM altogether.



OLD MAIN MARKETPLACE (MEMORIAL UNION)

Location



Aesthetic Appeal



Size/Capacity



Customer Experience



Menu Variety



Speed of Service



Value





Seating counts are insufficient for the number of customers using OMM, particularly during the lunch meal period. Due to this lack of available seating, some students dine on the lower level gaming area, or seek other seating within the Memorial Union. This lack of seating also drives some students, faculty, and staff to avoid the OMM altogether and to seek off-campus lunch options, rather than risk not finding a place to sit.

The serving areas at OMM lack identity and aesthetic appeal. In the context of contemporary student interests, the finishes and décor are obsolete. The lighting does little – if anything – to highlight the food in a favorable manner, or to create ambience and character within the space. These shortcomings carry into the seating areas as well, with a “sameness” to the seating throughout the space. Bright, fluorescent light is everywhere, as are dated finishes and colors in the décor. Old Main Market Place also lacks a robust sense of arrival/entry. There is nothing at the entrance that pulls people in. The entrance actually frustrates visitors, requiring that they enter the space in order to see what is available. This can be intimidating to many people, especially first-time visitors.

All of these shortcomings at OMM deter from the customers' perceived value at this location



Walsh C-Store

WALSH C-STORE

Location



Aesthetic Appeal



Size/Capacity



Customer Experience



Menu Variety



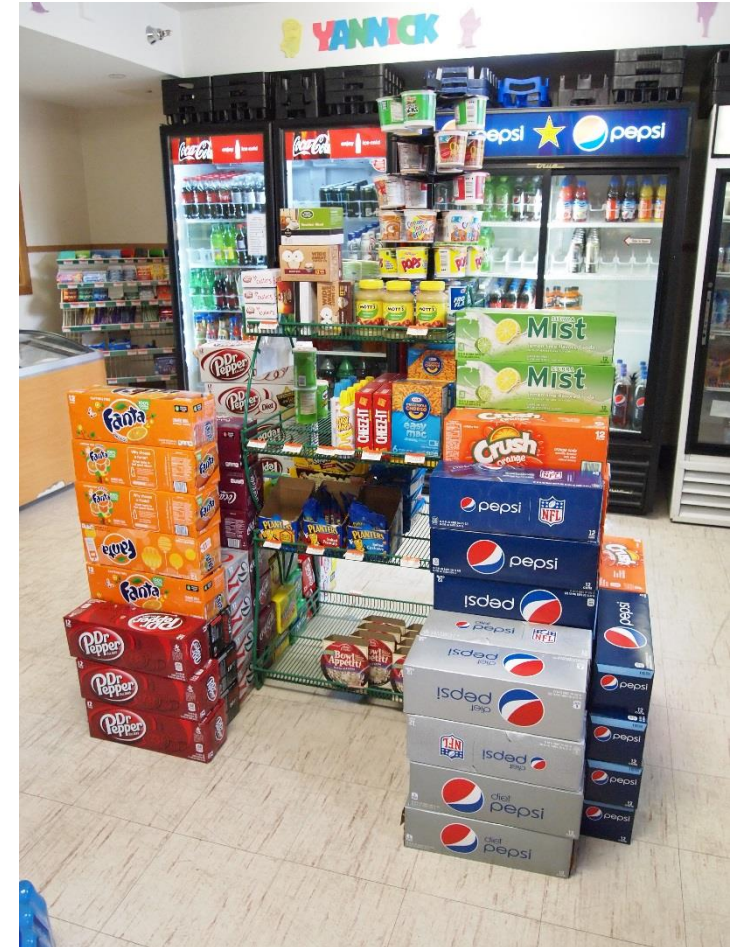
Speed of Service



Value



Walsh C-Store is located on the lower level of Walsh Residence Hall and is central to four residence halls. Though it is relatively hidden from the rest of campus, it stays busy and is financially self-sustaining. The C-store is comprised of approximately 400 square feet of merchandising and point-of-sale space, with no on-site local storage for additional inventory. Offerings include frozen entrees and snacks, refrigerated meals and snacks, prepackaged snacks, bottled beverages, bulk beverages, and a small selection of personal care items. Students are able to spend their Dining Dollars on these items. The space is tight and cluttered, with product for sale squeezed into to every possible space: on the floor, in corners, around shelving, and surrounding the cashier station. While shelves are restocked at every shift, deliveries occur only once per week, on Wednesdays. Therefore, inventory is somewhat picked over and many shelves are bare early in the week. The lighting and décor of this store are bland and institutional.





Wings Café

Wings Café is located on the fifth floor of the Aerospace Building at the airport. The primary market served are aviation students and their respective faculty and staff. The location is hidden and out of the way, certainly not apparent to visitors.

Due to the Aerospace Building's remote location from campus and the lack of off-site dining options nearby, Wings Café serves an important purpose in providing nutrition and dining options to aviation students, faculty, and staff. Students on meal plans can use a meal exchange at this location. While the seating area provides great views of the flying activity taking place outside, the décor of the Café is drab and institutional in both the serving and seating areas. Poor lighting adds to the institutional feel. The seat count for the Wings Café seems to be adequate, if not excessive. However, the seating area lacks warmth, especially on particularly cold on winter days near the window.

Menu variety is good. Customers may choose from a variety of grab-and-go options, frozen or refrigerated entrees, or from the hot meal that is available on a daily basis. Microwaves are available for customer use. Vending machines offer bottled beverages, snacks, and frozen meals and desserts.

Though this operation fails to be profitable, significant improvements in financial performance have been made in the last 12 months. This is due, in part, to the onsite supervisor, whose contributions have led to increased sales.

WINGS AIRPORT CAFE

Location (as it pertains to aviation students, faculty, and staff)



Aesthetic Appeal



Size/Capacity



Customer Experience



Menu Variety



Speed of Service



Value





Medical School Café

The Medical School Café is located within the School of Medicine & Health Services (SMHS), serving the needs of those working and studying in the facility. A new SMHS building is currently in the design development phase and will be located at the corner of North Columbia Road and Gateway Drive. This location is quite distant from the heart of the campus. The current café, however, is relatively unknown to the rest of the campus community. It is also not a profitable operation. This will make the success of the SMHS café in the new building even more important in ensuring that students, faculty, and staff occupying the building have access to nutrition that is convenient, appetizing, and timely.

The current Medical School Café is comprised of a food cart that serves a daily hot entrée, soups, pizza, and some snacks. It is possible that the menu served today has outgrown the cart's capacity to do a good job at supporting the service needs of the existing menu. Standard vending machine options (beverages and snacks) currently augment variety and provide food options when the food cart is closed.

Students use the available seating for dining and studying – both individually and in groups. The seating seems to be adequate, but open and not a particularly interesting layout. The space is brightly lit with natural light in an atrium-like setting. Flooring, finishes, and furniture are dated, but in good repair. Overall, the customer experience seems to be acceptable. Customers have access to a variety of meal options in a convenient location with quick service.

MEDICAL SCHOOL FOOD CART

Location (as it pertains to the medical school students, faculty and staff)



Aesthetic Appeal



Size/Capacity



Customer Experience



Menu Variety



Speed of Service



Value





Stomping Grounds Memorial Union

Stomping Grounds, located at the Memorial Union, is very popular among students, faculty and staff. The Seattle's Best™ brand is well-liked by customers. The location in the Union is in easy walking distance from many academic buildings. There are a variety of seating options – from the lounge seating outside the café entrance, to the internet café with large tables and soft seating, to the Loading Dock with its high cocktail-style tables and bar seating. While seating is ample, the lighting is stark in these areas. There are no intimate seating areas. The Loading Dock used to be connected to the café via counter seating, but there were complaints about the noise from the coffee grinder and the blenders, so that area was closed off. Now, all seating is separate from the café service area.

The service support area (behind the serving counter) appears to be undersized for the volume it serves. Space is tight for ordering and pickup, and the line often spills out into the lounge seating area. Traffic is sporadic, with the heaviest volume taking place near the top of the hour, when classes change. Speed of service is on par with other coffee shops, and the customer experience is good, but could be improved.

STOMPING GROUNDS (MEMORIAL UNION)

Location



Aesthetic Appeal



Size/Capacity



Customer Experience



Menu Variety



Speed of Service



Value



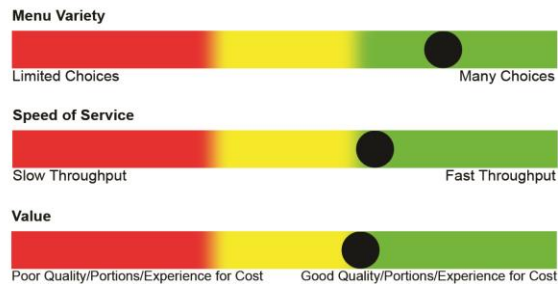
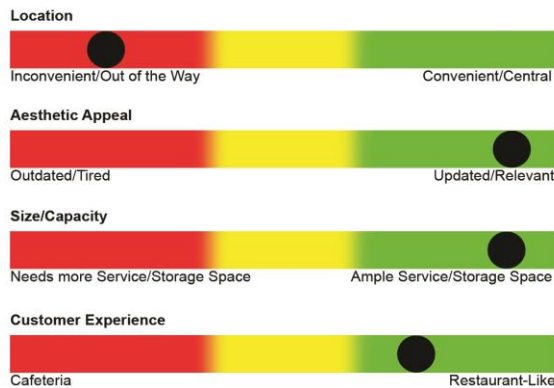


STOMPING GROUNDS (UNIVERSITY PLACE)

Stomping Grounds University Place

The Stomping Grounds at University Place is a hybrid café and convenience store. It is a beautiful facility with abundant natural light, and modern finishes. However, harsh lighting in the serving area deters from the overall aesthetic of the space, and the seating areas near the windows are cold and lacking intimacy – which most popular cafés enjoy. The café is spacious, with ample room for line queuing, traffic flow, and merchandising. In addition to Starbucks beverage offerings, the café also offers a Dakota Deli Express menu with soups, sandwiches, and smoothies. Convenience store offerings include prepackaged beverages and snacks; frozen meals; staples such as eggs, milk, and bread; and cleaning supplies.

Though this Stomping Grounds is one of the University's newest dining locations, and the Starbucks brand is popular, it is a relatively remote location, which mutes its success. The drive-through option attracts some customers, and a covered walkway does provide easy access from Wilkerson, but the location is generally perceived as out-of-the-way and inconvenient. All of these challenges contribute to this location's lack of profitability, despite mandatory Dining Dollars for residents of University Place.

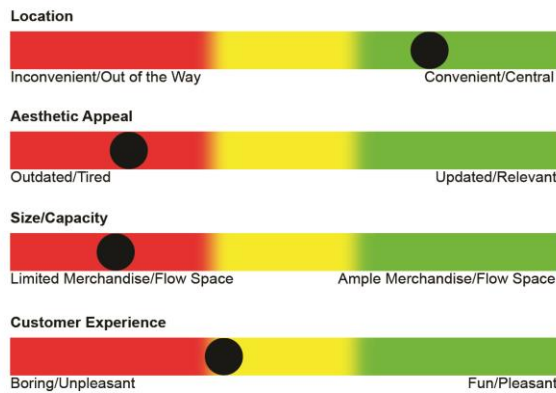




U-Snack C-Store

U-Snack is located in the Memorial Union, a high-traffic building that is central to the academic core, which contributes to its profitability. While the space is small, a large variety of products are available here, including snacks, beverages, UND logo wear and other items, and a small selection of toiletry and personal care items. Offerings are being expanded to address special dietary needs, e.g. gluten-free products. Because the space is small, line queuing can hinder traffic flow in and out of the store. Aesthetics, signage and fluorescent lighting contribute to the less than appealing institutional customer experience. While a view of the products in the store is desirable, the window that runs along the length of the store actually restricts the amount of shelving in the store, limiting the variety of products that can be sold.

U-SNACK C-STORE





Twamley

The Twamley Snack Bar is located on the 4th floor of the Twamley Building. This snack bar serves a hot entrée, soups, desserts, and beverages from an L-shaped serving area. The dated décor and layout of both the serving and seating areas do not create any desirable destination appeal. Primarily serving the needs of workers within the Twamley Building, its location away from the major traffic flow inhibits its ability to attract students and employees from other buildings. In addition, as offices and services relocate out of the Twamley building, the number of potential customers' decreases. The facility is old and would be costly to renovate, with little to no ability to generate a return on investment, as it currently operates at a loss.

TWAMLEY

Location



Aesthetic Appeal



Size/Capacity



Customer Experience



Menu Variety



Speed of Service



Value





Terrace Dining

The Terrace is a residential dining facility located on the lower level of the Memorial Union. This dining location is very popular with off-campus students during the lunch meal time as it is more centrally located to the academic core. However, dinner traffic is light, due to its distance from the residential core. The salad bar at the Terrace is very popular. Other offerings include a home-style line, a specialty bar, pizza, soups, and desserts. The décor of Terrace is tired. The colors and finishes are dated and much of the seating and equipment is worn. The straight-line serving style gives an institutional feel and the specialty bar is located in a separate room, which hinders traffic flow and visibility.



TERRACE DINING

Location



Aesthetic Appeal



Size/Capacity



Customer Experience



Menu Variety



Speed of Service



Value





Vending

The University of North Dakota has over 200 vending machines in 72 buildings. This campus market segment shows lack of profitability and declining sales. The vending machines offer a variety of snacks, beverages, and meals – from Coke and Pepsi products to sandwiches and frozen, microwavable meals. They provide food options where dining operations do not exist or are closed, and they are a convenient option for hurried students. Currently, the prepackaged snack machines use color coding to indicate healthiest, healthier, and least healthy options.



Off Campus Competition

There are a number of different dining establishments that draw students, faculty, and staff away from campus for meals and snacks. The top 4 competitive establishments vary significantly from one another. Jimmy John's (fast food / sub shop) resoundingly took the top spot, followed Buffalo Wild Wings (sports bar chain), Panera Bread (quick-serve café), and Blue Moose (local brew pub with a lodge feel).

Jimmy John's is popular for its notably fast service and good-tasting sub sandwiches. The price point for a standard 8-inch sub is around \$6.00, with sides and beverages running \$1.00 to \$2.00 each. Jimmy John's sandwiches are quickly obtained, very portable, and quite affordable.

Other similar competitive establishments popular with the UND community include Subway, Red Pepper, and Erbert & Gerbert's.

Buffalo Wild Wings is a national chain sports bar, known for myriad TVs and tasty wings. It is consistently popular with college students across the United States. It offers table service and an affordable price point. Most sandwiches, entrées, and wing portions are under \$10.00.

Panera Bread's popularity is based on the perception that it offers fresh and healthy menu items. The menu features a variety of soups, salads, and sandwiches; breakfast fare; and a variety of baked goods – including bread and pastries. Prices range from \$4.00 for a bowl of soup, to over \$9.00 for a combination meal that includes soup, salad, and/or a sandwich.

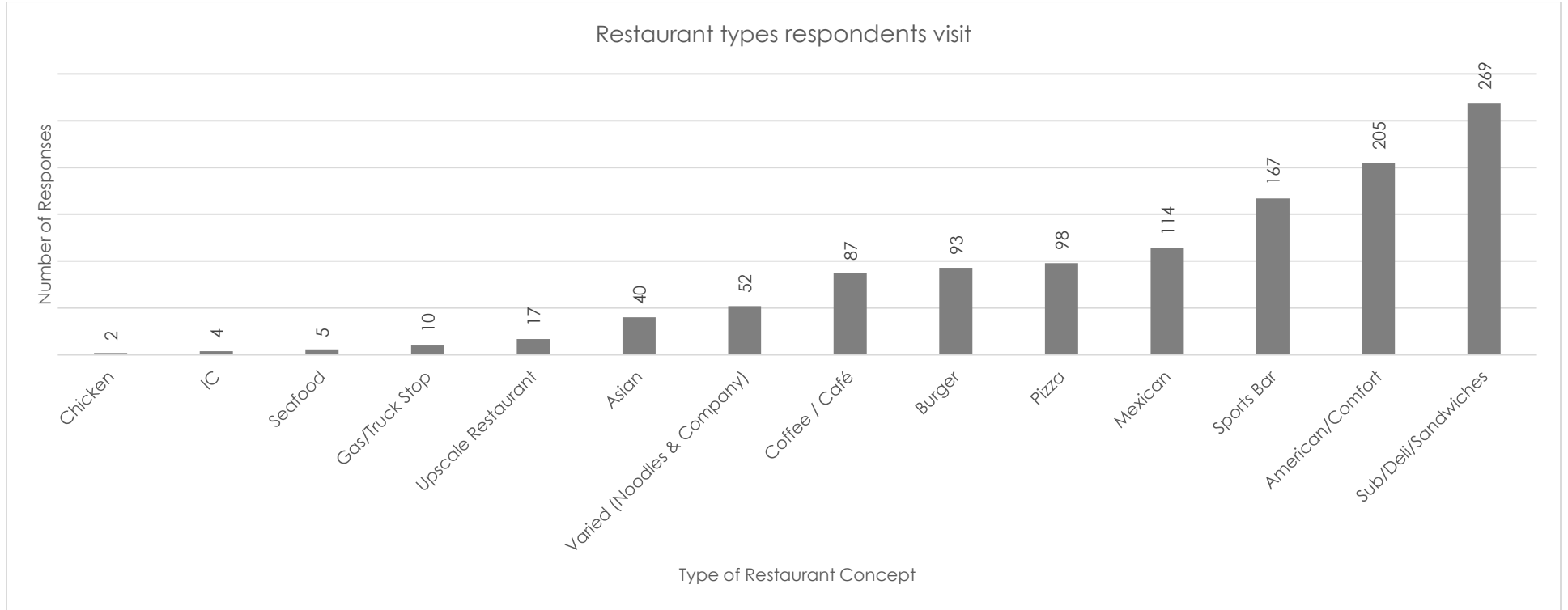
Dakota Harvest is a local bake shop, similar to Panera Bread, which also ranked well as an off-campus dining destination.

The Blue Moose is located in East Grand Forks, Minnesota, just across the border. It features a very eclectic and creative menu. Patrons may be adventurous with a burger topped with peanut butter, bacon, and an egg; or they may choose one of the more traditional sandwiches. A wide variety of tapas, salads, and entrées offers many other options as well. The Blue Moose also has an extensive beer menu, featuring 40+ craft beers from across the United States – all on tap.

The Toasted Frog and the Green Mill are other popular local bars and restaurants. The Toasted Frog, an over 21, bar and restaurant is clubby, dark and intimate. The Green Mill is more of a sports bar, with one side of the facility designated for families.

Several pizza restaurants made the list, but none made the Top 10. Rhombus Guys Pizza was ranked the highest at #14. Domino's, Pizza Ranch, Italian Moon, and Little Caesars were also mentioned (and are listed in order of popularity).

Traditional fast food restaurants did not dominate the list. Noodles & Company was ranked #6, followed by McDonald's (#8), Subway (#9), Taco John's, Wendy's, Five Guys, Taco Bell, Burger King, and Culver's.





Archives Coffee House

Archives Coffee House is located in and operated by the Christus Rex Lutheran Campus Center. Many students perceive Archives to be part of UND Dining Services because it is located on campus; they do not understand that it is run independently of Dining. Archives' central location makes it an easy walk from both the academic core, and from the various residential areas on campus, including Greek housing.

Archives is a solid package of what a coffee house should be, and its appeal to college students is obvious. Well-thought interior elements in décor and colors, lighting, flooring, and architectural features contribute to its strong aesthetic appeal. A variety of soft and loose seating is available. Some students sleep on the sectional couch while others choose bar height tables for studying or socializing – and the seating is ample. The noise level is appropriate – not too loud for conversation or school work, and not eerily quiet; it's a steady “buzz.”

The menu features a vast offering of coffee and tea drinks, smoothies, sandwiches, salads, pastries and baked goods, and prepackaged snacks. Archives is suitable for a meal, or for a snack break. Speed of service and pricing are on par with other popular coffee shops.

All of these components contribute to a highly favorable customer experience and perceived “good value” for the money and time spent.

Tower Café

The Tower Café operates within the UND Bookstore, located north of the campus, near the intersection of 6th Avenue and Columbia Road. The bookstore is not central to any campus location, and it is not considered a convenient walk for most students, whether residential or commuter. Barnes & Noble previously ran the bookstore and café, but Follett has since taken over.

The café is stark, with a high dropped ceiling, fluorescent lighting, and hard surface flooring. The majority of the seating is small, homogenous café tables (3- to 4-tops), with 2 different small areas of soft seating near the perimeter of the space. Seating is plentiful. The most popular tables are those located along the exterior windows. The décor is tired, with drab colors on the wall, and repurposed café signage. Music plays through overhead speakers. There is very little customer conversation. It is, for the most part, a very quiet and sterile environment.

The café serves Caribou Coffee, prepackaged snacks, and a limited menu of soups, pre-made sandwiches, and baked goods. The beverage menu is equally limited to coffee drinks and grab-and-go bottled beverages.



Electronic Survey

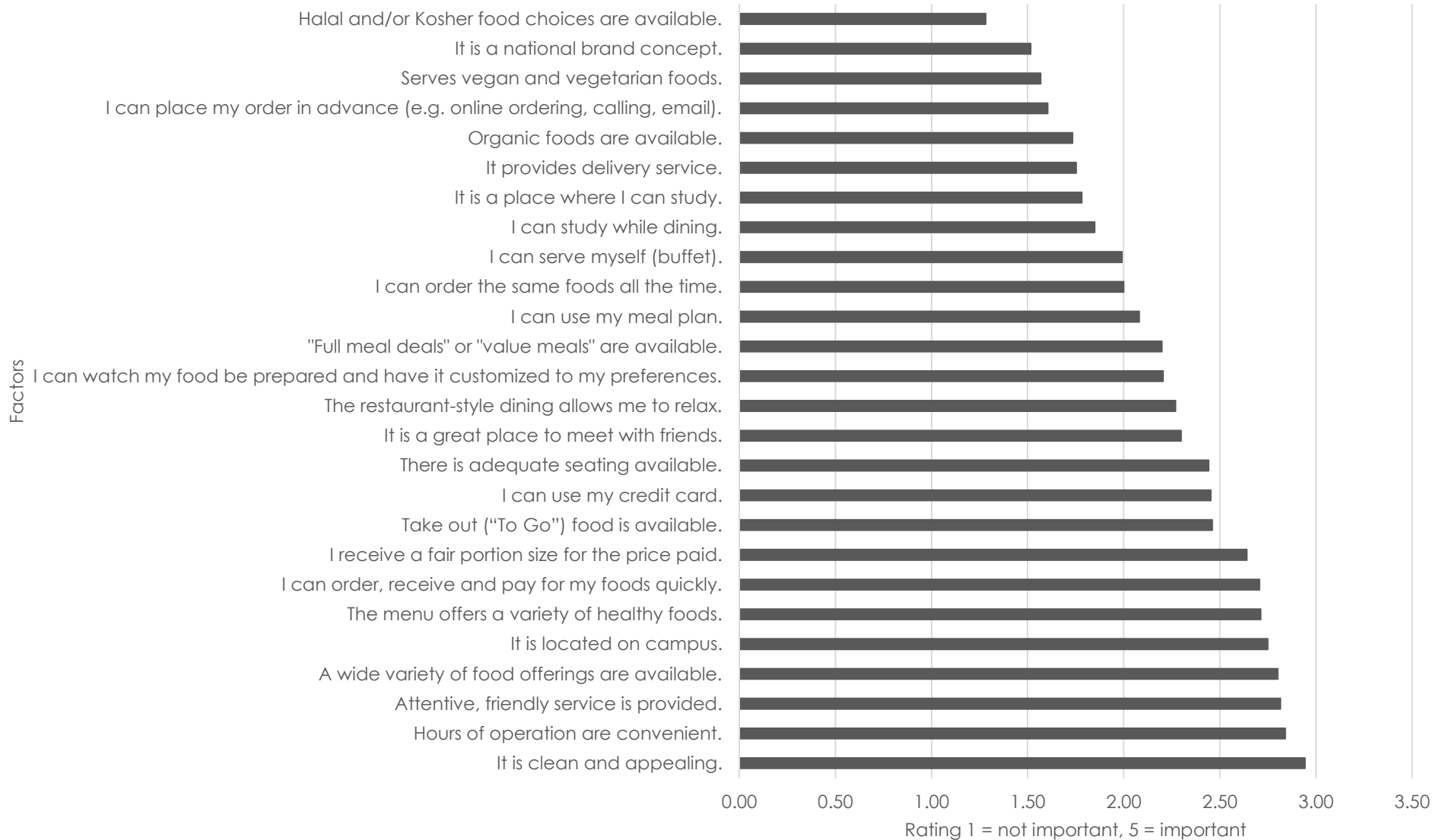
1,295 people participated in the electronic survey, which was active from January 22 through February 7, 2014. Demographics of the survey show that:

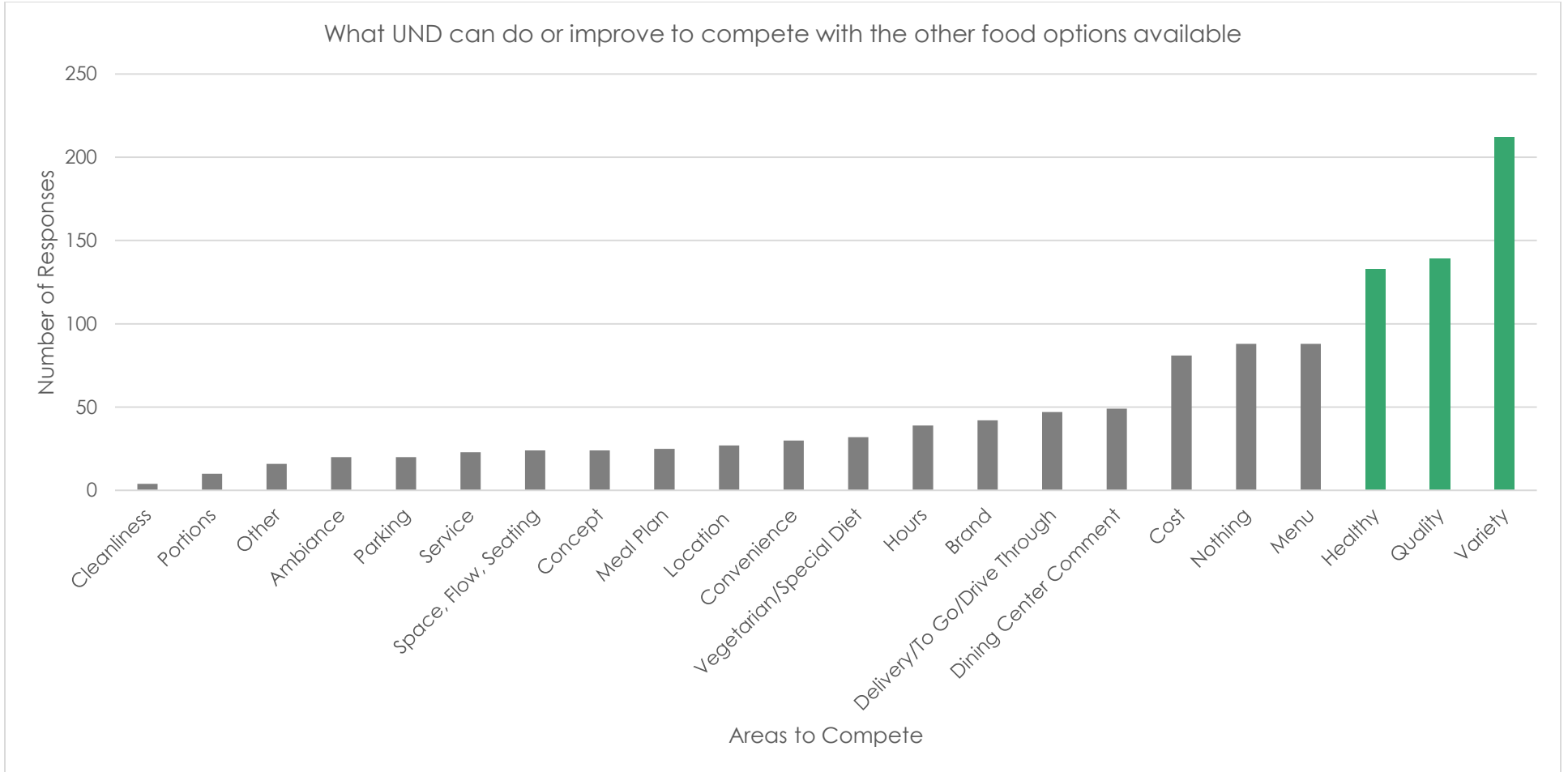
- 67.3% of respondents were female, 32.0% were male and 0.7% were unspecified
- 38.2% of the responders were staff members, 13.7% were faculty and students were as follows:
 - 16% freshmen
 - 12.8% sophomores
 - 8.8% juniors
 - 7.1% seniors
 - 2.8% graduate
 - 0.6% other

The following charts contain data pertinent to all of the operations at UND. Providing a variety of food choices, a quality operation (clean, good service) and healthy options were consistent respondent desires, expressed consistently and throughout our market research. One surprising survey result was the relative unimportance of national brands in the decision making process. When the focus group students were asked about this, they stated that they thought that national brands were important.



What is important or unimportant to how decisions are made of where to eat





Select survey findings are presented in the Recommendations Section of the report. For the full report of the survey data, please refer to Appendix 3: UND Electronic Survey Results.



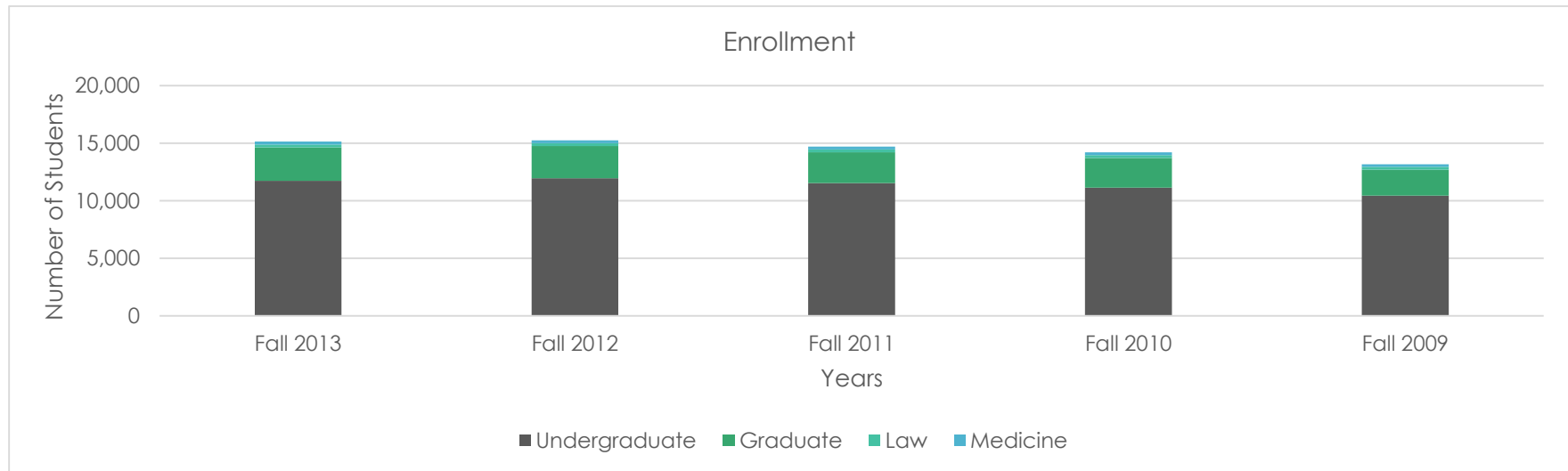
Financial Analysis

Campus Environment – Enrollment and Residence Hall Occupancy

The physical and financial requirements for campus dining are directly linked to the size of the population it needs to serve. Campus enrollment and residence hall occupancy numbers have a direct impact on the financial performance of UND Dining. Enrollment affects both the number of students choosing to purchase a meal plan and the quantity of incidental sales in residential dining and retail facilities.

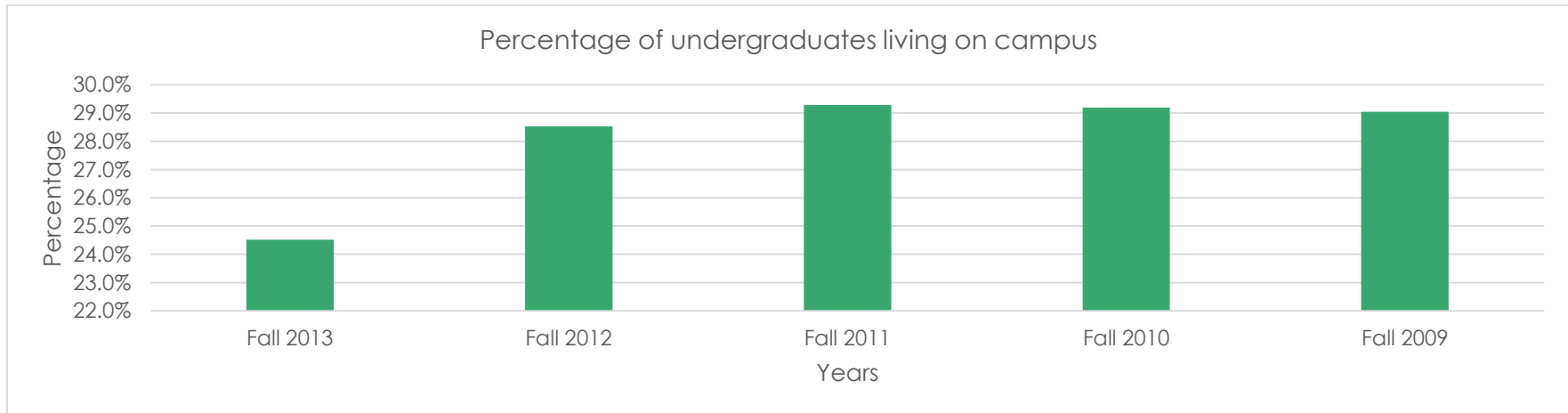
Enrollment numbers for the past five years are shown in the table below. UND plans to raise standards for admissions, which may impact the number of enrolled students.

Historically, the overall financial performance of Dining Services has been strong, with the residential meal plan sales providing a solid base for all operations. However, in the past couple of years, there have been changes in residence hall occupancy which greatly impacted the revenue streams and operating costs of Dining Services.



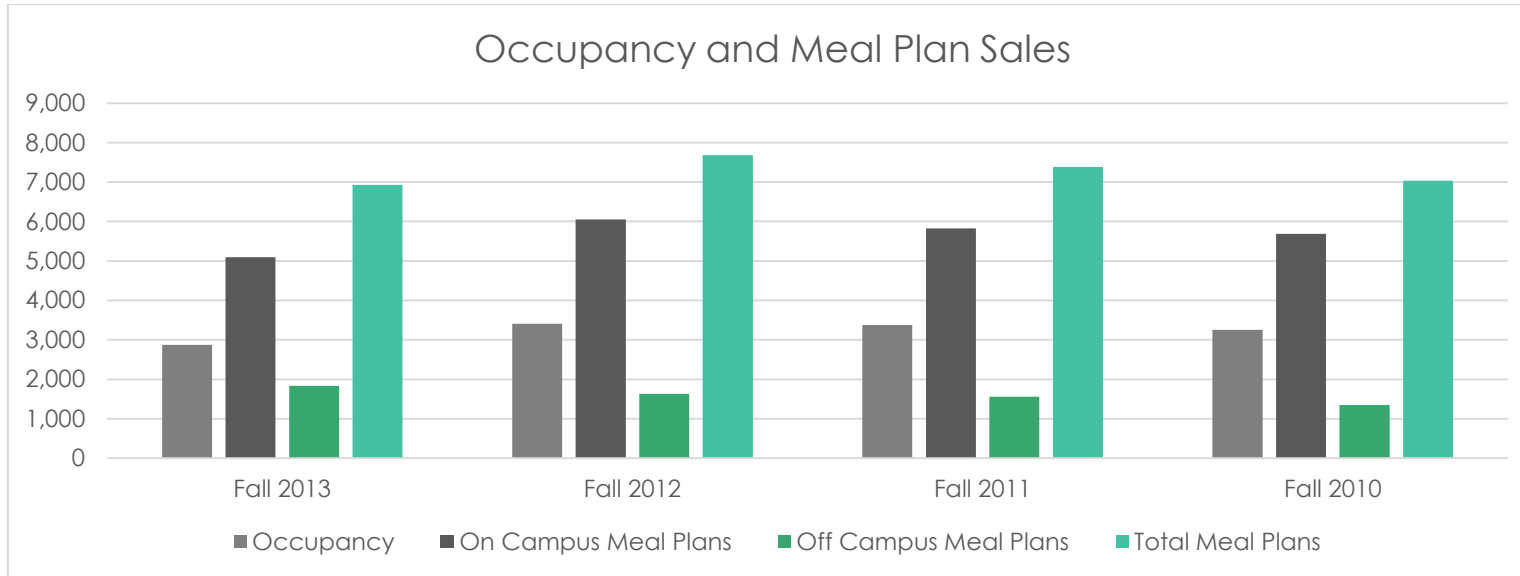


Although enrollment numbers for undergraduate students have been rising since fall of 2009, residence hall occupancy has been declining in actual numbers and as a percentage of undergraduates living on campus. Fall of 2013 had 2,620 students living traditional residence hall rooms, a decline of 526 students. Long-term planning for housing and dining projects 2,500 students living in traditional residence halls.



The University has a mandatory meal plan requirement for students living in traditional residence hall rooms. Additionally, students who live in University Place apartments are required to, minimally, have a \$200 Dining Dollar plan.

The sales of meal plans reflect the changes in the residence hall occupancy levels and in undergraduate enrollment. In addition, off campus meal plan sales most typically resulting from students who have lived on-campus, had a great experience with on-campus dining, and then elected to continue to have a meal plan, even when living off-campus. As a result, when on-campus occupancy goes down, the impact of declining off-campus meal plans sales is felt in subsequent years, when there are fewer students choosing an off-campus meal plan.



The types of meal plans offered impact retail sales. In the fall of 2013, over 95% of the on-campus students selected one of the two unlimited access plans (Unlimited Plus or Unlimited Access). As implied by the name of the plan, students on these plans can enter the residential dining operation as often as they wish. While each meal plan does contain some Dining Dollars that provide convenient access to foods in retail operations, unlimited access to a wide variety of options on the menu in the residential dining facilities leaves little need to spend Dining Dollars or cash for meals in retail operations on campus. The success of the retail operations then is reliant on the purchases from commuter students without meal plans, faculty and staff and the ability to entice students to use their Dining Dollars by offering something desirable and yet, different than what can be attained in a residential dining operation.

Revenues

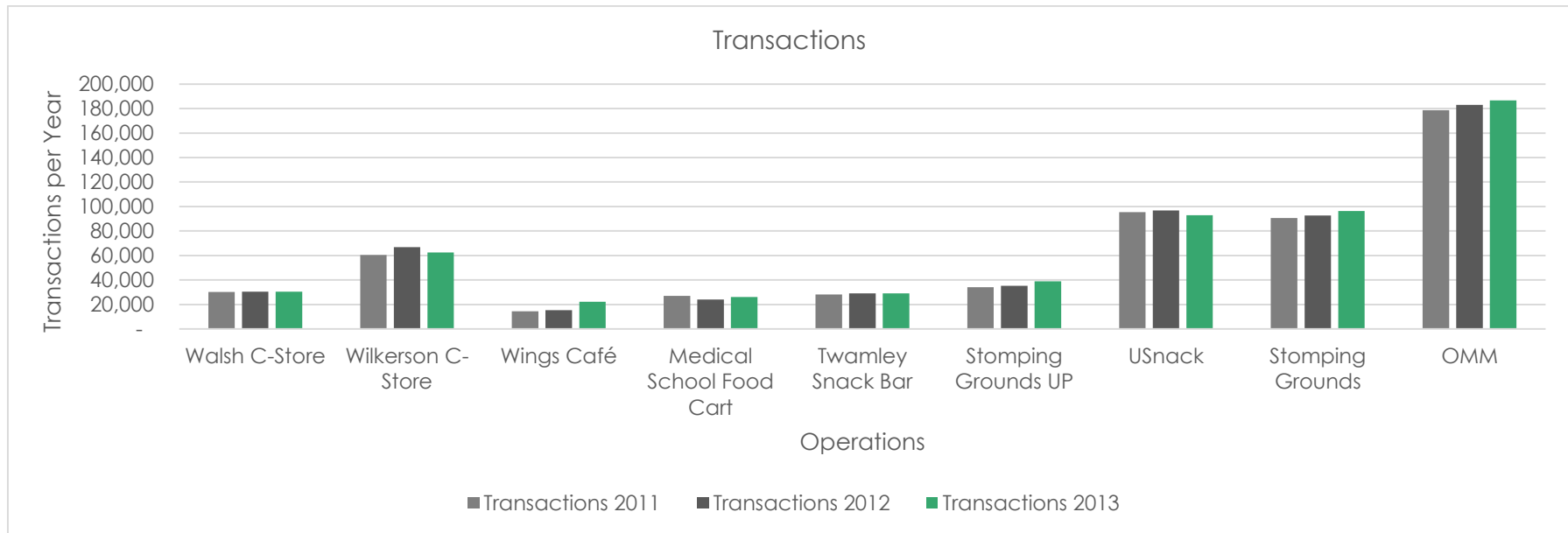
In addition to revenues received from meal plan sales, Dining Services receives revenues from the campus catering, vending, laundry and retail food service operations. Bakergroup examined the financial performance of the catering, vending and the retail food service operations toward determining their contributions to the financial health of the overall dining services program. Areas explored for each operation were sales growth in numbers of people using the operations and in how much they spend.

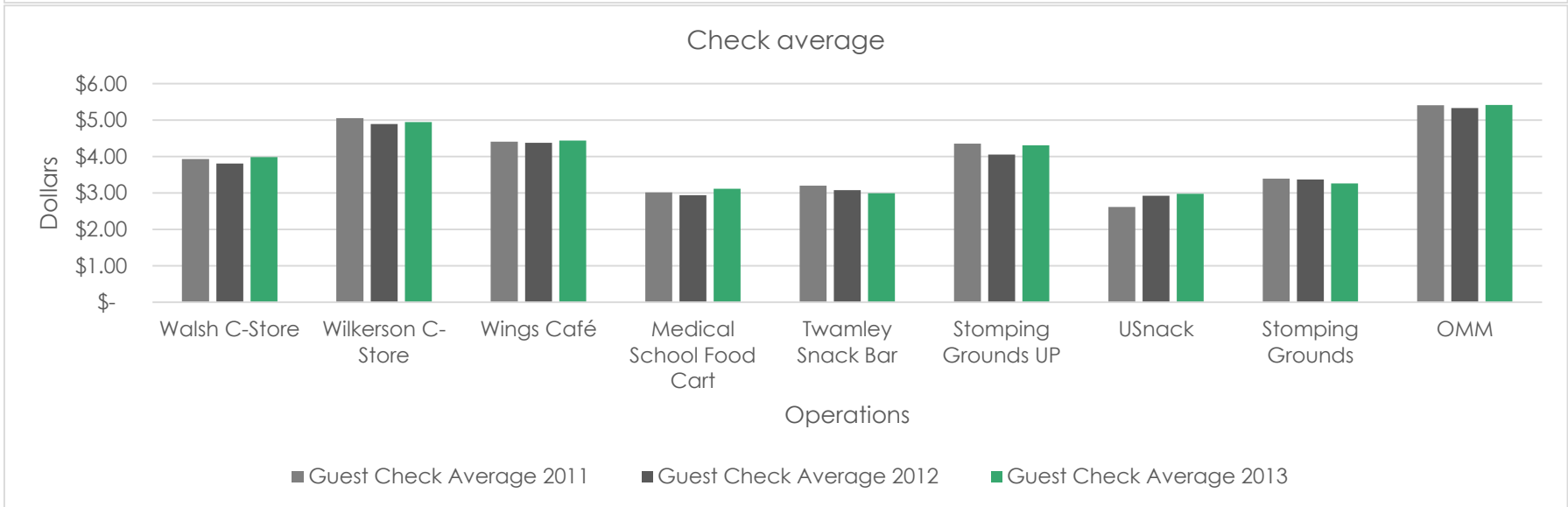
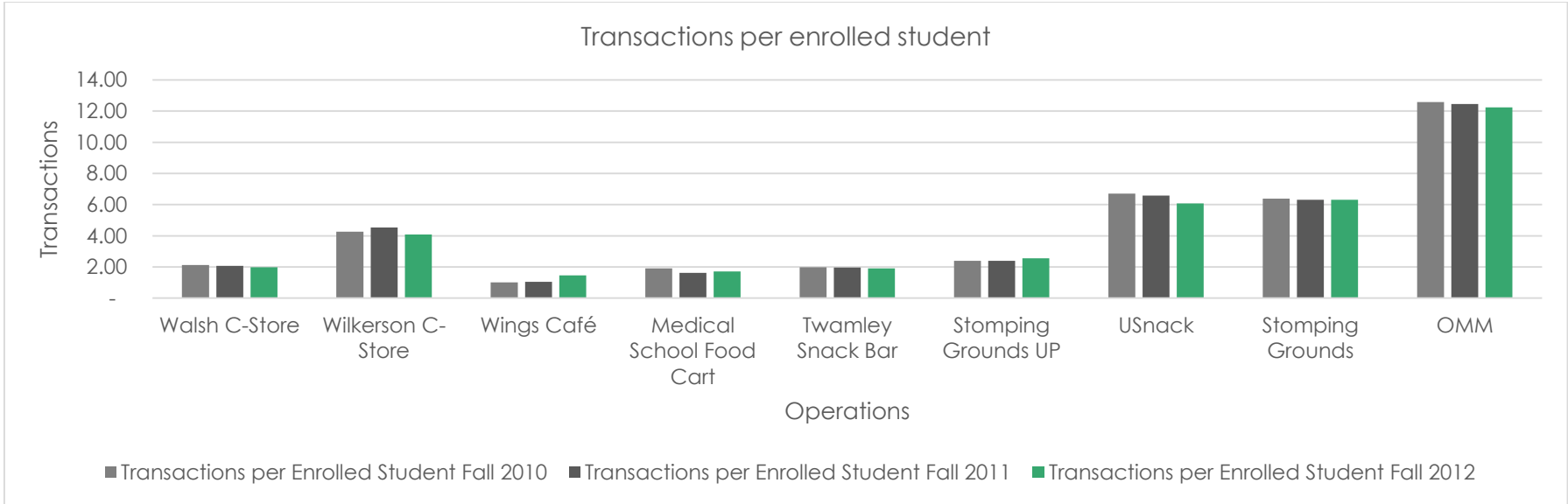


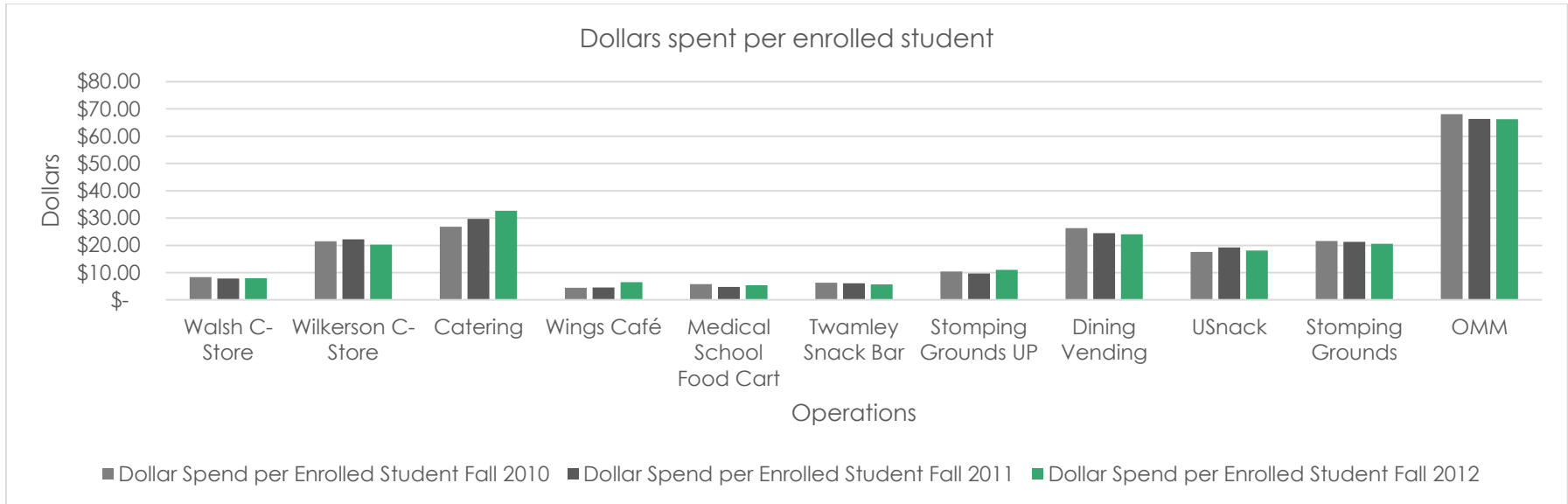
Revenues, transactions, guest check averages and dollars spent per enrolled student for the retail foodservice operations grew between 2011 and 2013 as shown in the table below. These numbers do not include vending and catering data.

	Revenues	Transactions	Guest Check Average	Dollar Spent Per Enrolled Student (All)
2011	\$2,330,725	558,950	\$4.17	\$217.32
2012	\$2,382,105	573,176	\$4.16	\$216.25
2013	\$2,465,220	584,882	\$4.21	\$218.35

The following charts show the changes in transactions, guest check averages and dollars spent per enrolled student by retail operation.



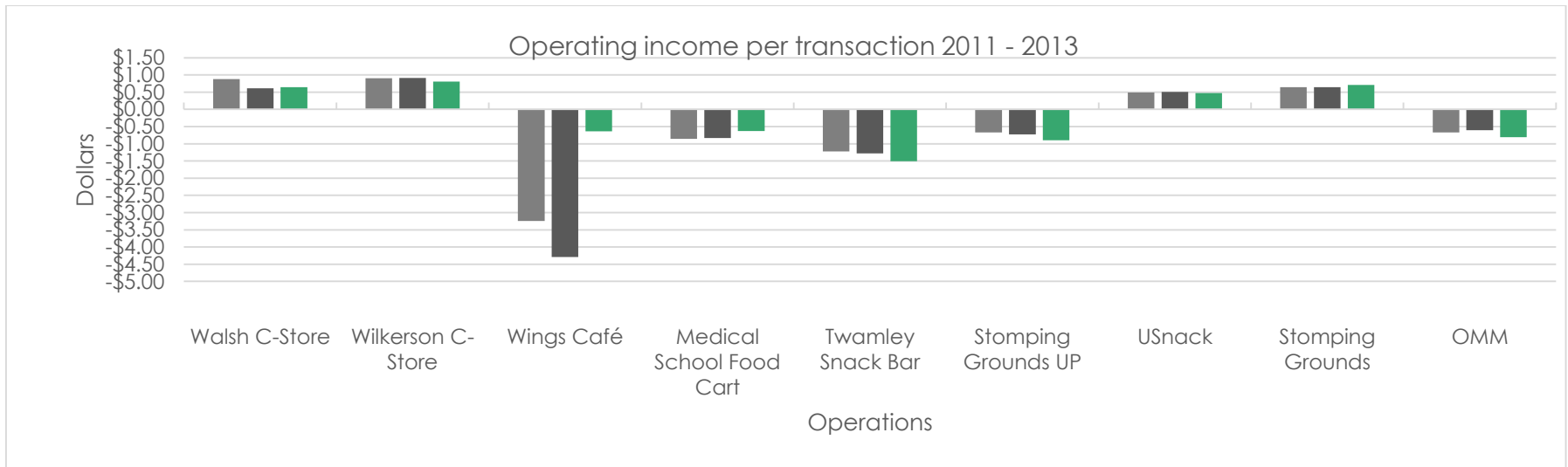
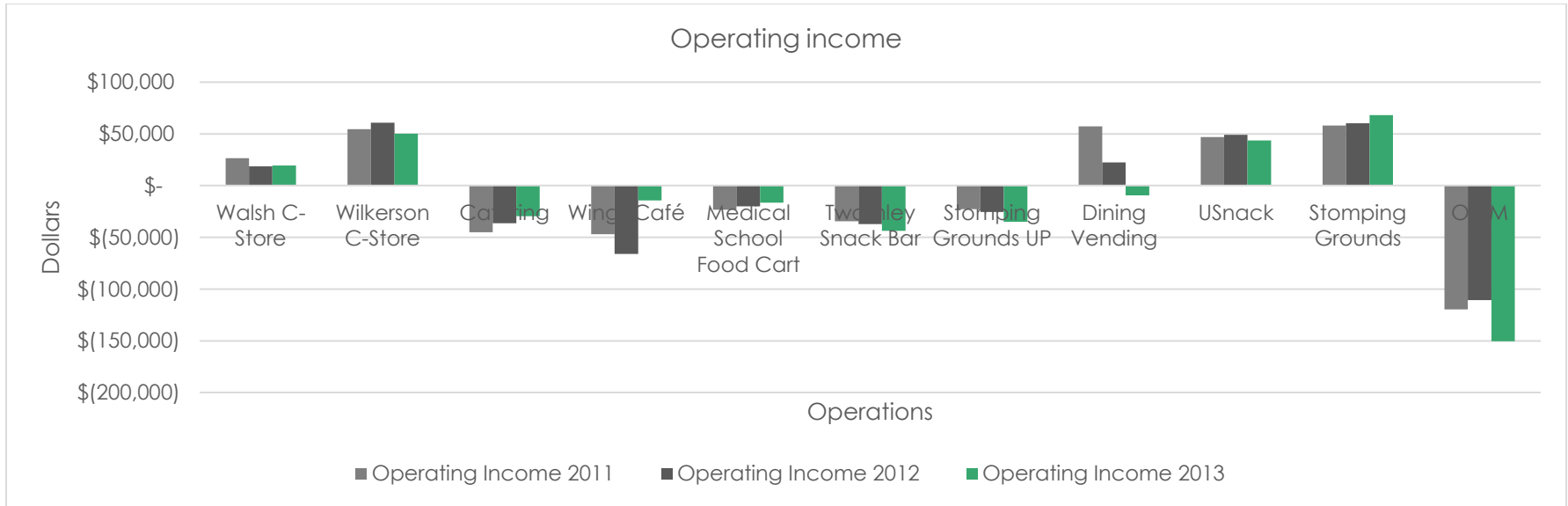




While there are slight variations from year-to-year, overall, the sales per students in each operation are relatively stable.

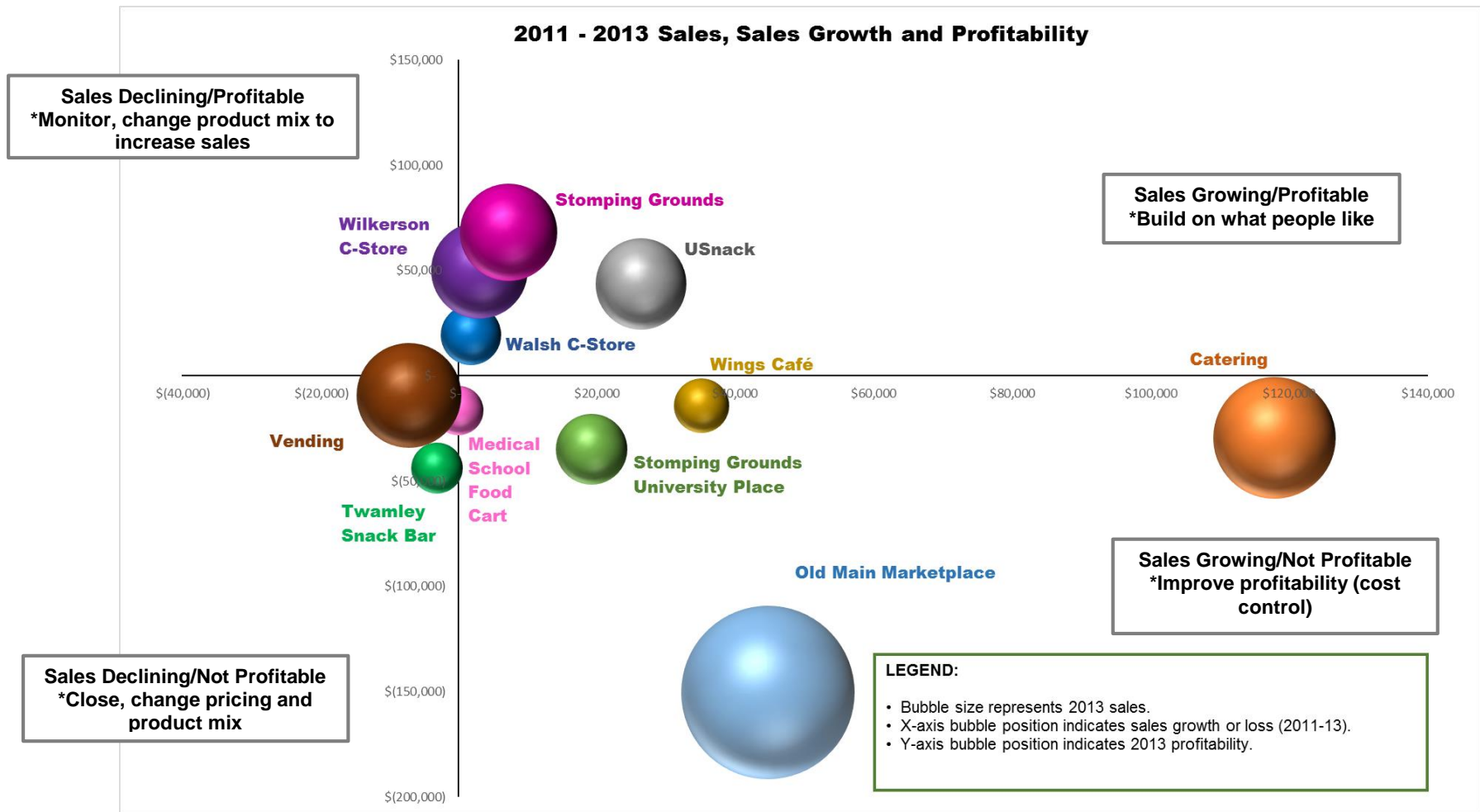
Profitability

In addition to evaluating revenue growth, Bakergroup also examined the profitability of each retail operation, as well as catering and vending numbers for the last three years. In general, the convenience stores and Stomping Grounds at Memorial Union are profitable. Catering, Wings Café and the Medical School Food Cart have improved, financially, over the three year period. Vending, Twamley, Stomping Grounds at University Place and Old Main Marketplace have been trending downward.





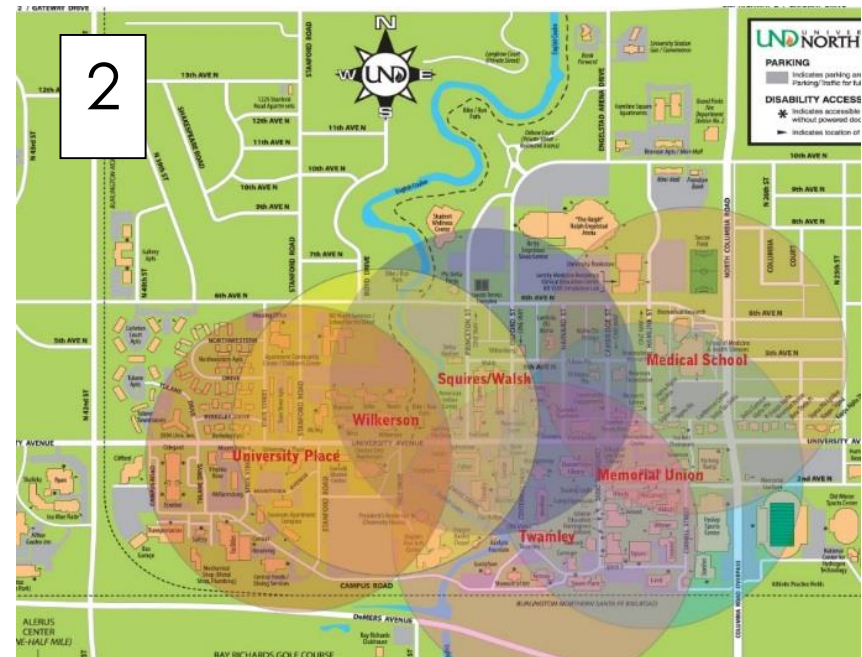
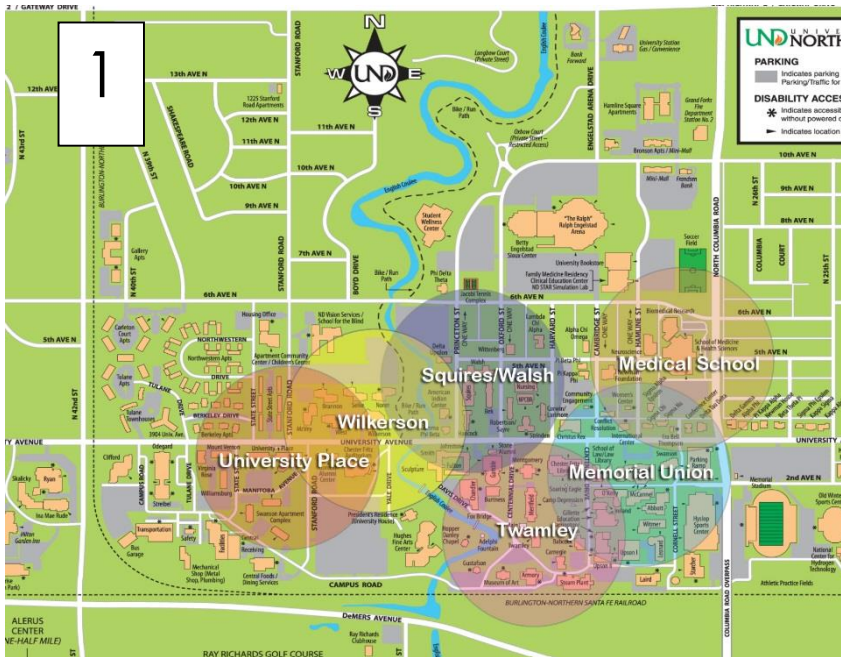
Finally, it is important to understand the relative size of each operation, in the context of revenue growth and profitability. In the following chart, operations to the right of the y-axis (vertical) are *growing* in revenues. The farther to the right, the greater the sales growth. Operations to the left of the y-axis have been *decreasing* in revenues between 2011 and 2013. The operations located above the x-axis (horizontal) were profitable in 2013 and those below the x-axis were not profitable. The size of the bubble indicates the volume of sales, so Old Main Marketplace has the highest level of revenues. In terms of improving the overall financial picture for dining services retail operations, the priority should be to implement strategies to address the profitability of Old Main Marketplace, Twamley, and Stomping Grounds at University Place.





Campus Map of Operations/Population Density

Analysis of the walking distance to the current foodservice operations shows that with the exception of the extreme east and west ends of campus, the walk-time to a foodservice operation from most buildings is three minutes or less (shown in figure 1). Bakergroup has found that, on most campuses, people are willing to walk a maximum of five minutes to get to a foodservice operation (shown in figure 2).



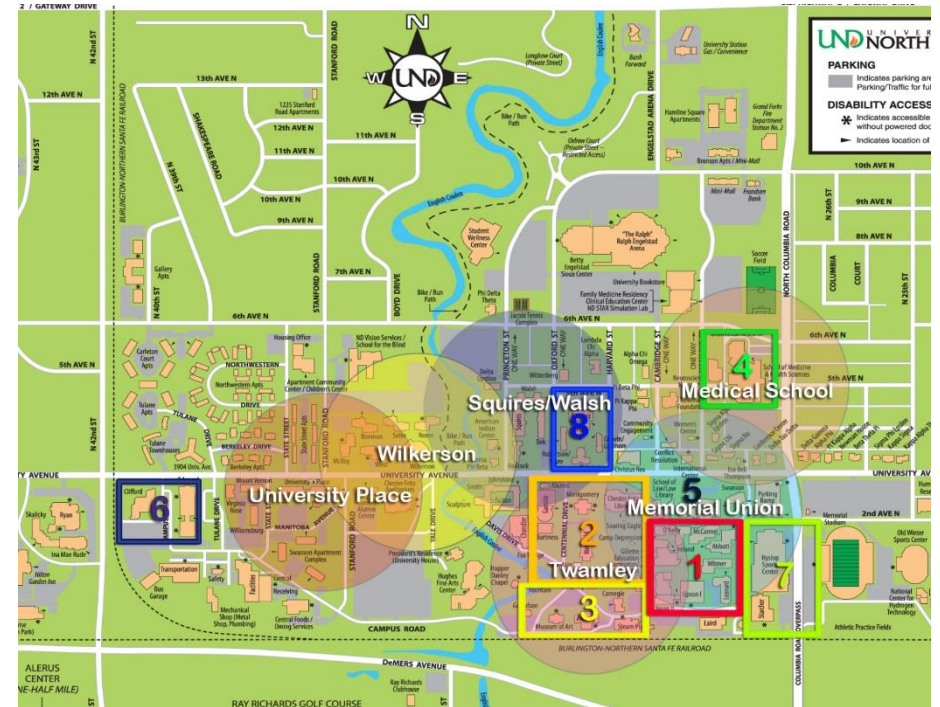


Analysis of campus building utilization data showed the numbers of students in the following areas of campus, illustrated in the zones on the map:

- Zone 1: 47,500
- Zone 2: 33,945
- Zone 3: No classes
- Zone 4: Not available
- Zone 5: Union
- Zone 6: 14,464
- Zone 7: 4,653
- Zone 8: 2,585

The survey also asked respondents to report where they on campus they are, just prior to lunch. Zone 1 had the most responses, Zone 2 the second most responses, and the rest of the zones followed in terms of survey responses. Zone 5 is the Memorial Union.

This map shows that students in Zone 1 are within walking distance of the Memorial Union, buildings in Zone 2 are covered by the Memorial Union, Twamley and Squires. The 3 minute walking radius from Wilkerson overlaps Stomping Grounds at University Place. After Wilkerson is renovated, it may cannibalize sales from Stomping Grounds at University Place.



In discussion with the staff about locating coffee shops and cafes in academic buildings, it appears that many of the office suites on campus are equipped with Keurig coffee makers, refrigerators and microwaves. These amenities support the staff members who desire to bring food from home and mutes their interest in going out to a campus foodservice operation for lunch or coffee.



Recommendations

Social and Gathering Spaces

An important focus of this study was to make recommendations toward increasing the number of opportunities for socialization, and to improve gathering spaces on campus. On many campuses, the student union is THE place where all members of the university community come together to dine, socialize, study, learn and engage. Programming activities, dining, taking care of business, student clubs and government, studying and hanging out with friends are all reasons for students to visit the union, creating the union buzz that most campuses seek.

On many campuses, student unions have been renovated with the sole goal of creating an active, vibrant facility all day long. The Memorial Union is highly utilized during the middle part of the day, but much less so in the evenings, weekends and mornings. It is located adjacent to the primary academic core of the campus. The ambiance of the facility feels institutional, corporate, hospital-like. This is not an environment with broad appeal to students. The interior décor is uneventful. The interior

color palette is the same throughout the first floor, with little to differentiate the spaces. The fluorescent lighting is stark throughout the facility. Even with these challenges, the need for space compels that students utilize all levels of the facility for studying and hanging out. They are quick to find an open meeting room and settle in to study until that room is needed by others.



Bakergroup asked survey participants to prioritize amenities that would encourage them to spend more time in the Memorial Union. Their response are shown in the chart on the next page. One amenity that was discussed in the student focus groups was to consider a sports bar environment. However, in continuing focus group discussion, this concept did not prove popular for the union.

The number one response centered on increasing the variety of food offerings in the Memorial Union. The recommendations that follow for the Memorial Union retail dining operations support this request, but to do this, the seating count in the dining area adjacent to the Old Main Marketplace will decrease. Therefore, it would be desirable to reconfigure seating in the building to minimally compensate for the loss of seating required to grow the servery area and if possible, to add seating to the main floor to handle the current shortage of seating during lunch. One option that would address this is to consider relocating the Student Activity space in order to free up that space for seating and to increase views to the outdoors on the main level.

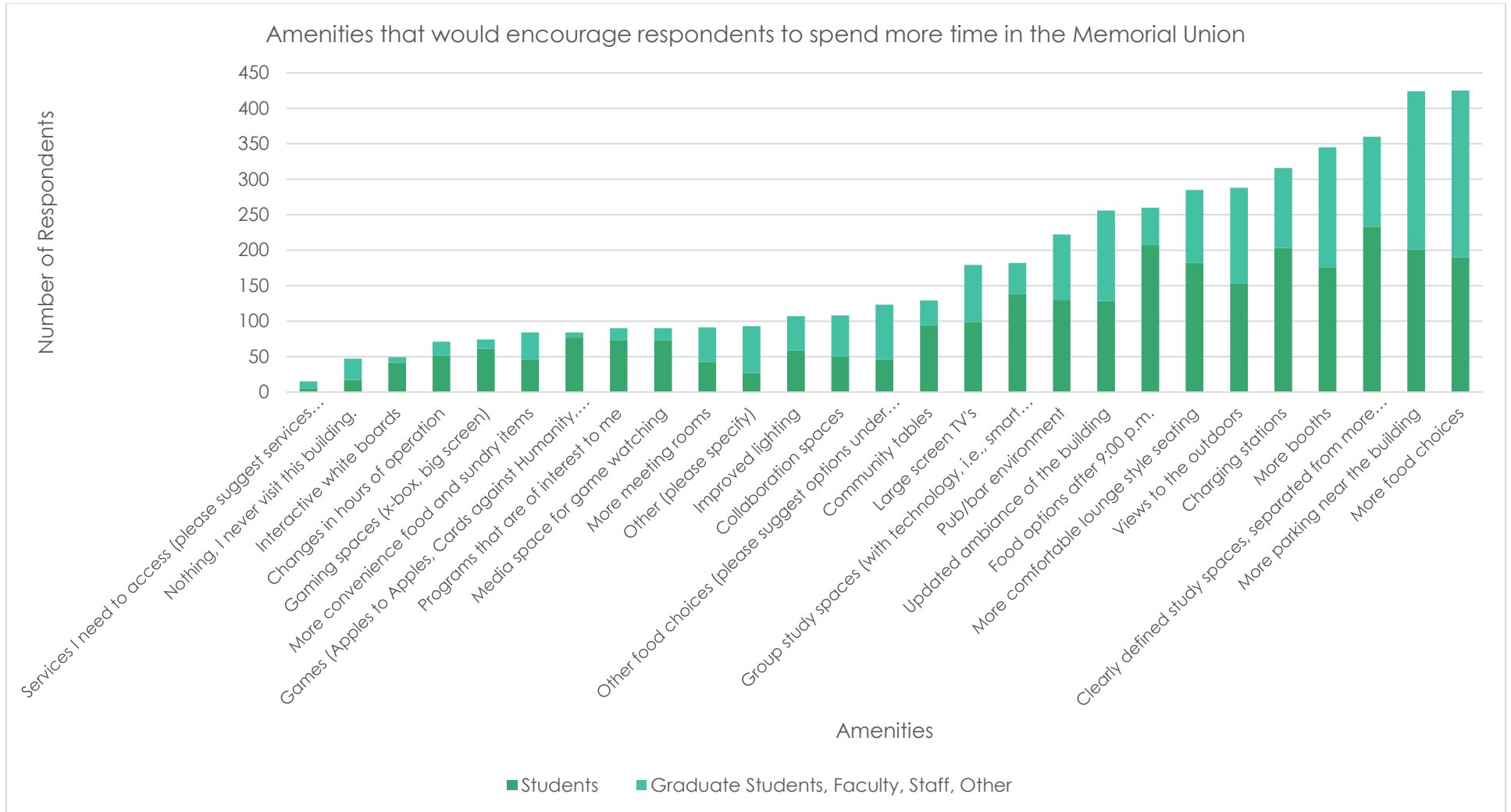
Recommendations for Memorial Union Social and Gathering Spaces:

1. Create a sense of arrival at the entrance of the building. Today, as one enters any of the entrances into the Union, the views into the spaces are uninspiring. There is no sense of arrival; or an intuitive sense of where things are located. The entrance to the Old Main Marketplace is small and blocked by columns; the large columns tend to block sightlines to seating, offices and activities throughout the main floor.
2. Update the interior finishes and furnishings throughout the building, including dining, and integrate the UND brand. Use different finishes, colors and furnishings to zone the building, creating study zones, active zones, et cetera. In general, seating zones should be smaller, more





intimate. Add floor lamps and use pendant lamps to help define the zones and to create interest and intimacy. Plan for a variety of seating options and heights: booths, community tables, two tops, bar height, soft seating, et cetera.



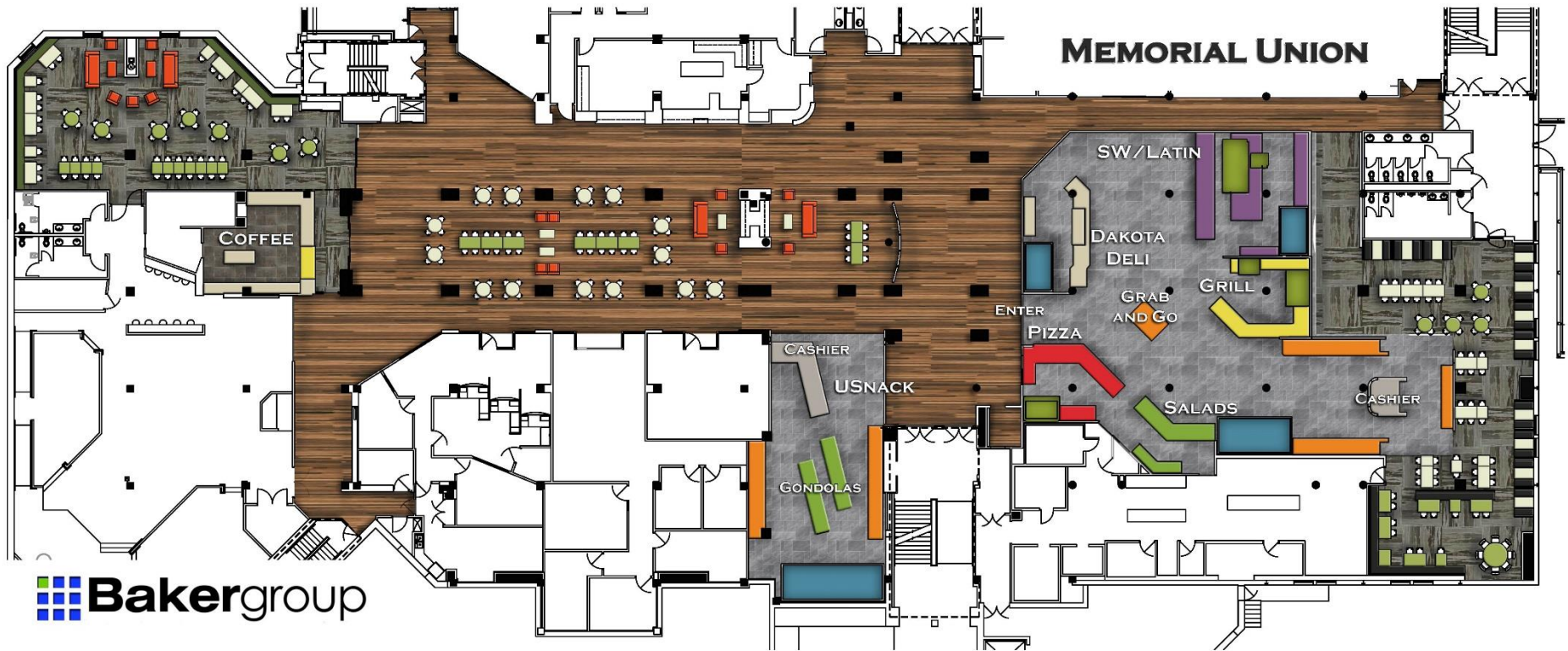


Reconfigure the seating on the main floor by placing comfortable, lounge seating around the fireplace. Position café tables and group seating on perimeter and community tables in center. Vary the seat and table heights, using bar height tables along the perimeter. These areas have opportunity to increase the number of seats available. Additionally add dimmable lighting, pendants and floor lamps.

To create a more appealing “clubbier” feel and to activate the Loading Dock, add booth seating, dimmable accent and pendant lighting and warmer colors. Rework the center seating area. Today, the flexible seating in the center of the space seems unanchored, very spacious and unprotected.

3. Explore options to increase short-term (15 to 30 minutes) and guest parking near the Memorial Union in order to increase the ability for customers to stop in for a quick meal or to grab a meal to go. The absence of guest parking near the building inhibits the use of the Memorial Union from holding conferences and catered events during the typical work week.

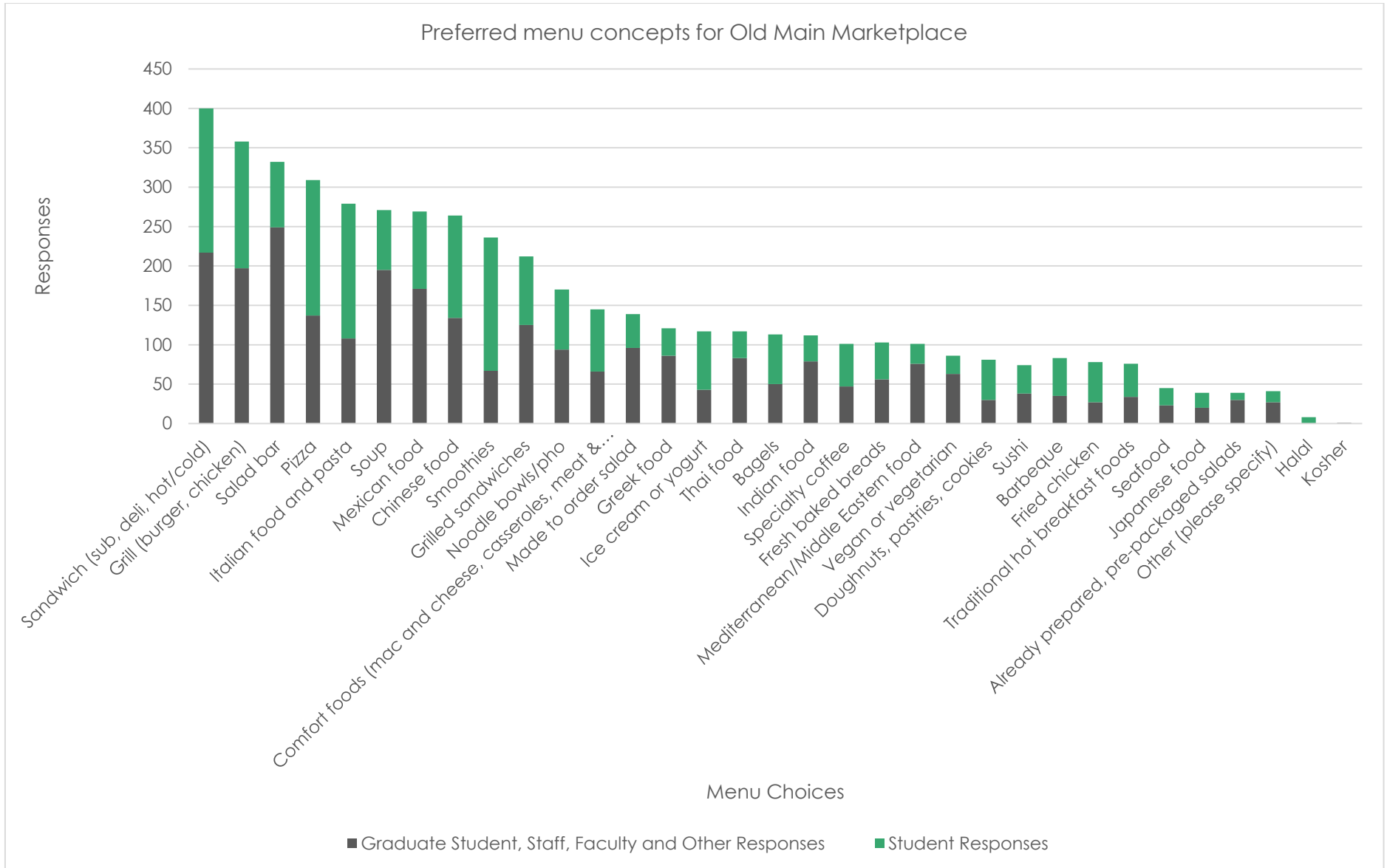


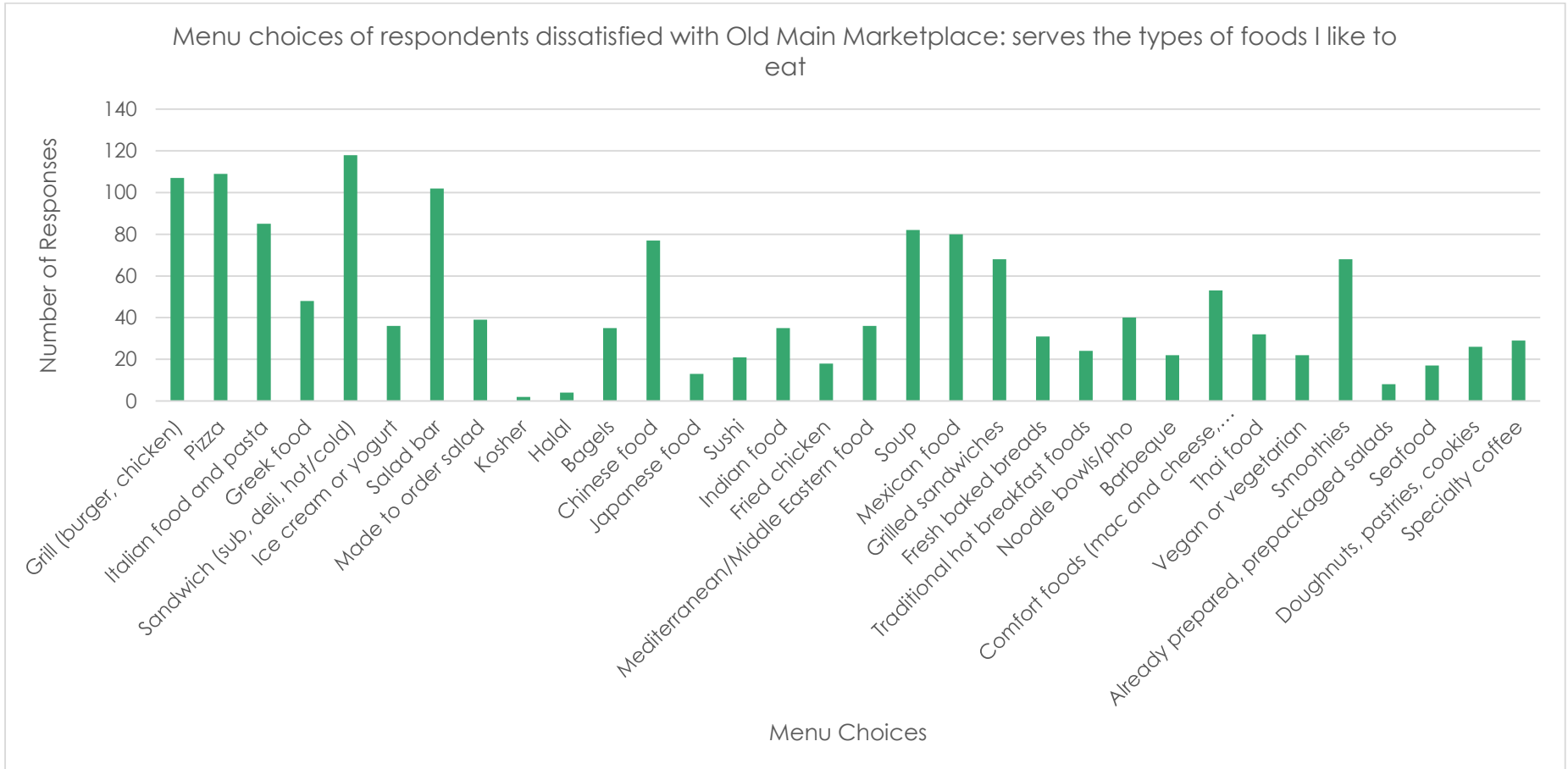


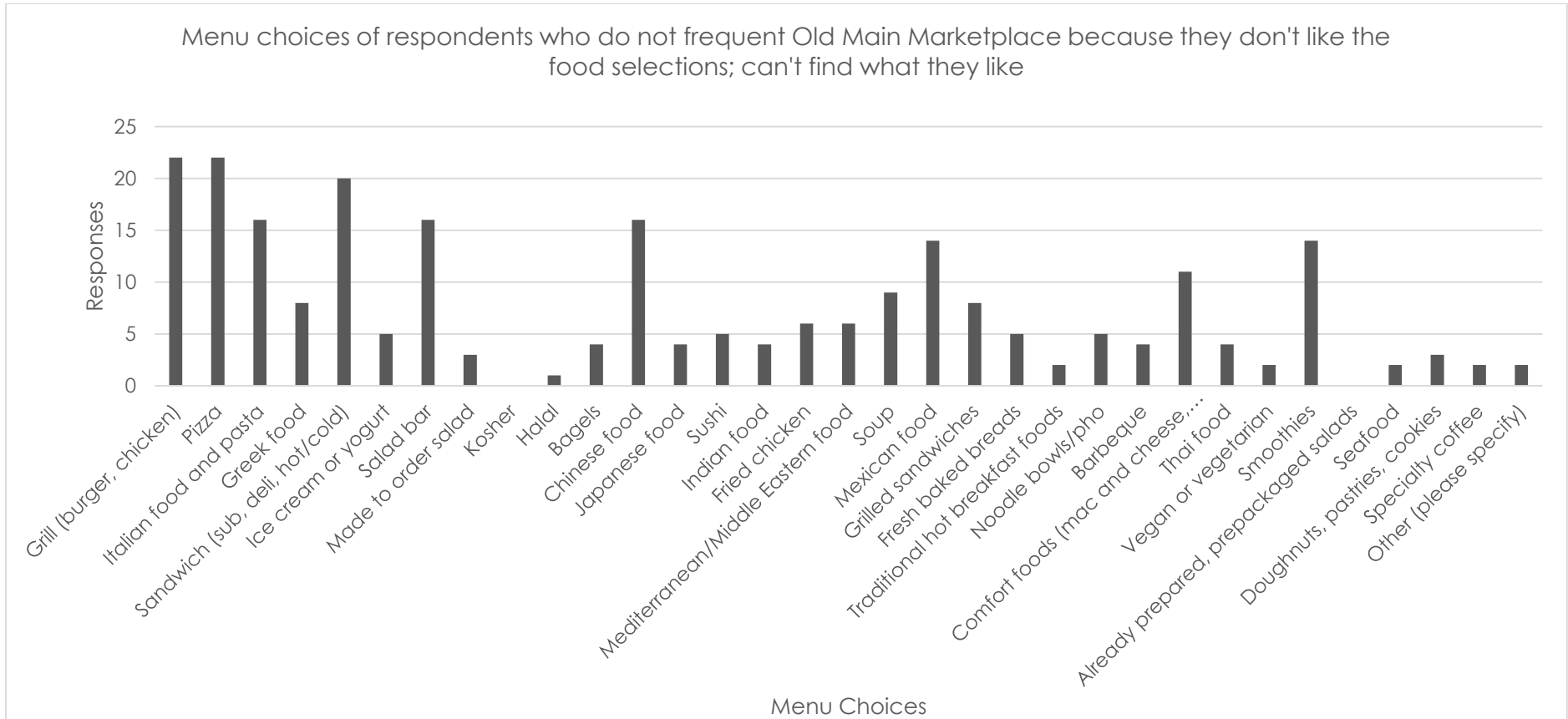
Memorial Union Retail Operations

1. Old Main Marketplace

The survey tested participants' interest in what foods they'd like to have offered at Old Main Marketplace. Here are some of the findings:







a. Provide a mix of national and self-branded concepts. National brands provide recognition and consistent brand experience. This appeals to many students. The limited menu of a national brand expedites customer decision making and throughput; important for customers with limited time. Their operational systems are designed to be efficient, cost effective and profitable, if the brand is able to attract enough customers to warrant the systems.

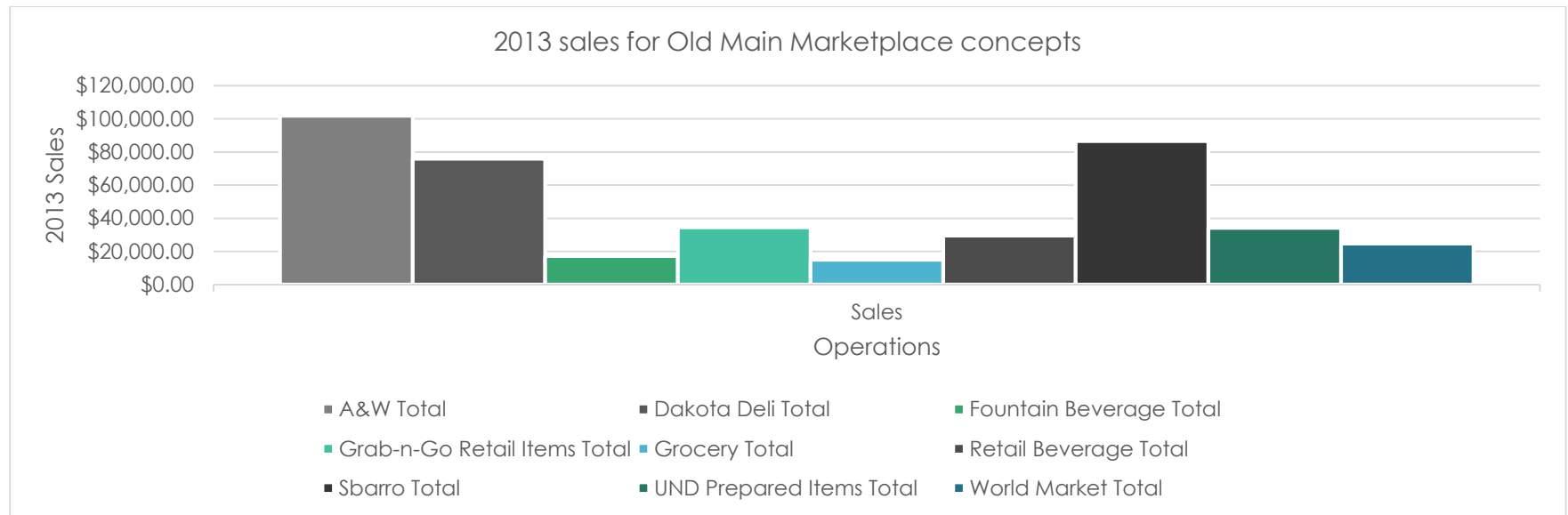
Recommended concepts for Old Main Marketplace are:

- Burger (national brand)
- Pizza (made to order, personal pizzas, integrated with a by the slice program)
- Southwest/Latin (Mexican) (national brand, burrito concept)
- Dakota Deli (self-branded)



- Made-for-You Salads (tossed to order salad concept, with all salads under 500 calories)
- Grab and Go
- Beverages

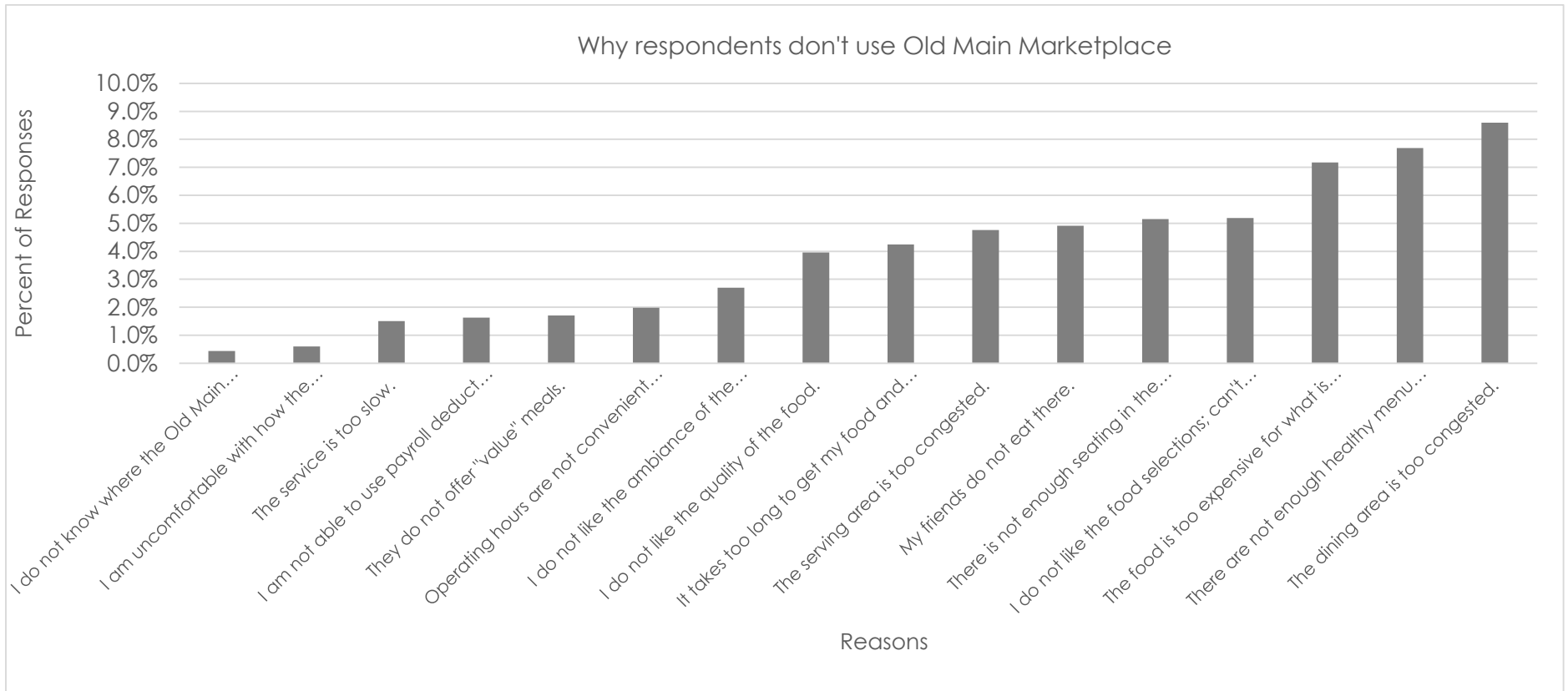
This mix of concepts adds a concept and replaces the World Marketplace. 2013 total sales for each of the current OMM concepts show that the two national brands have the highest volume of sales, followed by the self-branded Dakota Deli concept. The World Marketplace, with a relatively low sales level, is challenged with throughput and effective marketing of the menu. The rotating menu concept, while it adds variety, is more difficult to manage operationally in terms of providing a consistent customer experience and cost control, which is why the recommendation is to replace it.

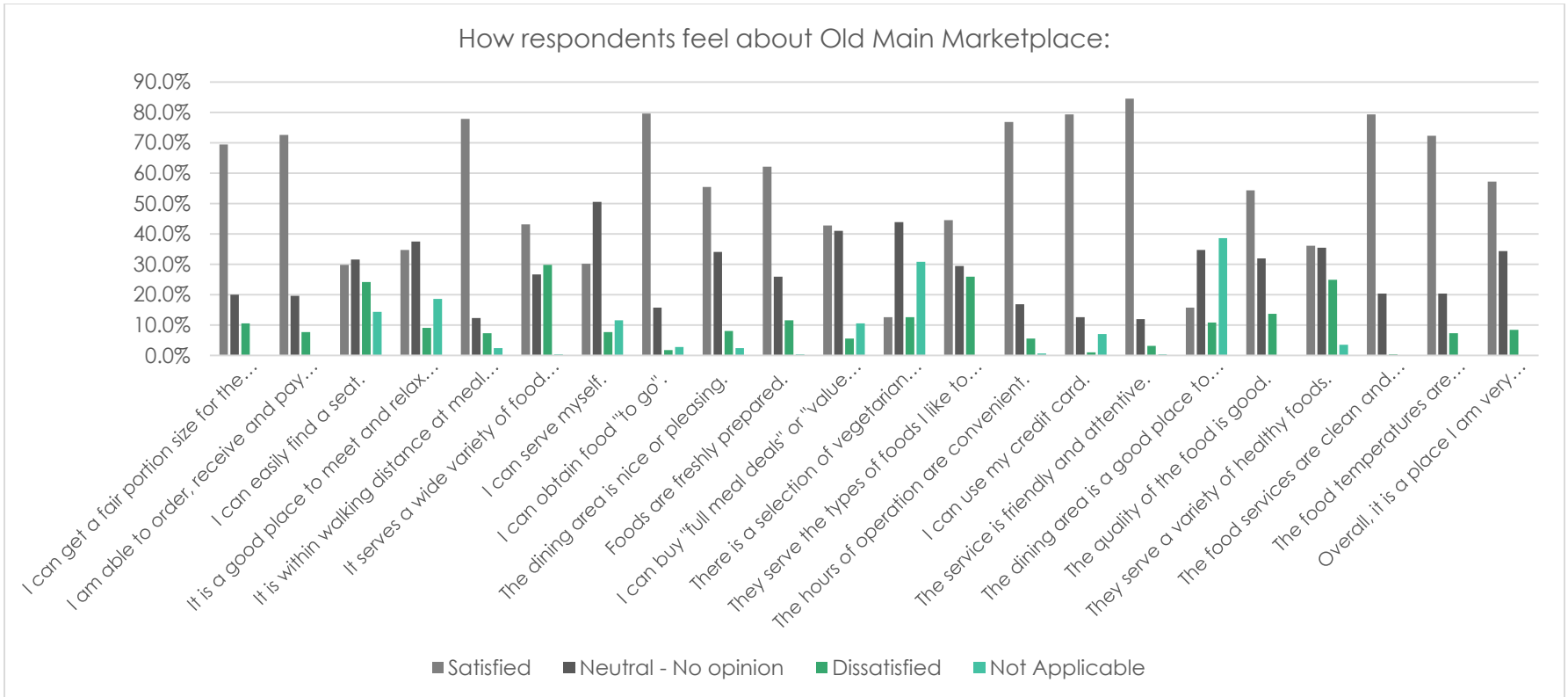


The recommendation is to add a national branded Southwest/Latin concept. This will have great appeal to students. Menu items are assembled-to-order, often have options at a lower price point (rice, beans, et cetera), and can include healthy choices. While there is interest in an Asian concept for Old Main Marketplace, past campus experience showed that people tired of that menu quickly.



Many customers expressed interest in healthy options and suggested a fresh, non-packaged salad option, in particular if made to their preferences. In other words: a salad bar. Salad bars located in retail environments can be a challenge. This is due to increased costs from waste, messiness, sanitation and dissatisfied customers who created a salad more expensive than they anticipated. Salad bars can also occupy a greater footprint than a made-for-you salad concept. A made-for-you salad concept, with all items under 500 calories, exceptional branding and a comprehensible menu can both meet customer interest in healthy options and increase variety.





b. Increase the size of the Old Main Marketplace servery.

The size of the servery should be increased to make room for the added concept, to reduce congestion, to improve flow throughout the space, to provide access to products currently blocked by lines and to provide places for people to stand while in line or waiting for their food order. Additionally, an expansion of the servery can improve the efficiency of the operation, e.g. adding walk-in coolers to support the concepts and improved storage for beverages and grab and go items.

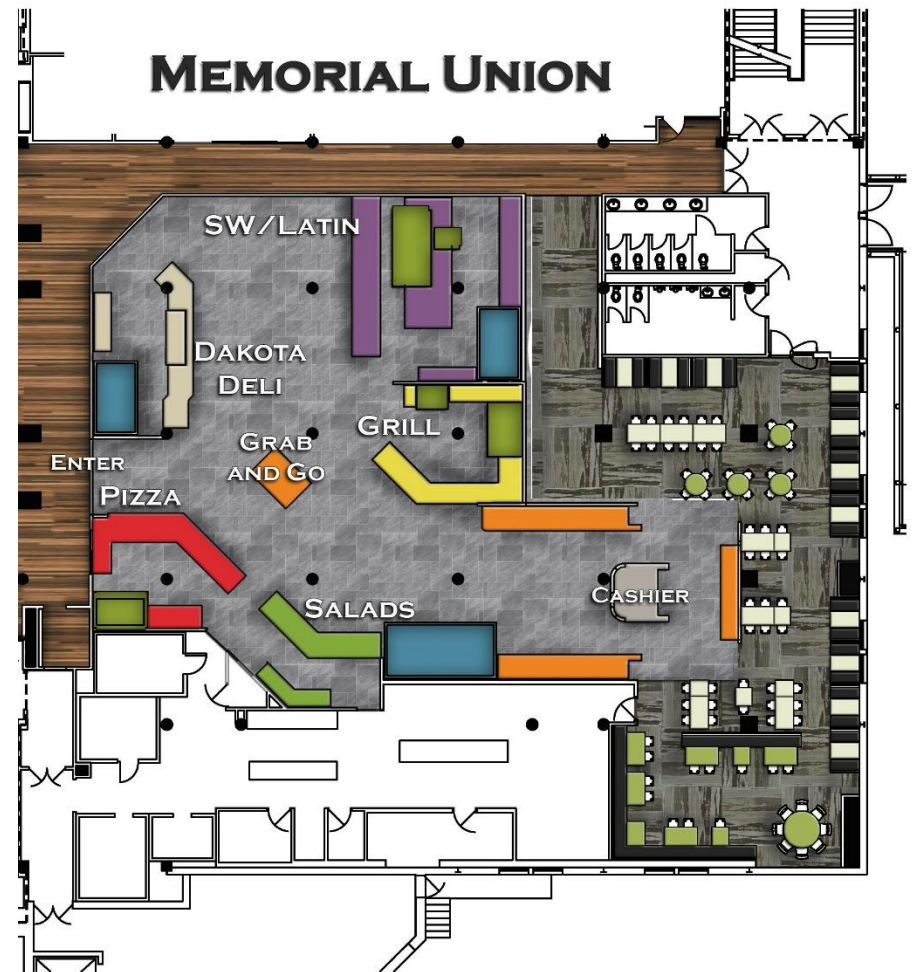


Two goals of an expanded servery would be to (1) increase visibility to the options offered in the Old Main Marketplace when one enters the building and (2) to have one or two operations that can function independently of the rest of the Marketplace. This will allow most of the operation to close, while keeping one to two operations open during slower times of the day, such as late afternoons and evenings. This will reduce operational costs, improve profitability and still provide a variety of menu choices for customers.

The project to expand the servery should include updating the finishes, casework, lighting and signage.

- c. Reduce the visual clutter and improve signage. Currently, there is a lot of extraneous visual signage and there are decorative elements in the servery that do not contribute to the brand experience, but do contribute to the feeling of congestion in the servery.
 - d. Update the dining area. In the dining room, re-upholster the existing booths and banquette seats or replace them with higher back booths, to create privacy. Add dimmable accent and pendant lighting with warmer lighting to enhance the overall feel of the dining space.
2. Stomping Grounds, Memorial Union

- a. Increase footprint of the area behind the counter by extending the counter of the café towards the seating area. The current space behind the counter is too small for the existing sales volume. A minor expansion of the space would enhance work flow and increase storage. One suggestion would be to add a Dakota Deli express, similar to Stomping Grounds, at the University Place. This would align the two brands and offer a food option for extended hours of operation.
- b. Update the dining area. Extend the fireplace surround all the way to the ceiling and clad it with existing ledge stone. This will create private zones within the space, allowing some students to lounge and study quietly while others can socialize or meet in a group – in the same area. Change the



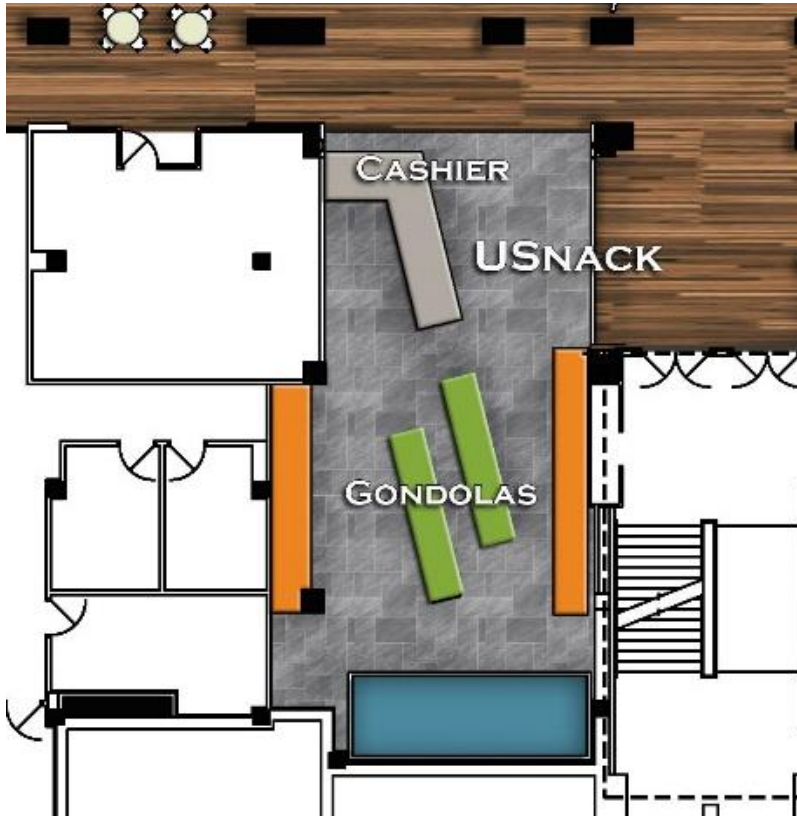


single seat bar height counter along northeast side of dining to banquette seating to increase seat count and encourage more face to face interaction among customers. Add more variety in chair/table height and types in order to further delineate more intimate seating groups from active casual seats. Adding pendant lights in strategic locations will help increase the lighting quality as well as anchor some of the new seating groups.





3. USnack



- a. Increase the size of the store, reorient the store, as shown in the diagram. Update the finishes, lighting, casework, gondolas and signage. Add a walk-in cooler with convenience doors to improve display of chilled beverages and grab and go items. This also will allow for chilled storage of beverages and back-fill of the display. This approach is more energy efficient and does not interfere with customer access to products. The rotation of the store improves the amount of space for merchandising and upgrades the storefront.
- b. The expansion of the store will result in relocation of office space as shown in the conceptual plan.





Terrace Dining



renovation would include updating casework, finishes, lighting, signage, equipment, and seating. It would be desirable to consider making the operation scalable, meaning that a portion of the facility can be open for service with the remainder of the facility closed during peak times. Menu concepts recommended are: grill, pizza/pasta, specialty bar, deli, chefs stage, desserts, cereal, condiments and beverages.

Terrace Dining is in need of an update in order to be on par with the student dining experiences offered today in Squires and in the near future at Wilkerson. However, there are a couple of factors at play that will affect the future of Terrace Dining and which should be resolved before investing a lot of money in upgrading the facility. One factor to consider is the declining residence hall occupancy and how the campus chooses to handle room vacancies. Should the campus decide to close a residence hall, will it be Swanson? In this outcome, will the Terrace be needed?

Second, the Memorial Union is in need of updating. How and when the campus chooses to approach this project can have impact on the Terrace Dining program. If the decision is to renovate the existing building, then the renovation of Terrace can move ahead. If the decision is to build a new building, then the renovation of Terrace may or may not make sense, based on the timeline for the new building.

Should a renovation of the Terrace be deemed a priority, it is recommended that only the dining and servery areas be updated. The kitchen appears to be in good condition. A servery dining room



Satellite Retail Operations

1. Wilkerson C-Store

Since it is currently under design, no recommendations have been developed for this space.

2. Walsh C-Store

Recommendations for the Walsh C-Store are to expand the C-Store 150 SF and update the finishes, casework, signage and lighting. Due to the limited size of the store, it is recommended to focus the offerings on grab-and-go beverages and snacks.

3. Twamley Snack Bar

Close the Twamley Snack Bar. While the location of the Twamley Building could potentially serve the population in Zone 2, sales in the Snack Bar show that it is not meeting the potential demand that exists in that zone.

Twamley underperforms, in part, due to its 5th floor location -- in an administrative building. It is not in a convenient location for today's busy students. Additionally, several Student Services programs have moved out of this building to the Memorial Union, decreasing both, the number of people in the building and reasons for students to visit the building. The Snack Bar is not contributing positively to the financial health of Dining Services and is in need of a substantial investment to renovate the space. It is believed that the costs of renovation would not yield a positive return on the investment.



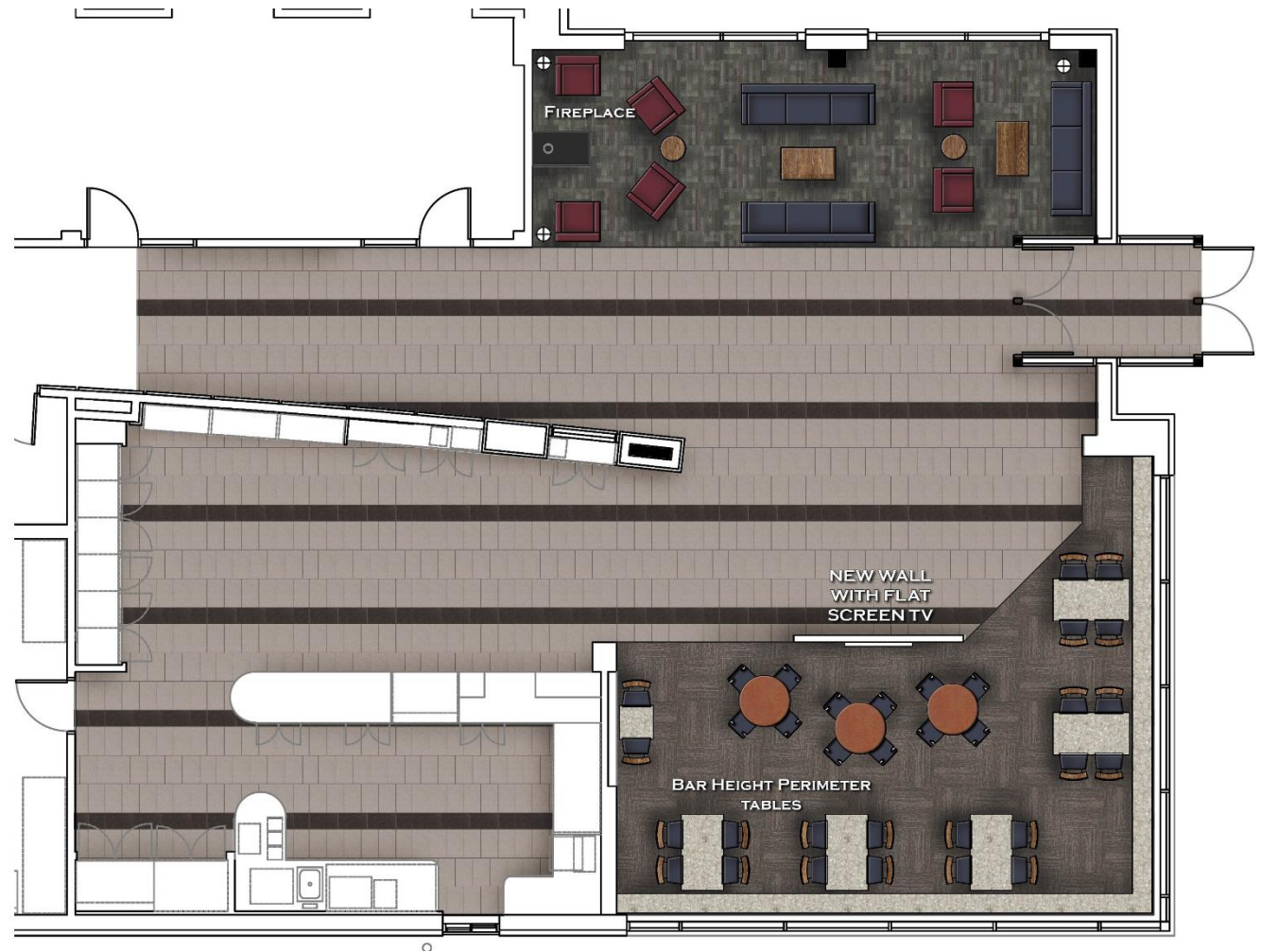


4. Stomping Grounds, University Place

Recommendations for this space are targeted toward increasing socialization and gathering in the lounge and seating areas. The expectation is that, if more people hang out here, they may choose to buy a meal, beverage or snack. To enhance the seating areas, we recommend creating more intimate and varied seating environments and organizing that seating so that it is away from the cold windows. Additionally, some minor changes to the interiors of the servery are needed to soften the brightness of the fluorescent lighting behind the counter, the menu signage needs to be both illuminated and more graphically connected to the Stomping Grounds brands at University Place and Memorial Union.

a. Specific enhancements to the seating areas:

- Create more intimate areas – turn couches along the aisle, create a seating area around the fireplace and add a wall to the open dining area with a TV in it to close off some of the dining area.
- Move seating away from windows in the lounge area and add piers of tables at the counter facing the window to move people away from having their feet on the window wall
- Add residential floor lamps.





b. Servery

- Move menu boards off the face of the soffit to behind the soffit and illuminate the menu boards.
- Replace white pendants with a warmer color of pendants.
- Add a super-graphic to the soffit.

Since this operation has been struggling, financially, due to the low volume of transactions, it is recommended that the campus continue to monitor the operation closely, especially after the Wilkerson renovation is complete. In the event that sales decline when Wilkerson is competitive, Dining Services may wish to consider closing Stomping Grounds. The space could be converted to conference/meeting room space or repurposed to meet another campus need.

5. Medical School Café

With a new café under design as part of the new Medical School to be opened in 2016, Bakergroup was asked to validate the menu concept conceived for this operation and to recommend hours of operation. The recommendations for hours of operation appear later in this report, in a separate section.



The menu for this concept should include made-to-order salads and sandwiches (including a hot sandwich option), soup, specialty coffee, pastries, a hot entrée special of the day, pizza and convenience packaged grab and go salads, sandwiches, and snacks.



6. Wings Café

Recommendations for the Wings Café include creating a contemporary operation by renovating the servery and updating the dining room finishes and furnishings. Goals of the renovation would be to improve the flow of the servery, enhance product merchandising and create a warmer, restaurant-like ambiance for the space.

The renovation should include updating of finishes, casework, equipment, lighting, and signage. The menu for the café should include: grab and go salads and sandwiches (including a hot sandwich option), a hot entrée special of the day, soup, coffee, pastries and convenience grab and go snacks.



Recommendations for Other Campus Locations

1. For the short term, do not add any additional retail locations beyond what is currently available or under development.

Food service operations in the EERC, west campus, business building and library are not deemed to be financially viable.

Bakergroup met with representatives from the EERC, West Campus, College of Business and Public Administration and the Library to identify opportunities and constraints for foodservice operations. Each building was toured to identify potential locations for foodservice. The table below summarizes some of the key points from the site visits and conversations.



In order to better understand how and if students, faculty and staff would regularly purchase products from an in-house retail operation, Bakergroup discussed topics such as easy access to available parking near buildings and office amenities that support bringing food from home. With these amenities available, fewer staff will participate and those that do participate will do so on a less frequent basis. This means that the foodservice operations are primarily dependent upon student revenue, not faculty and staff revenue. On-campus students with the unlimited plus and unlimited access plans use their meal plans in the residential dining facilities to meet the majority of their food and snack needs. Over 96% of the residence hall students have one of these plans. This reduces the demographics of the retail market to primarily off-campus students, reducing the viability of these potential operations.

Location	Parking Availability	Office Amenities	Population	Other
EERC	Easy to find parking throughout the day, therefore easy to leave for lunch.	Kitchenettes, refrigerators, coffee makers	240 in building + others outside of building	<ul style="list-style-type: none"> 50% of the population is estimated to go home for lunch Restricted building access, people from outside the building need to sign in (inhibits drop in traffic for food)
West Campus – Odegard Hall	Easy to find parking throughout the day; campus shuttle bus stop	Kitchenettes, refrigerators, coffee makers		<ul style="list-style-type: none"> Undergrads most likely will go to dining centers for meals and they have time to do this. Current coffee program has low volume of sales. Retail options nearby Former operation in building was closed
Business Building	Parking lot close to building, but a higher demand.	Kitchenettes, refrigerators, coffee makers	<ul style="list-style-type: none"> Major thoroughfare for 6,000 students to classes (many are coming from residence halls and parking lot) 1,800 undergraduates and 250 graduate students 	<ul style="list-style-type: none"> Subway concept in adjacent building failed. Current coffee program has low volume of sales. Undergrads coming from residence halls most likely will go to dining centers for meals. The building doesn't have a good location or utility support for a food service operation. Archives nearby



Library	Not readily available		Current building traffic insufficient to support food service	<ul style="list-style-type: none"> • Very close to Memorial Union • Former coffee operation wasn't successful • Archives across the street • Library is tired and dated • Best location would be near the entrance of the library (plumbing not available near there).
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2. It is recommended that when the new business building project moves forward demand for a foodservice operation at the new site is reexamined. An additional recommendation: reconsider adding a food concept to the Library when it is renovated and activated with a learning commons.

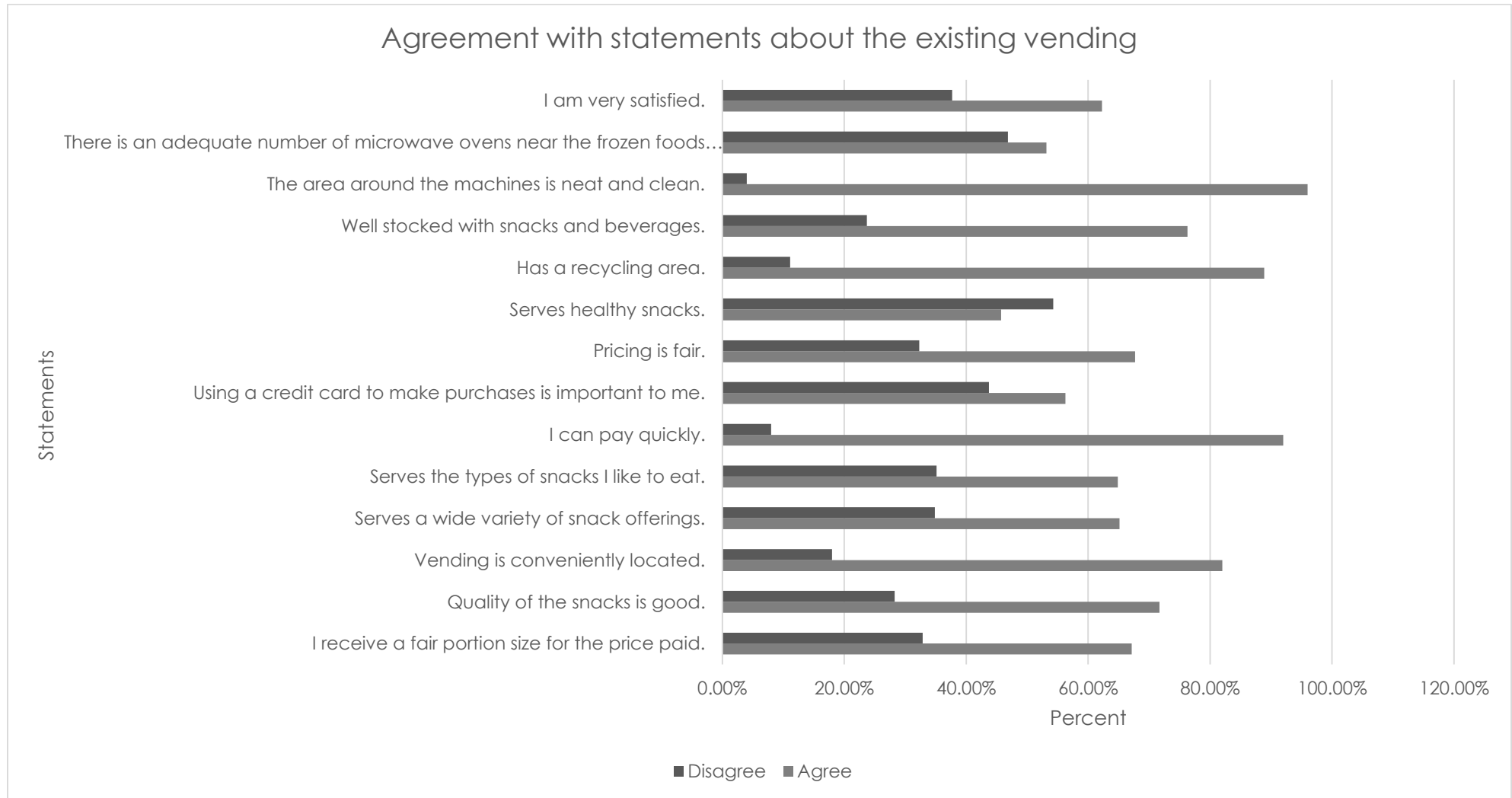
In order for either of these operations to be successful, the foodservice operation must be located on the major pathway into/through the building, be visible, have restaurant level ambiance, appropriate signage, varied seating options, suitably dimmable task lighting (not office or classroom bright), on-site and convenient storage, and adequate service and display space. Planning for a viable foodservice operation needs to be integral to the planning of the building, not an afterthought. Additionally, the proximity of the new business building to Archives and Squires and Wilkerson will need to be considered.

3. We also recommend that UND close food service operations at the soon to be vacated Medical School building when the Medical School moves. Once the space is repurposed, Dining Services can then determine the viability of a foodservice operation at that site. There would need to be a compelling case made to open an operation in this area.



Vending Recommendations

In the survey, 35% of the participants indicated that they purchase products from campus vending machines. The following chart shows a summary of the satisfaction with current levels of vending services:





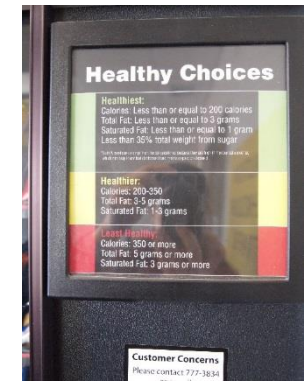
Other survey highlights include:

1. 62.29% of respondents were very satisfied with vending services. Highest levels of satisfaction were with cleanliness in the vending areas, the ability to pay quickly, recycling and vending machines are located in convenient areas.
2. Areas of opportunity: expanding choices of healthy snacks, looking at the snack menu choices (in terms of variety of choices and the types of snacks people like to eat).
3. Using credit cards on vending machines is important to 56.3% of the respondents.



Recommendations for Vending:

1. Increase menu choices in vending, in particular, increase the number of healthy options. NAMA has a Fit Pick® list identifying healthy options that meet established guidelines.
2. Replace the three tier identification of healthy choices with a single tier of healthy choices. Continue posting on the machine the guidelines used to determine if an item is considered healthy.
3. Reposition the foods in the snack machines so that the healthy choices are at eye level and the items that do not meet healthy guidelines are positioned lower in the machine. Consider a graphic applied to the inside of the machine that more clearly identifies the zone for healthy.
4. Add microwaves ovens to these buildings: Education, Gamble and Merrifield. While these buildings do not have frozen food machines, there are requests for microwaves, perhaps to warm foods they brought from home or for use on non-frozen snack foods.
5. Consider increasing prices or changing the menu options to items that have a higher contribution margin to improve profitability. Survey respondents indicated that pricing is fair, which may mean that a slight price increase may be acceptable.
6. Monitor and address satisfaction with vending in the following buildings: Medical Sciences, Education, Merrifield, Gamble, O'Kelly, and Johnstone. Areas to investigate are:
 - a. Serves the types of snacks I like to eat
 - b. Healthy Snacks
 - c. Well stocked with snacks and beverages (Medical Sciences, Education).





- d. Wide variety of snack offerings (Education, Medical Sciences, Merrifield Hall)
 - e. Quality of the snacks is good (Medical, Education, Merrifield, O'Kelly)
7. Consider adding individual brewing specialty coffee machines to Oldebolt and Gamble to provide a consistent source for good quality coffee and eliminate the need for the student-run coffee concepts.
 8. Add credit card readers to machines to increase sales and provide convenience.



Meal Plan Recommendations

Current meal plans offered are:

- Unlimited Access Plus - \$150 Dining Dollars and 12 guest passes each semester; \$2,102/semester
- Unlimited Access - \$50 Dining Dollars and 3 guest passes each semester; \$2,002 per semester
- 125 meals and \$400 dining dollars per semester; \$1,783 per semester
- 155 meals and \$150 dining dollars per semester; \$1,867 per semester
- 3 meals per week and \$100 Dining Dollars per semester; \$570 per semester
- 6 meals per week; \$879 per semester

Next year the meal plans offered will be:

- Unlimited Plus
- Unlimited Access
- 155 Meals + 25 Bonus Meals + \$150 dining dollars
- 145 Meals + 25 Bonus Meals + \$200 Dining Dollars (replacing the current 125 Meal Plan)
- 105 Meals (For off-campus or non-residence hall students only; replacing the current 3 and 6 Meals/Week plans)
- 85 Meals + \$100 dining dollars (For off-campus or non-residence hall students; replacing the current 3 and 6 Meals/Week plans)
- 50 meals + \$100 dining dollars (For off-campus or non-residence hall students; replacing the current 3 and 6 Meals/Week plans)

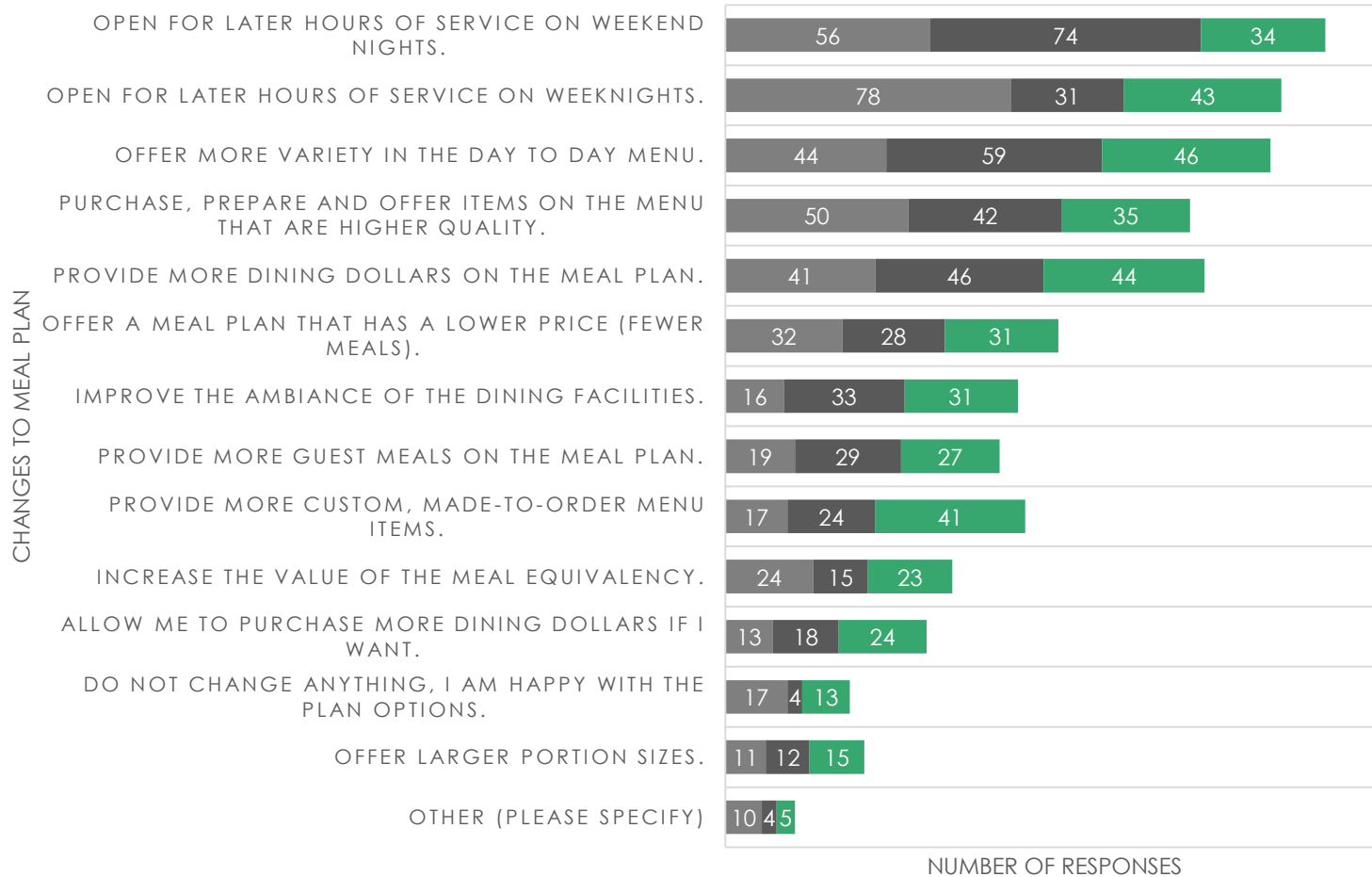
Key issues explored in the market research around meal plans included what factors are most important to the value of a meal plan, what plan students will purchase for next year, and what factors impact the decision to purchase a meal plan.

The following chart shows the factors that are important to the value of meal plans. Most important are hours of operation, increase in menu variety, quality of menu offerings and the amount of Dining Dollars on a meal plan.



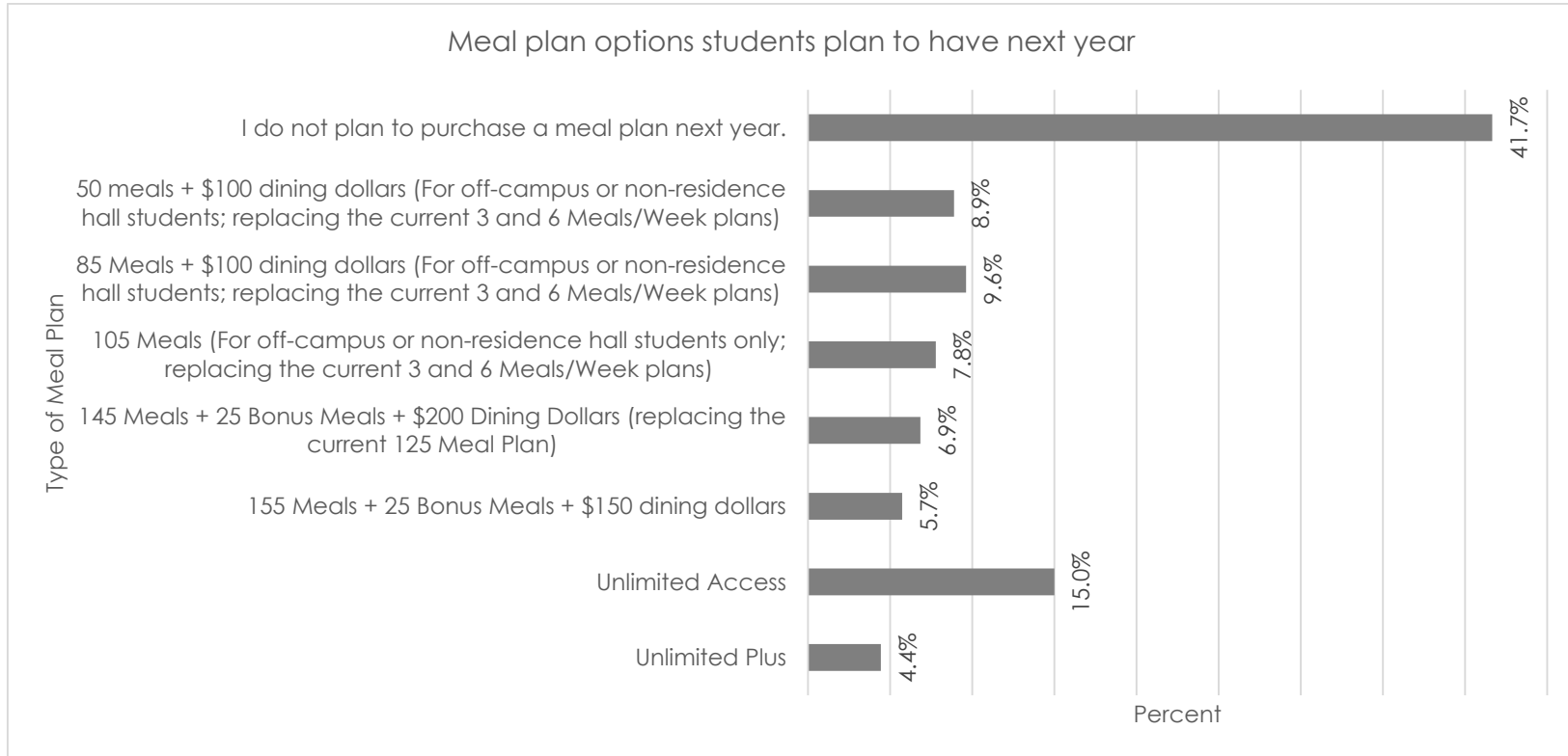
CHANGES THAT WOULD MOST IMPROVE THE VALUE OF THE MEAL PLAN

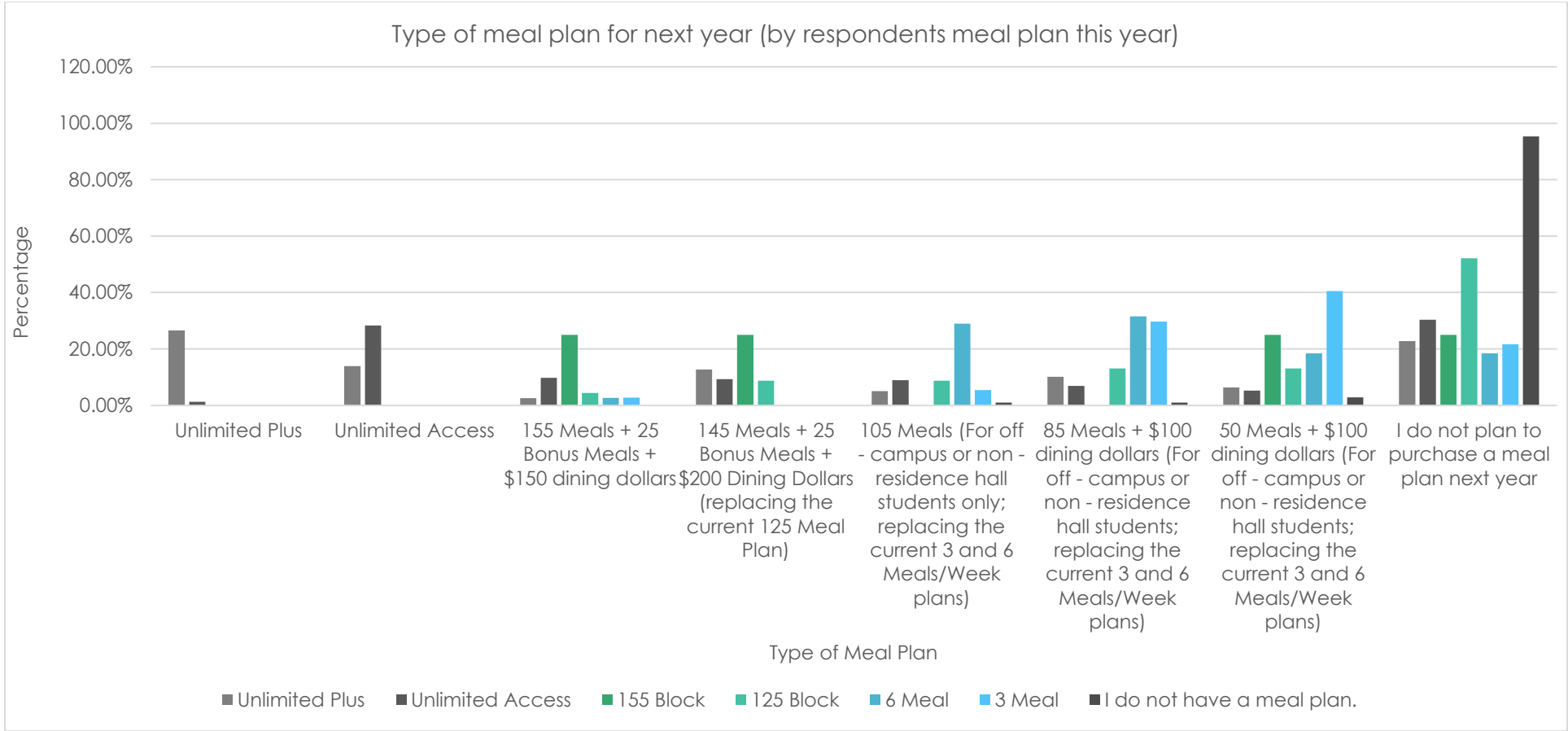
■ Top Choice ■ Second Choice ■ Third Choice





The next couple of charts indicate what meal plan students think they will purchase next year. What is interesting in the second chart is that the current students on the 3 meals per week and 6 meals per week split their intended purchases between the three block plans available to them. Additionally, some non-meal plan students indicated interest in purchasing a plan for next year.

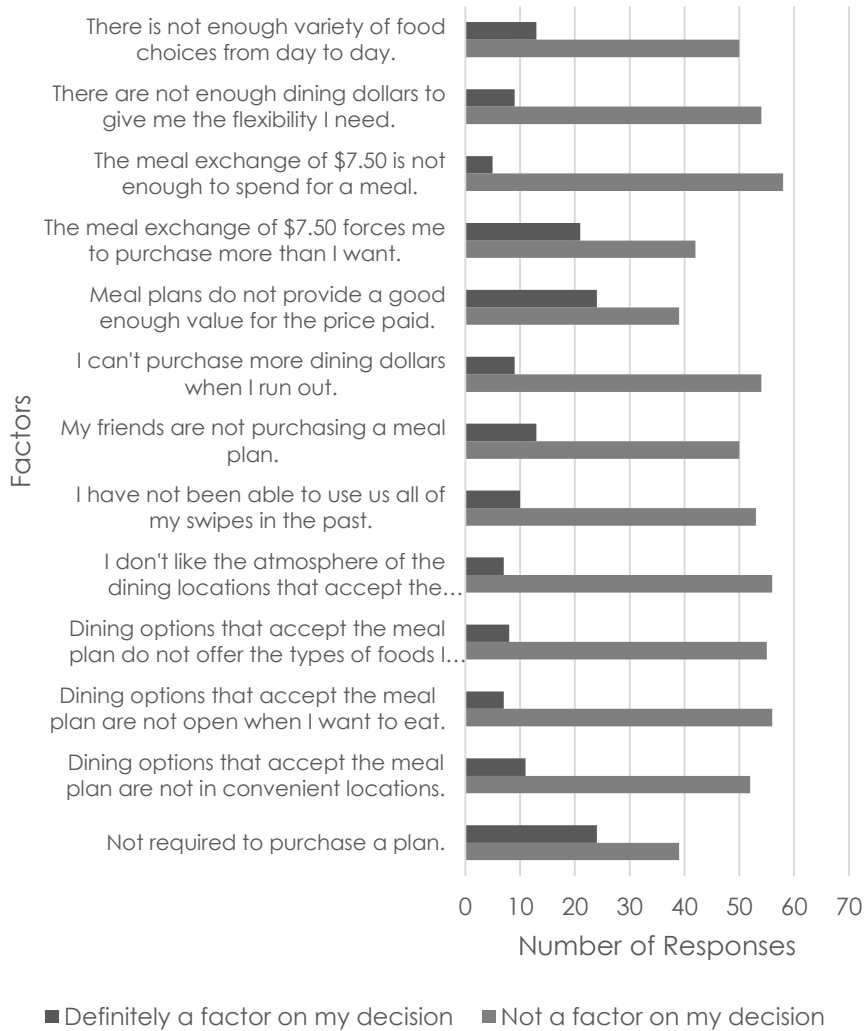




The next set of charts show what factors impact the decision to purchase a meal plan for the next year.



Impact of each factors on decision not to purchase a meal plan. (Non residence hall students)



Impact of factors on decision not to purchase a meal plan. (Residence Hall Students)





Meal Plan Recommendations:

1. For the short term, there are no recommendations for changing the types of meal plans offered. The types of plans offered seems to be resonating with students. The new block plans offered for fall of 2014 also seem to have appeal for off-campus students, even some current non-meal plan students indicated interest in having a meal plan for next year.
2. Hold value of \$7.50 for meal equivalency (no increase or decrease in the amount).
3. Continue to add variety of menu options in residential dining. This can be accomplished by increasing options for made-to-order items and changing the menu cycle more frequently throughout the year.
4. Add more expensive menu options in residential dining as an upsell opportunity in order to enhance the perception of quality. Students could purchase these options using Dining Dollars at the cash register when they enter the facility and receive a coupon or ticket for the item. Effective marketing of this upsell item is critical to successful implementation. Students need to be aware of what is available. One strategy is to establish a certain night of the week as "steak" or "seafood" or "special dessert" night and to have only one menu item featured at a time.



Hours of Operations

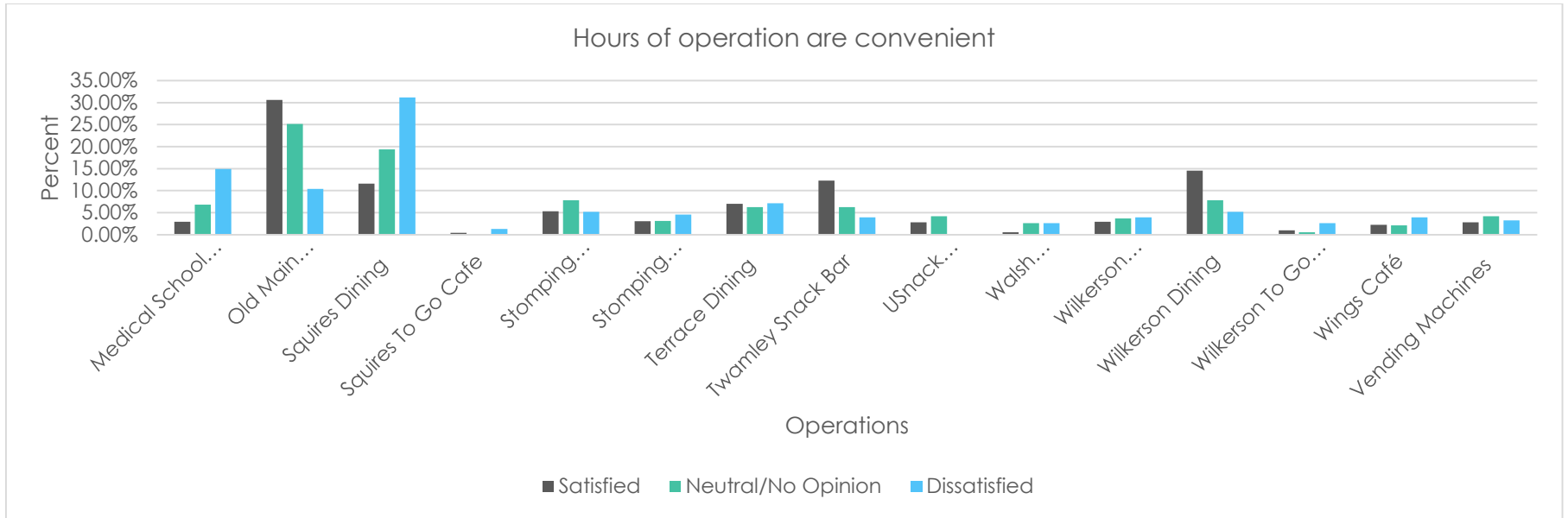
Current hours of operation for the academic year:

Dining Operation	Weekdays of Operation	Breakfast Hours	Lunch Hours	Dinner Hours
Squires Dining Center	Monday - Friday	7:00 am – 10:00 am	10:30 am - 1:30 pm	4:30 pm - 7:00 pm
Squires To Go Café	Monday - Friday	7:00 am - 10:30 am	1:30 pm - 4:30 pm	
Terrace Dining Center	Monday - Friday	7:00 am – 10:00 am	10:30 am - 4:00 pm	4:30 pm - 7:00 pm
Wilkerson Dining Center	Monday - Thursday	7:00 am – 10:00 am	10:30 am - 4:00 pm	4:30 pm - 11:00 pm
	Friday	7:00 am – 10:00 am	10:30 am - 4:00 pm	4:30 pm - 8:00 pm
	Saturday	8:00 am - 10:00 am	10:00 am - 2:30 pm	4:30 pm - 8:00 pm
	Sunday	8:00 am - 10:00 am	10:00 am - 2:30 pm	4:30 pm - 11:00 pm
Wilkerson To Go Café	Monday - Friday	7:00 am - 10:30 am	1:30 pm - 4:30 pm	
	Saturday - Sunday	7:00 am - 9:00 am		



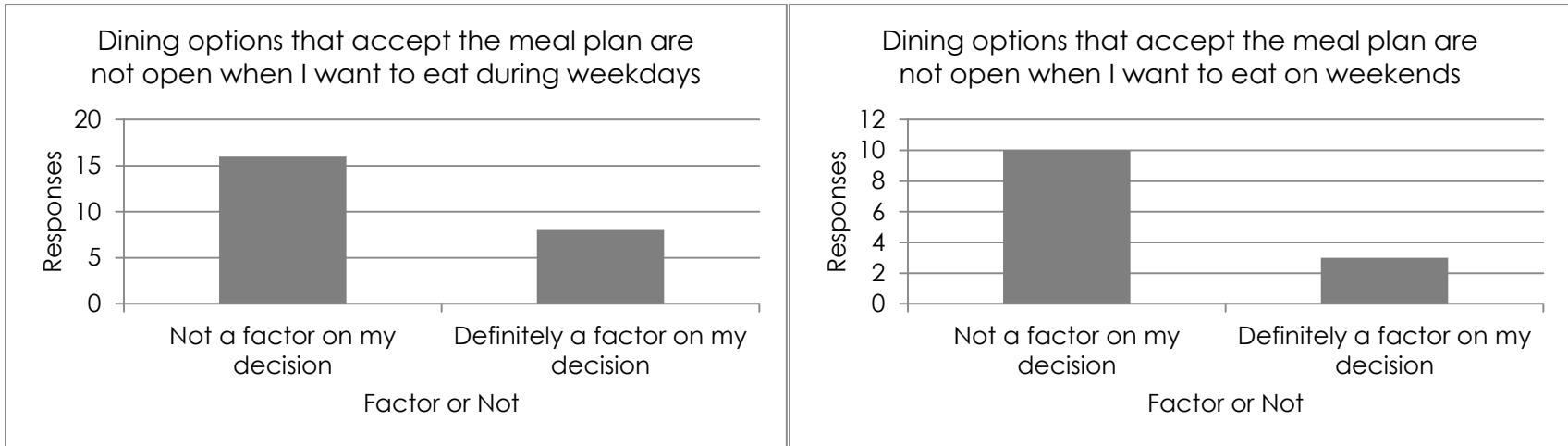
Dining Operation	Weekdays of Operation	Hours of Operation
Old Main Marketplace	Monday – Thursday	10 am - 9 pm
	Friday	10 am - 8 pm
	Saturday	11am - 8 pm
	Sunday	Noon - 9 pm
Stomping Grounds, Memorial Union	Monday – Thursday	7:00 am – 9:00 pm
	Friday	7:00 am – 5:00 pm
Stomping Grounds, University Place	Monday - Friday	7:30 am – 5:00 pm
	Saturday - Sunday	Noon – 5:00 pm
U-Snack C-Store	Monday – Thursday	7:00 am – 9:00 pm
	Friday	7:00 am – 7:00 pm
Wilkerson C-Store	Daily	3:00 pm – 11:00 pm
Walsh C-Store	Daily	3:00 pm – 11:00 pm
Twamley Snack Bar	Monday – Friday	8:30 am – 3:00 pm
Medical School Food Cart	Monday – Friday	7:30 am – 1:30 pm
Wings Airport Café	Monday – Friday	8:00 am – 3:00 pm

Survey participants were asked several questions about their satisfaction with hours of operation, the impact weekday and weekend meal hours have on value of meal plan and if hours of operation affect the decision to have a meal plan. The survey showed that the greatest dissatisfaction with hours of operation was at Squires, Medical School Food Cart and Old Main Marketplace. The survey also showed that hours of operation appear to be big part of the value of having a meal plan. However, the hours of operation to not have as much of an impact on the decision to purchase an off-campus meal plan.



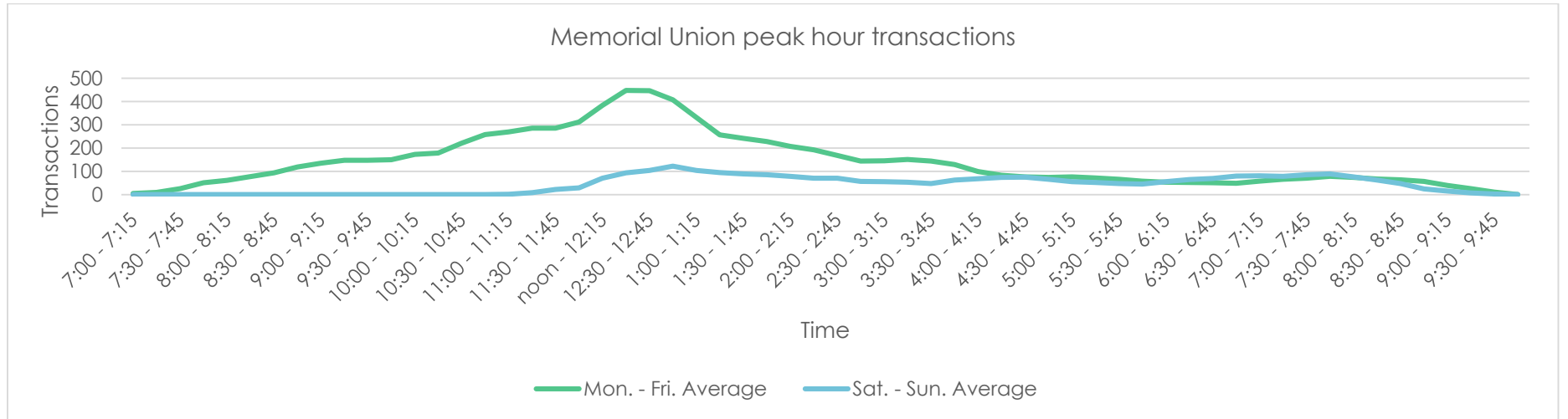
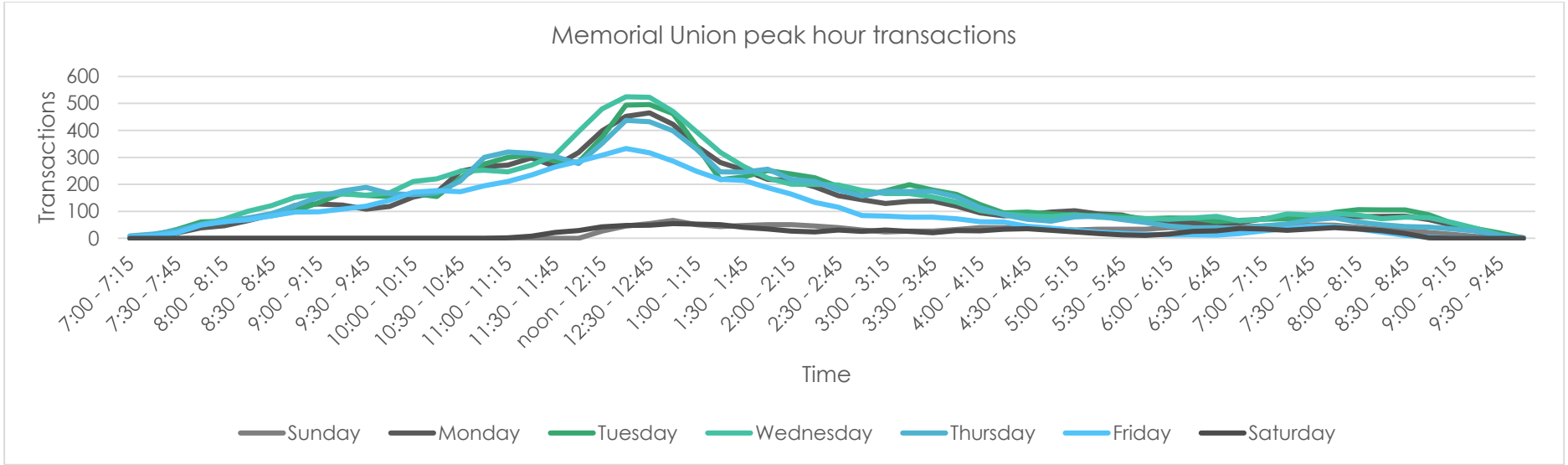
The survey also contained many comments about expanding weekend hours and providing later hours of operation for dining facilities. Wilkerson is currently the operation that is open for late weekday hours and weekends. Students who most frequently dine at Squires have the greatest dissatisfaction with the hours of operation at that site. Comments from students who use the Dining Centers reinforced this interest in longer hours and in having weekend meal service at Squires and Terrace.

Bakergroup believes that the current level of dissatisfaction with hours of operation at Squires is that the current dining experience at Wilkerson is not perceived to be comparable to the experience at Squires. Given the choice, students would prefer to have later hours of operation available at Squires than Wilkerson. Given the number of students using late-night dining and weekend meal service, one facility is adequate to be open. However, Squires is not large enough to handle the demand.



There were some comments requesting expanded hours of operation for dining in Memorial Union.

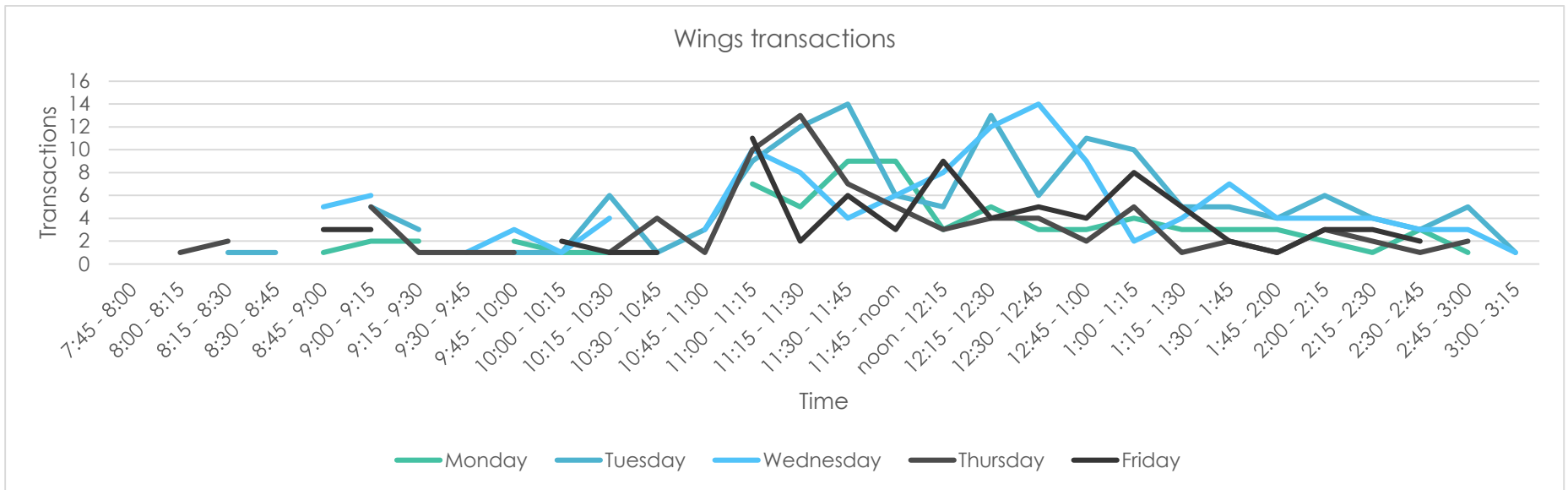
In addition to utilizing survey data to inform the recommendations about hours of operation, Bakergroup evaluated the current number of transactions for each retail operation to determine if existing hours of operation seem appropriate. The following charts show the flow of people throughout the day in select retail operations. Operations not shown seem to have appropriate hours of operation.

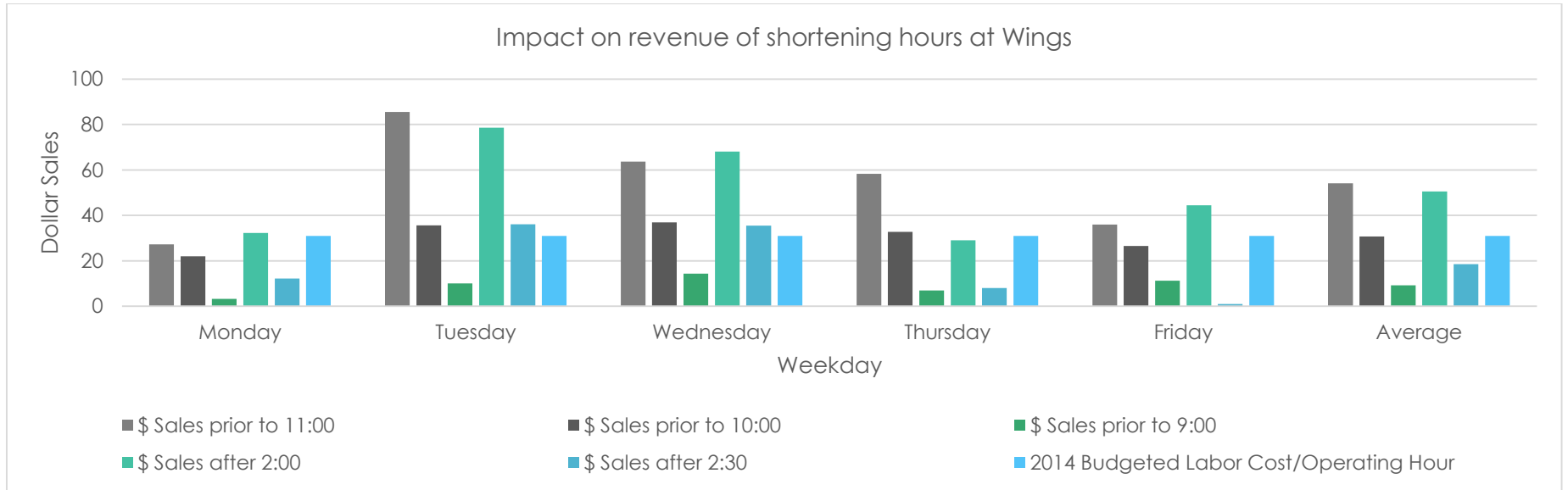




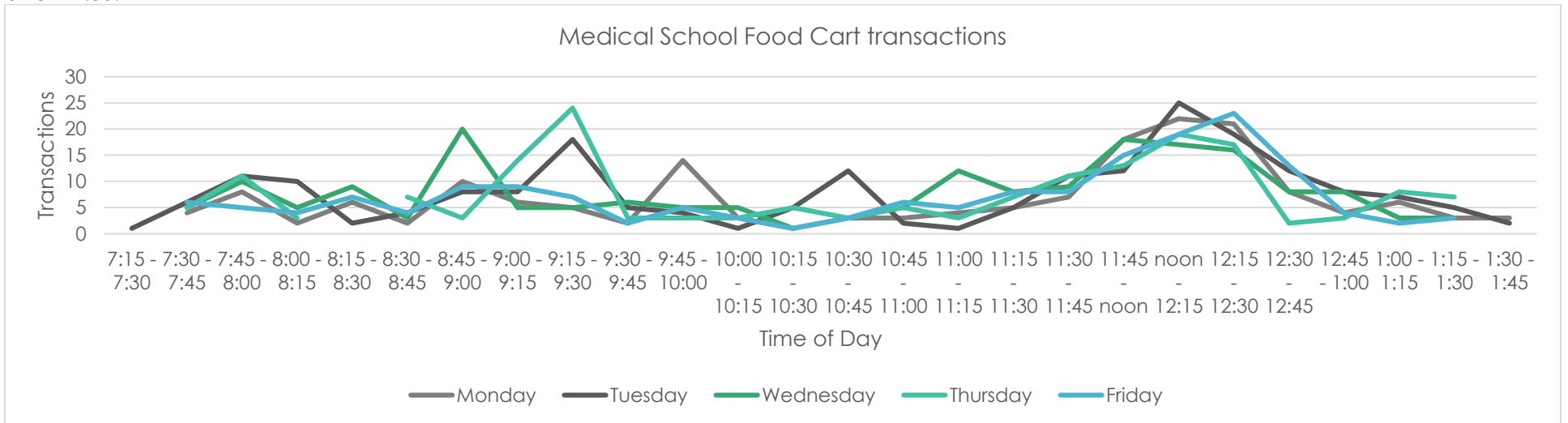
At this point in time, the number of total transactions for all of the Memorial Union retail operations after 3:00 pm does not warrant having all three operations (Old Main Marketplace, USnack and Stomping Grounds) open.

Bakergroup also reviewed the hours for Wings Café. Analysis shows that changing the hours to 9:00 a.m. to 2:30 p.m. Monday through Friday would save approximately \$25.00 per day in labor. However, because this operation is staffed by one person working an 8 hour day and the hours saved cannot be efficiently reallocated to another site, shortening the hours of operation will not achieve any real savings. A better strategy will be to shift the hours of labor later in the day to determine if students will stop in for a meal after they complete their afternoon flying session.





The transaction patterns for the Medical School Food Cart were also reviewed and show little demand before 11:30 a.m. and traffic falls off rapidly after 12:30.





Recommendations for Residential Dining Hours of Operation

1. Currently, Terrace is open for student orientation, during the summer. Until Terrace is renovated, the campus should consider serving orientation meals at Squires or Wilkerson (after the renovation is complete). This will create a more favorable impression of Dining Services.
2. We recommend that you evaluate the satisfaction with hours of operation for the residential dining operations, after the Wilkerson renovation is complete. The new dining experience for Wilkerson will be comparable to what students experience today in Squires. At that time, it may make sense to change Squires dinner hours to open at 5:30 p.m. and close at 8:00 p.m. Monday through Friday and expand the Squires To Go Café hours to 5:30 p.m.

Recommendations for the retail operations hours of operation:

1. No changes in hours of operation for Wilkerson C-Store, Walsh C-Store and University Place Stomping Grounds are recommended. The existing hours of operation seem appropriate.
2. In order to improve the profitability of the Old Main Marketplace, the hours of operation should be reduced after 3:30 p.m. daily. The renovation of Stomping Grounds should incorporate opportunities to expand the menu with made-to-order salads or hot sandwiches. Additionally, the expansion of Old Main Marketplace should include the ability to close off most of the Marketplace and keep one to two (at most) concepts open for operation after 3:00 p.m.
3. Wings Airport Café should shift hours of operation to be open from 9:00 a.m. – 4:00 p.m. or 10:00 a.m. – 5:00 p.m.
4. When the new operation opens for the Medical School it is recommended that the operation be open from 11:00 a.m. to 1:30 p.m. The hours can be expanded if needed to respond to customer demand.



Other Recommendations:

Strengthen Brand Image

Strengthen the brand image of the self-branded concepts to elevate the perception of the concepts. Although each self-branded concept has a logo and different name, the brand messages for the concepts are not as strong as they could be. For example, there are two Stomping Grounds concepts on campus, with little similarity other than name to connect the brand. Visually they are different in aesthetics, signage approaches and menu and product offerings.

The signs for the self-branded concepts in the Old Main Marketplace need upgrading to the quality level of a national brand. Furthermore, the images on the digital menu sign at World Marketplace changes too quickly for customers to understand the menu options. The Dakota Deli menu sign is applied to the side of refrigerator.

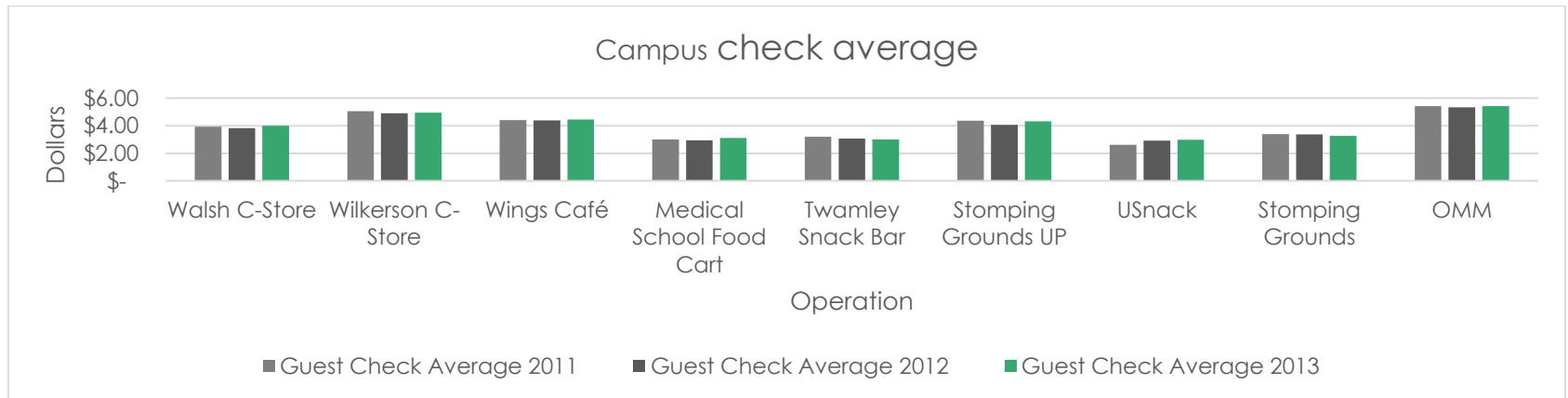
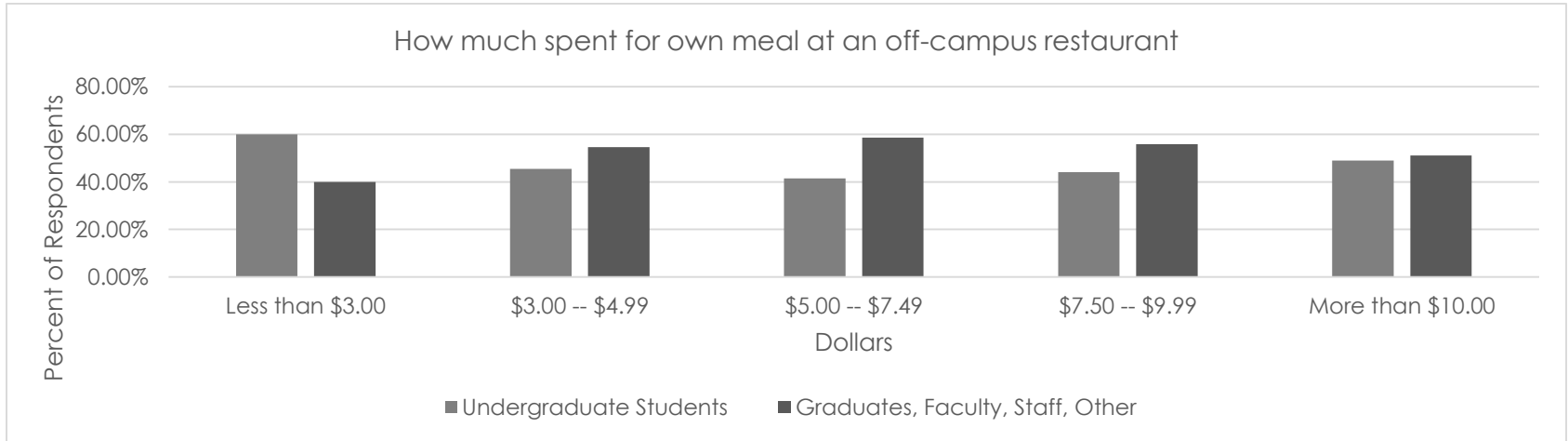
Specific recommendations in this area are:

1. Reduce the total number of brands to manage by creating a single, unified brand image and concept for the c-stores.
2. Align the brand image for both Stomping Ground concepts. This includes aligning menus, coffee brands, signage approaches and provide other unifying elements, such as graphics and lighting.
3. Update signage to be consistent with the approaches at the national branded concepts.
4. Illuminate all of the signs used, campus-wide. This will improve their appearance and appeal.
5. Within each concept, seek to remove all elements that do not communicate and reinforce the brand message. Reduce the visual clutter and extraneous materials and signage.
6. Focus the menus for each area. Execute them authentically and with culinary expertise. Remain faithful to the brand: the desire to meet customer requests by adding menu items is well intended, but can have adverse effects, such as slowing down the decision-making process (decreasing through-put), reducing quality, and increasing food waste. Develop stringent guidelines for deciding how new menu items are added to the menu.
7. Consider branding UND bakery products.
8. Integrate UND into the brands and into the Memorial Union facility.
9. Provide adequate ongoing marketing support to assist in managing the brands. A single entity should be responsible for ensuring that all communications, graphics and facility attributes communicate and adhere to the brand identity. Marketing support for retail operations requires quick turnaround on requests and the ability to effectively manage several vehicles of communication, including social media.

Increase Options for Value Conscious Customers



In looking at the dollars students are spending on- and off-campus for meals, it seems appropriate to develop and implement pricing strategies for value conscious consumers. These strategies include offering value meals, combos, smaller portion size options and lower cost options (less than \$3.00/transaction). Campus retail operations check averages are \$5.42 or less, indicating that overall pricing is reasonable. The intent of adding additional lower-cost options is to encourage non-users to purchase and to entice current users to add to their purchases. Menu pricing and offering of combo meals should be considered in the selection of a national brand.





Facility Projects: Priority and Costs

The campus's priority for the projects are:

1. OMM Servery and Dining Update
2. Walsh C-Store Renovation
3. U-Snack Renovation
4. Stomping Grounds Expansion
5. Terrace Dining Renovation
6. Wings Café Servery and Dining Update

The following cost model was developed for each project. The Wilkerson project has a construction cost of \$188 per SF. This same cost per SF was used for estimating these projects.



Site and Project Description	U-Snack Renovation	Stomping Grounds Expansion	OMM Servery and Dining Update	Terrace Dining Renovation	Walsh C-Store Renovation	Wings Café Servery Update
Description of Improvements	Expand the footprint and update the finishes, casework, lighting and signage. Include a walk-in cooler with convenience doors. Part of renovation cost is to relocate office space. USnack will be 1,410 SF.	Reconfigure the space to increase the footprint, update finishes and signage. Does not include back of house space.	Increase the footprint to reduce congestion, improve flow and add another foodservice concept. 6,600 SF is the total project space to be updated: 4,600 SF of the 6,600 SF addresses the servery, exit pathway, cashiering and beverages. The Sbarros space is not included. 2,000 SF of dining is updated with furnishings and finishes. Existing equipment can be used for the grill and Dakota Deli. New counters would be required for the salads and beverages. Cashier and east counter would remain. Update signage.	Renovate the servery and dining areas to create a contemporary dining experience. 7,650 SF of space includes servery and dining. Kitchen, locker rooms, storage dock and support spaces off of the dock are not included.	Update the finishes, casework and lighting. Existing store is 300 SF, expanded store would be 440 SF.	Update the finishes, casework, lighting, and signage. Estimate does not include the back of house area or the 1,530 SF of dining room space. The servery is 450 SF.
Renovated Space	1,979	560	6,600	7,650	440	1,980
General requirements, site work, concrete, masonry, metals, wood & plastics, thermo & moisture protection, doors & windows, finishes, specialties, equipment, furnishings, special construction, conveying systems, mechanical, electrical.	647,052	180,280	1,885,800	2,438,200	157,720	194,600
Design Contingency (15%)	97,058	27,042	282,870	365,730	23,658	29,190
CM/GC General Conditions (5%)	32,353	9,014	94,290	121,910	7,886	9,730
CM/GC Personnel (5%)	32,353	9,014	94,290	121,910	7,886	9,730
CM Fee / GC Profit (5%)	32,353	9,014	94,290	121,910	7,886	9,730
Estimated Minimum Construction Cost	841,168	234,364	2,451,540	3,169,660	205,036	252,980
Estimated Overall Project Cost (Factored as approximately 125% for the larger projects. Includes construction contingencies, design fees, campus costs, permits).	1,051,460	292,955	3,064,425	3,962,075	256,295	316,225
MINIMUM	1,051,460	292,955	3,064,425	3,962,075	256,295	316,225
MAXIMUM	1,261,751	351,546	3,677,310	4,754,490	307,554	379,470
MINIMUM OVERALL PER SQUARE FOOT	531	523	464	518	582	160
MAXIMUM OVERALL PER SQUARE FOOT	638	628	557	622	699	192
Equipment & Furnishings INCLUDED	\$275K in equipment	\$75K in equipment (\$40K for new counter)	\$645K in equipment and furnishings (174 seats).	\$1M in equipment and furnishings (300 seats)	\$75K in equipment	\$110K in equipment
Other Notes:			Assumes basic integrity of existing building HVAC.	Assumes basic integrity of existing building HVAC.		To update the dining area at \$188/SF, the project costs would range from \$414K to \$485K. Includes seating for 50 at \$40K.

Additionally, a cost escalation model was developed for 2015 – 2022 using 2.3% increase in construction cost per year. The average project cost was used as the baseline for escalating the costs.



University of North Dakota Dining Projects Cost Escalation

2.3 % Increase in Construction Costs / Year

				1.047	1.023	1.023	1.023	1.023	1.023	1.023	1.023
	Minimum Project Cost	Maximum Project Cost	Average Project Cost	2015	2016	2017	2018	2019	2020	2021	2022
U-Snack Renovation	1,051,460	1,261,751	1,156,605	1,210,421	1,238,261	1,266,741	1,295,876	1,325,681	1,356,172	1,387,364	1,419,273
Stomping Grounds Expansion	292,955	351,546	322,251	337,244	345,001	352,936	361,054	369,358	377,853	386,544	395,434
OMM Servery and Dining Update	3,064,425	3,677,310	3,370,868	3,527,711	3,608,848	3,691,851	3,776,764	3,863,630	3,952,493	4,043,400	4,136,399
Terrace Dining Renovation	3,962,075	4,754,490	4,358,283	4,561,069	4,665,974	4,773,291	4,883,077	4,995,387	5,110,281	5,227,818	5,348,058
Walsh C-Store Renovation	256,295	307,554	281,925	295,042	301,828	308,770	315,872	323,137	330,569	338,172	345,950
Wings Café Servery Update	316,225	379,470	347,848	364,032	372,405	380,971	389,733	398,697	407,867	417,248	426,844
Total	8,943,435	10,732,121	9,837,778	10,295,520	10,532,317	10,774,560	11,022,375	11,275,890	11,535,235	11,800,546	12,071,958



Acknowledgements

The foundation of any good work hinges on the contributions and support of those with whom we work. Therefore, it is appropriate to extend our appreciation to the University of North Dakota for the support of this project and in particular to the University of North Dakota Dining management team, UND students and University administrators for their willingness to share their time and thoughts. Of special note were the efforts of Orlynn Rosaasen, Director of Dining Services, in providing guidance and vision for the study, for making all of the arrangements for the on-site meetings and for providing the data, reports and information, expediently. The contributions of every stakeholder improved the clarity of the analysis and the recommendations contained in this report.



Appendices

Appendix 1: Intercept Survey Results

University of North Dakota
December 9th and 10th

Conducted at Old Main Marketplace during lunch on December 9 and 10 and at Wilkerson Dining Hall during dinner on December 9.
228 people participated in the intercept surveys.

What options are missing from campus dining?

Old Main Marketplace Responses:

- More options for vegetarians
- I wish they had more vegan options (in hot foods). I get tired of always having the same soup option.
- More vegetarian options
- Needs to be updated (Wilkerson and Terrace)
- I think Terrace / Wilkerson could be renovated.
- Squires is better than Wilkerson, it's new
- I have no problem with dining services. It's all very good.
- Good options and availability.
- I usually eat at the Market Place on campus.
- International Market is great!
- I can't think of any different choices that you don't already have here.
- Honestly, I think that it totally depends on a person in what they think we are missing. I for one am a picky person. I like certain name brands of food products.
- Overall, I think our campus has good food options.
- I eat at the Dakota Deli in the union when I choose to dine on campus.
- I appreciate the convenience.
- What's missing?
- I don't know what I want different.
- Marketplace is good, lots of options.



- Lily is a great grill master.
- I enjoy the sushi and Mexican food at the Union.
- My top two places here to eat are A & W® at Sbarros®.
- Sbarros® and A&W® are both tasty, but they have absolutely no healthy options.
- Healthier options (salad bar, smoothie station, parfait, etc. soup)
- I think there should be a lot more of healthier choices.
- I think there is too much greasy food here and it should be changed.
- Low salt food
- More fruit and healthier
- More fruit would be nice, not the pre-cut soggy stuff they usually have.
- UND has great options, but could have more healthy options.
- The soups are filled with too much salt.
- The foods and range of foods are abundant, but the healthy foods seem processed and the rest is unhealthy.
- More healthier options, often the salads don't look fresh (salad bar?)
- Overall, I'm pretty pleased with dining on campus. The changes I'd like to see would fall more into general comments (like more options for fresh fruits and veggies - rather than specifics! I would like to see more salad options: like more variety of salads without nut - toppings, but this is fairly minor.
- More fresh fruits instead of canned
- More single, whole food options
- A healthy fast food option
- American food with less calories
- The location of the Market Place is not convenient for all people on campus.
- Chicken wings
- More organic
- Different foods offered
- I wish they had a hot sandwich options like Panera® at Market Place.
- Pepsi® products
- Need to start serving steak.
- Can a guy get a steak?
- Corn on the cob is always a good option.
- Pheasant is my favorite meal if possible.
- Paninis
- Indian food
- Boneless Wings
- More specialty days
- Yoplait® yogurt (strawberry)
- Regular ranch in packets (not just light ranch)



- Make/have Caesar Wraps.
- Good seafood
- Chinese food (not healthy, but yummy)
- Chinese, Indian and every day/not just selected days
- Asian food
- Chinese food
- Chinese
- Asian food
- Stir fry
- Would like curry maybe
- Rice
- Keep fortune cookies.
- Eliminate Asian Day
- Asian option
- Stir fry be available more days of the week.
- Need Chinese food
- Not a large fan of Oriental Tuesdays.
- Breakfast options
- Breakfast options
- Well we have plenty of options. But would really like a BWW® in here. Would crave my desire for animal meat!
- I only eat at the union since I don't have a dining plan. Some more options for non-meal plan students would be cool. Remove the dry campus rule and put in a pub!
- I would like to see a Chipolte® Mexican restaurant brought in here, or a Buffalo Wild Wings® brought in. Also, if there were some type of Chinese food that would be good. Taco Bell®
- Subway®
- Chipolte on campus
- Subway®
- Panera®
- Qdoba®
- Five Guys®
- Add Buffalo Wild Wings®
- Add Subway®
- Need Bruggers Bagels™
- On campus bar
- Chipolte®
- Subway® at different locations
- I would love to see an Asian option (i.e., Panda Express®)



- Mexican option (Chipotle®)
- Maybe a Burger King®
- I love Sbarro®. Don't get rid of it.
- Panda Buffet
- Get a Subway®, McDonalds®, etc.
- Subway®
- Hard Rock Café®
- Olive Garden® type of food/pasta
- Better pizza (Dominoes®, Papa John®, et cetera)
- Subway®
- Subway®
- I'd love to see Chipotle®, McDonalds®/White Castle® brought in.
- Campus has great options but need some more actual businesses. It is nice to have things to go, but it would be nice to have actual sit-down restaurant as well
- The World Café could be replaced with much better options.
- It would be nice to have ice cream like tutti frutti. Also maybe a sit down place and a convenience store with tobacco products.
- A nice classy place where one may enjoy a classy meal with their professors.
- Actual restaurants would be nice to have on campus. You could put them in the parking ramp.
- Ice cream
- Ice cream - not in Terrace
- I think the dining centers are great, but I wish there were more cultural options. "Asian foods" do not simply consist of egg rolls, pot stickers, fried rice, and noodles. There are different kinds, such as Thai, Vietnamese, Filipino, Japanese, Mongolian, and even more.
- Food multiple from different countries
- International food
- Mediterranean food should come back.
- Mediterranean food option sorely missed.
- Tacos
- Would like burritos.
- Salsa bar, Mexican food
- Mexican, chips and sauce
- Some sort of Mexican food
- The Mexican - heat the tortillas like Chipotle®.
- Mexican option each day
- Mexican option each day
- Enchiladas (cheese, beef)
- Pasta
- Pasta, lasagna, great food selections.



- Lasagna
- Good varieties of pasta, pesto, Alfredo, etc.
- More noodles
- More noodles, like Noodles and Company®
- More pasta options
- Fresh and raw veggies
- Make your own salad
- Fruit (need more choices)
- Soup and salad bar (awesome at Union)
- I would love if there were more salad options on campus maybe like a salad bar with soup. There are options on campus now, but they seem expensive.
- Salad bar
- More soup options
- Build your own salad bar
- More vegetable options
- Build your own salad bar
- Salad bar
- Salad bar/fresh fruit
- A salad bar would be fun, convenient and healthy.
- A lot of vegetables
- Combine the salad bar and soup options into one section.
- Smoothie bar
- Smoothies
- I wish UND had a meal shake option at both Stomping Grounds.
- More meal plan options for weekly possibilities.
- More dining dollars with the meal plan
- More guest passes with plans
- too expensive for what is offered, and quality.
- We don't eat on campus because we can't afford to eat out every day.
- When I eat in the Marketplace, I like to eat at the A & W® because of all of the specials they have.
- Like the specials. They are cheap.
- Run some more specials, ex. Breadsticks with pizza.
- It is overpriced for what you get.
- Students should get more of a discount, because currently I cannot afford to eat here often. All of the food sold is pure profit.
- The current prices for food are absolutely ridiculous.
- I could drive off campus and get a double cheeseburger for a buck, yet on campus it's four. I'm in college and don't have money to spend on a \$4 burger.



- More fresh fruit and produce needs to be available at much lower prices. (\$2 for a handful of grapes, REALLY?)
- More specials/deals
- Salads are too overpriced - problem is not in food selection, but in its price.
- I usually eat at the A & W® store, but I also use Sbarros® when the deals are right.
- Pizza shouldn't have to be warmed up
- I'm not particularly a fan of the sub sandwiches mostly due to the bread. The whole wheat seems dry.
- Mac & cheese is awful. Stop skimping out on the cheese - it's pretty bland.
- Switch pizza to frozen pizza corners.
- Better pizza/burger providers.
- Tasty food serve
- Good food
- More seating everywhere
- Seating
- We need to either expand the dining area or build a new place we can eat as well. I know we have the loading dock, but every year the population has grown and therefore need more room to sit down and eat. Sometimes I have trouble finding a place to sit and I see other students walk by with the same problem.
- More seating.
- Booths are being taken up by one person.
- Quick snacks
- Faster service
- More options
- In the dining center at UND, I would like to see different options for meals. Meaning have a variety of everything. Having the same food every day or even every week gets old and makes you sick of it.
- I like the food choices, there is a nice variety.
- I think they could have a better fruit selection.
- I can't think of anything lacking. There are a lot of options on campus.
- I think the variety here at UND is good and offers choices to students.
- Good selection.
- I like A & W® and Sbarros®, but I think we should have more options.
- More variety
- Make the food court of the Union with many more restaurants for students to choose from.
- Other campuses across the country have massive food courts with way more variety to choose from.
- I enjoy A & W® and Sbarros®, but they don't have enough variety; gets old after awhile; then, I switch to soup and sandwiches. Just would like different soups, especially during these freezing temps.



- Weekend food is limited.
- I find myself going off campus a lot, even though I live on campus. Union has good sandwiches, but that's about it. I just need more options for hot ready food. And a bar!
- We also like to get off campus to break up our day.

Wilkerson Dining

- Panini maker
- Coffee station
- Panini station in Wilkerson, not just Squires
- Use grill like Squires does (constantly cooking with items ready to be served)
- More waffle makers
- Own grill to cook on
- A slide
- Nicer dining area
- More modern layout and renovation
- More variety for healthy options and specialty bar, panini maker
- Healthier food
- Healthier food options, less fried foods
- Healthy/fresh food
- Longer breakfast hours
- Dining halls open later on the weekends
- To go all day*
- To go during all times
- Ice cream open at all times
- Breakfast offered longer
- Keep dining centers open until 11 on the weekends
- Open at more times
- Breakfast/omelet bar open later
- Extended hours Fri/Sat
- Keep waffle bar open later
- Open more dining centers with to-go boxes
- Earlier hot breakfast on the weekends.
- Breakfast items all day - eggs all day?
- I'd like to see a breakfast bar for dinner occasionally because I like breakfast for dinner.
- Ice cream served at night
- Breakfast items during lunch and dinner



- Queso
- More sauces for wings
- Make the special bar have better choices of food
- Hot sauces
- Flavored waffles (pumpkin)
- Organic selection
- Clam chowder
- More wild rice
- Sweet pickles
- Wilkerson needs more waffle mix flavors
- More soup/ice cream
- Honeycomb cereal
- Oatmeal
- Southern food
- Chocolate chip waffles
- Pre-made everything
- Home-made ranch
- More sweet potatoes
- Next, it would be helpful if they offered more than one bar per day, such as burrito and wing bar.
- Non-existent food on Thanksgiving
- Cream cheese wontons
- Appetizer type foods
- Vegetarian options
- More pot stickers! Soy sauce please
- More gluten free options
- Mozzarella sticks
- Cheese curds
- Pizza rolls
- Onion rings would be nice.
- Milkshakes/smoothies
- Herbal life shakes
- Smoothies
- More lemonade flavors
- Dr. Pepper® (Pepsi® products)
- Smoothie station
- Pepsi® products (Mountain Dew®)
- Maybe a few more juice choices as well or to have the juice machines fully stocked (and may be a pulpless orange juice)



- Also it's be nice if they had a whole milk option because that's what I primarily drink and it upsets me that they don't have that option.
- Get a Chipolte®
- Get a Leann Chin
- More pies
- More pies
- Fruit cake
- More pie!
- Regular brownies
- I'd also like it if they had ice cream available for / during To Go dinners.
- Different fruits
- Grilled vegetables
- More fruit
- Pre-made subs
- More buffet meals / specialty dinners
- More grill quesadillas, it's great when they have them
- Chinese food
- More hot dishes
- Self-serve mac all the time
- Venison!
- Sesame Chicken
- Orange Chicken/White Rice
- Meat burritos
- Pork
- More fish
- Steak
- Manly bacon
- More ham
- Sirloin steak
- Ballpark franks
- Wings more often
- More wings! Make it Wing Wednesday!!
- Wild game
- Corn dogs
- Burger night
- Spicy nuggets
- Popcorn chicken
- Shrimp



- Tuna sandwich
- Sushi @ Squires last year
- Chicken filet sandwiches
- Tacos during normal dinner hours
- Sauerkraut
- Adkins® diet stuff
- More gluten free options
- Vegetarian options
- A semi-unlimited plan for 5 days a week
- Less guest passes with meal plans
- 18 meals per week plan
- Music
- I feel that the Dining Centers, especially Wilkerson, are missing music. They play music on the weekend, but playing it on a daily basis would be nice.
- Not stale cookies
- Better hotdogs
- We need good food not Wilkerson that is no good.
- Pasta that is not hard
- Fresh croutons for salad
- Steak - maybe a bit bigger
- Too much starch
- It is like day care (?); more about filling than the substance; i.e. less potatoes more meat.
- Better rolls/warmed bread
- Get better desserts
- Hotter food
- Flavor
- Cleaner fruits and veggies
- Wash fruit better
- Asian bar isn't good, has made me sick
- Good garlic bread
- Missing: Quality (especially Wilkerson)
- More bagels - you run out in the morning
- We'd like to see more bagels
- Train employees better
- Bigger cup sizes
- Faster lines
- Room service



- I have no conflicts with current menu options. Although as a dishroom worker, please let students throw out food/trash. Like just have trash cans out to the belt. The trays are disgusting and when we have to clean 20" trays that are all gross, it really slows things down. So please allow students to clean up after themselves instead of having the dishroom people having to clean everything off the plate/tray.
- Silverware in the dining area
- Bigger glasses
- Let us fill water bottles with liquids from the dining center
- Let us get more than 2 entrees per serving
- Faster food lines for grilled foods
- List all meats used in all dishes. Make sure to know what meat is in what dish. On multiple occasions was told a dish had no pork when it actually did. Would never have even found about if I did not doubt and insist on knowing if it surely contained pork or not. Either the server thought it would be more convenient to just lie, and say a dish was vegetarian when it wasn't or they really did not know what was in it. What if it was peanuts and I had asked about, if I was allergic I would have an anaphylactic reaction and be in the hospital. You must know what you put in your food and you must honestly tell when asked. Again, this was an isolated incident, but generally some of the food hall workers are downright rude and mean. Some are very pleasant and welcoming, am grateful for this; service and Chef Ares is the best! Thanks for everything!
- Good Asian food (variety)
- Better range of fruit
- Better fruit selection
- More options
- Bigger variety of fruit
- More to-go options in the dining center (pop tarts)
- Need more options; the food menu at Wilkerson is too predictable.
- More variety in routine
- More to go / takeout options
- Missing: Diverse variety, example Mexican (burritos, quesadillas) is the only thing Hispanic/Latin food type.
- Variety of soups
- Finally, dining could bring in more home recipes to try to see what students prefer to provide more variety.
- More food competitions. Everybody loves food (example - wing challenge)
- Add a café in the library



Where do you go when dining off campus?

Buffalo Wild Wings®	23
Jimmy Johns®	20
Panera®	20
McDonalds®	15
Q'doba®	15
Red Pepper	13
Subway®	13
Applebees®	12
Blue Moose	12
Olive Garden®	12
Noodles & Company®	10
Pita Pit®	10
Taco Bell®	10
Texas Roadhouse®	7
Chipotle®	6
Panda Buffet	6
Deek's	5
Cook at Home	4
Perkins®	4
Wendy's®	4
Arby's®	3
Erberts & Gerberts™	3
IHOP®	3
Mexican Village	3
Rhombus Guys™	3
Toasted Frog®	3
Truck Stop	3
Al's Grill	2
Baub's	2
Burger King®	2
Cherry Berry	2
Dakota Harvest®	2
Domino's®	2
Drunken Noodle	2
Fast Food	2



Five Guys®	2
Sushi	2
Hardees®	2
Hooters®	2
Shing Ya	2
Little Bangkok	2
Parrots Cay	2
Paradiso	2
Italian Moon	2
Pizza Ranch®	2
Sit down restaurant	2
Speedway Restaurant	2
Taco Johns®	2
Whitey's	2
Wild Bills	2
Amazing Grains	1
Bookstore	1
Brueggers Bagels™	1
Buffets	1
Burger Time	1
Chick-Fil-A®	1
China Garden	1
Coffee Shops	1
Coldstone®	1
Culvers®	1
Denny's®	1
Fuji	1
Green Mill®	1
Grocery Floor	1
Ground Round™	1
Red Ray Lanes	1
In & Out Burger®	1
Judy's	1
Kon Nechi Wa	1
KFC®	1
Luigi's Gas Station	1
Marco's Pizza®	1



Mexican foods	1
Mike's Pizza	1
Pizza Hut®	1
Quiznos®	1
River Cinema	1
Sabro	1
Sanders	1
Shrink Tank	1
Starbucks®	1
Table Crest (Eagle Crest?)	1
The Tave (Tavern United?)	1
Tim Hortons™	1
Union Market	1
Wild Hog	1
Indian	1

Where do you go when dining off campus and why do you go there?

Al's Grill

- Close by, quick service, reasonable prices

Applebees®

- Sit down meal with friends
- They have deals and they are relaxing
- Half apps

Buffalo Wild Wings®

- Great wings
- They have deals and they are relaxing
- So I can talk to friends outside of school. Away from stress.
- To get something different like Chinese or Japanese

Buffets

- If I go out, I normally go to buffets because there are many options. Otherwise I also go to nice places, such as Panera Bread.

Burger King®

- Value menus

Cherry Berry®

- Fast, cheap, tasty, healthier China Garden
- Chinese food



Coffee Shops

- Pricing is too high here; quantity and quality of food

Deeks

- Cheaper, easy comes right to you, variety
- If I'm home and I do not want to go out.

Fast food

- Because it is more convenient.
- Price; for the same price you get more

Five Guys®

- Best burgers and fries

Home

- It's cheaper

Target®

- I like the "to go" area at Target when I go shopping for food or other essentials. They usually have pretty good deals and good quality products.

Red Ray Lanes

- If you go during cosmic bowling, there is a better deal and it's not as expensive.

Italian Moon

- It has variety

Jimmy Johns®

- Change of atmosphere
- Great food! And healthy options.
- Cheaper, easy comes right to you, variety
- Delivery
- Fast, cheap, tasty, healthier (especially Pita Pit)
- I like soup, salads and sandwiches.

Ko Nechi Wa

- So I can talk to friends outside of school. Away from stress.

Luigi's Gas Station

- Pricing is too high here; quantity and quality of food

McDonalds®

- Because it is cheaper and close
- Pricing is too high here; quantity and quality of food
- Value menus

Mexican foods

- More food choices

Mike's Pizza



- Pricing is too high here; quantity and quality of food

Noodles and Company®

- I am a big pasta person and I love the variety they have for a low price.

Olive Garden

- More variety and less expensive for what you get.

Panda Buffet

- Asian food there

Panera®

- Because it is something different
- New
- Different option than on campus options

Pita Pit®

- Healthy Options
- Change of atmosphere
- Fast, cheap, tasty, healthier

Qdoba®

- More variety and less expensive for what you get.
- Because there isn't a Chipotle and burritos are amazing.
- Not as crowded and more variation
- More food choices

River Cinema

- Watch new movies that come out

Shing Ya

- Asian food there

Shrink Tank (a meal shake place)

- Different option than on campus options

Sit down restaurant

- Change of atmosphere
- For something different

Subway®

- Not as crowded and more variation

Taco Bell®

- It's cheap and delicious
- Value menus

Union Market

- Convenient



How do you define what is a healthy food?

- Foods cooked with olive oil
- Good filling meals without being fatty
- Grilled everything
- Less cheese, cream
- Less greasy food
- Low fat
- Low fat strawberry cream cheese
- No grease
- No sauces based on mayo
- Non greasy, deep fried foods
- Not fried, oily
- Fresh vegetables/fruit
- Fruit
- Fruit
- Fruit
- Fruit
- Fruit salad
- Fruits
- Fruits & veggies
- Good selection of veggies
- Juice!
- Mixed vegetables
- More fresh vegetables
- More fruits, veggies, hummus
- More vegetables
- Much more vegetables
- Raw fruits and vegetables
- Salad
- Salad bar
- Salad bar
- Salad bar
- Salads
- Salads
- Variety of fruits
- Vegetables & fruit



- Veggies
- Vegetarian
- Less sugar
- Low calorie
- Low calorie
- Non-processed food.
- Non-processed foods
- High protein
- High quality protein
- More protein options
- Protein
- Protein
- Whole foods
- Less salt
- Low salt
- Low sodium soup; your soups meet the maximum daily amount in one serving
- Healthier options (salad bar, smoothie station, parfait, etc. soup)
- I don't have much healthy options besides fruits. I eat a lot and try to exercise when I can.
- I would like more variety of soups here. I come here Monday, Wednesday and Friday and it is the same basic soups all the time.
- More healthy drink options
- More sandwiches
- More seafood
- Need more than salad
- Variety of options
- 100% whole wheat
- Whole grain foods
- Whole grains
- I think maybe we can invite some international students to cook their country food to service freely here. In my opinion, kindly of food is better for healthy.
- I would go to a grocery store; maybe buy some broccoli or I would go to Pita Pit and get a veggie pita.
- Less bread (carb foods)
- More affordable healthy foods (what's here now is way more expensive than the unhealthy foods)
- More water bottle filling stations drinking fountains (not drinking fountains)
- Organic food
- Paper nutrition facts (not just online - I'm not checking the internet while choosing)
- Soups
- Subs



- Subway®
- The stuff here is not fresh. If there were better made meals that was fresh I would eat here a lot more.



Appendix 2: Focus Group Notes – December 9-10, 2013

December 9, 2013

8:00 a.m.

Orlynn Rosassen, Valerie Vander Berg, Mona Milius

1. A branding survey was conducted in September 2013.
 - a. The survey did not provide clear direction as to desired brands to offer.
 - b. There are requests for healthy food options, such as a salad bar. This request comes primarily from the staff.
 - c. Terrace Dining, an all you care to eat facility, does have a salad bar. The cost is \$5.50/meal for faculty & staff to participate.
 - d. People want salad bar for takeout; not dining in.
 - e. Staff do not want to dine with students.
 - f. Can a salad bar replace a franchised concept (financially)?
 - g. Orlynn seeks validation that they are on the right track with concepts.
2. Improvements to the Memorial Union are needed; have been discussed with students, but are on hold.
3. Bakergroup to ask students some of the following questions in the intercept surveys:
 - a. Clarify what students mean by "healthy"
 - b. What's missing from current dining options?
 - c. Where do students go off campus?
 - d. Why do they leave campus?
4. The campus desires to create gathering spaces on campus
 - a. Food service can be used as a destination.
 - b. Certain areas are under-serviced (Aerospace Sciences) with foodservice options.
 - c. There was a building by the railroad tracks that had a snack bar. It failed financially due to a poor location.
 - d. The campus needs some hang-out spaces for students to meet, eat and socialize.
5. The campus culture is not to walk; it is to drive to where you want to go. Students get into vehicles to go where they need to. Lack of parking is not a deterrent.
6. Hours of operation are fairly comprehensive; food service is available until 11:00 p.m. in two locations.
7. The Medical school will be moving; food service operations will relocate with the program.
8. Wilkerson has a retail operation and the Alumni Center has a small kitchen used for catering.
9. Orlynn reviewed the structure and content of the financial statements. The statements provided are for the operations capitalized with revenue bonds (residential dining operations); vending is separate.



10. Food service funding of capital projects (except for the revenue bond operations) needs to cover the equipment, not building infrastructure. For example, Dining Services will provide the equipment needed to open the café in the new Medical Center; the Medical Center building project will pay for everything that is connected to the building.
11. For planning purposes, there will continue to be 2,500 students living on-campus. The campus does have the authority to remove and rebuild some housing in the future. These are likely to be apartments.
12. The Wilkerson renovation project will include a commissary with the following functions (cook chill, grab and go packaging, deli meat slicing and vegetable prep). The lower level will have a coffee café, c-store, grab and go, lounge and study space; smart study rooms, gaming, event space and group study spaces. The building will be expected to host catering.
13. Meal plans: The meal plans for off-campus students will change to block plans (from 3/week & 6/week). On-campus underclass students have to select the unlimited 7 day plan. Upper-class students can purchase block plans. There is not a mandatory live on requirement for first year students. The goal of meals plans is to enhance revenues and increase sales.

Bakery Tour

Everything (breads and desserts) are made in the bakery except for sandwich breads and buns. A blast freezer will be added to the bakery, to facilitate producing and holding a larger variety of products, such as cookies.

December 9, 2013

Retail Tour, Jeff St. Michel, Ed Martin, Valerie Vander Berg, Mona Milius

1. Terrace Dining and Main Kitchen:
 - a. Terrace Dining is open from 7:00 a.m. to 7:00 p.m. Monday through Friday. Most of the off-campus students on meal plans dine here. Terrace Dining has on average 1,200 to 1,300 transactions per day. Terrace serves 275 – 300 for breakfast, 900 for lunch and 225 for dinner.
 - b. The kitchen supports catering, retail dining, Terrace Dining and production and packaging for retail operations.
 - c. There are three separate inventories maintained here for cost accounting purposes.
 - d. This is a dry campus.
 - e. There are 330 seats in this dining area.
 - f. Terrace was last renovated in 1992, with flooring updated last summer. They are looking to update walls drapes, chair and salad bars this summer.
2. Old Main Marketplace (OMM)
 - a. Swanson residents can use a meal exchange in the OMM for \$7.50. A shuttle is provided to transport students to Wilkerson.
 - b. Hours of service are 10:00 a.m. to 9:00 p.m. Monday through Thursday; 10:00 a.m. – 8:00 p.m. Friday; 11:00 a.m. – 9:00 p.m. on Saturday; and noon to 9:00 p.m. on Sunday.



- c. Concepts discussed in tour: Sbarros, A & W®, Subway®, Jimmy Johns®, Wendys®, McDonalds®, Burger King®, Little Caesars®, Deeks, Mama Marias, Rhombus Guys™, Chick-fil-A®, TCBY®
 - d. Sales today as a percent of total sales for OMM:
 - i. Dakota Deli: 17%
 - ii. Mexican: 6 – 7 % (Is this just Monday & Tuesday Mexican days, or World Market as a whole?)
 - iii. Grab and Go: 33%
 - iv. A & W: 24%
 - v. Sbarros: 20%
 - e. The World Market menu rotates Mexican, Sushi, Grilled Cheese
 - f. Ideally, it would be great to be able to shut down concepts by turning off lights (or other mode); circuitry doesn't allow this today.
 - g. Salad bar is important to faculty and staff.
 - h. Campus has Guiding Stars® program which promotes healthy food choices.
 - i. A Coca Cola freestyle® machine has been considered, but there isn't a great space for it without modifying the servery. There is also concern about the costs as there would be some wasted products from students creating concoctions that they do not like and thus pour out. The Freestyle machine also creates longer service times and only allows for one customer to use it at a time.
 - j. There are lines at the cash register; there are four cashiering stations.
 - k. Sightlines into the OMM are very limited; students are unable to see the action.
 - l. Seating is minimal. There are 280 seats inside the OMM.
 - m. There needs to be at least three food concepts; but, no more than 4 concepts.
 - n. Greek didn't work well.
 - o. Transactions per day range from 600 to 700.
3. U-Snack Convenience Store
- a. Plan to add more Gluten Free and healthy products.
 - b. Very small footprint
 - c. Some logo-wear apparel is sold here.
4. Loading Dock
- a. This is a programming space at night. The furniture is flexible so that it is easy to set up for programs.
 - b. They solicit food donations from off campus vendors for the programs as they want something different than on-campus food.
 - c. The space is used for studying during the day. Students complained about sound transfer between Stomping Grounds and the Loading Dock. A service window between the two spaces has been closed off with drywall.



5. Stomping Grounds
 - a. Serves about 800 – 900 people/day.
 - b. It is a Seattle's Best™ concept.
 - c. The Archives Coffee Shop, a nearby competitor, is a good hang-out space with soft furniture.
6. Lower Level
 - a. There is vacant space currently. The bookstore moved to a different part of campus.
 - b. Barber shop is moving out at the end of its lease in 2014.
7. University Place has a new Stomping Grounds coffee shop with some convenience products and lounge space. Students living in this building are required to have \$200 of dining dollars as part of their room contract.
8. Twamley Snack Bar is located on the 4th Floor. It has a small servery and an adjacent dining area. Sales in this operation are very slow. Some of the offices in the building that served students have been relocated to other campus buildings.

December 9, 2013

3:00 p.m.

Orlynn Rosassen, Ed Martin, Jeff St. Michel, Valerie Vander Berg, Mona Milius

1. The servery in OMM could be bigger; the size creates inefficiencies and congestion occurs in the queuing to the cash registers.
2. A walk-up window might be good.
3. The popcorn machine managed by student organizations takes up seating space. The location of this may be important to student organizations.
4. There are trackers on doors to track building traffic.
5. The Union USnack C-store needs more space. A walk-in cooler with convenience doors would be desirable. Aisles are tight; display space is limited. It would be desirable to improve sightlines from the cashier station. It does make money.
6. Stomping Grounds has limited space for the volume it has; more storage space is needed. There is not enough traffic in the Memorial Union on the weekends to warrant having Stomping Grounds open. It is open until 9:00 p.m. Monday through Thursday and until 8:00 p.m. on Friday.
7. More variety of food options in Stomping Grounds would be desirable.
8. Should OMM be branded differently?
9. Salad bar and ice cream have been requested.
10. The Medical School is being relocated to a new building in 2016 and is a growing program. This is an opportunity to create a more sustainable presence with food service in the new location. The program will have about 800 students/day in that building.
11. University Place needs more traffic, it was intended to attract the apartment community. It is open until 9:00 at night, but it is quiet. Students tend to ride the bus past the building, rather than stopping in for a beverage or snack. Students who live there have \$200 in their housing contract to spend in Stomping Grounds.
12. A value meal is needed for burgers. A&W® does not offer value meals.



13. There is a strong desire for faculty club from faculty. This does not work on this campus. There was a suggestion to provide a discount rate for lunch for faculty and staff to use in dining operations. When they did this, the cost for faculty and staff to dine in the residential dining operations was less than what students paid on their contract rate, thus disconcerting to students.
14. A lower cost lunch is provided in Facilities for staff. The number of people participating in the lunch program varies from day to day; they request more variety. The Facilities staff do go to Stomping Grounds for coffee and Twamley for chips.
15. The snack bars experience menu “creep” as customers make requests. It would be good to understand boundaries, to keep operations focused, control quality, financially viable and yet, customer friendly.
16. Need a mix of nationally branded vs. self-branded; 2 national brands are needed to anchor the OMM. Sbarros seems tired; A&W® sales are growing; World Market is a mixed basket; Dakota Deli has been solid. The customer flow through the spaces and visibility of the foods needs evaluation.
17. Twamley is not a sacred cow. The number of people in the building has decreased and is expected to decline further with the one-stop concept.
18. The Museum of Art houses a café that is not part of UND Dining; it is a competitive location, located near Twamley.
19. In the future, the College of Business will be in a new location.
20. The Memorial Union is not on the beaten path for many students. The One Stop Shop should help to drive traffic to the building.
21. A “burgers on the boulevard” program is offered during the summer at University Place. This attracts faculty and staff.
22. Financially, there is a need to increase throughput in the existing OMM.
23. The overall financial goal of the retail operations is to break-even.
24. The make versus buy decision is based on quality and nutritional value of the products.
25. A goal would be to increase healthy options at USnack.
26. Hangout amenities to consider:
 - a. Gaming (x-box, big screen)
 - b. Smart boards
 - c. Collaboration spaces
 - d. Charging stations
 - e. Soft seating and lighting
27. The Loading Dock space must be flexible for programming.
28. On international dinner nights students cook and use the kitchen.
29. Surveys show disconnect from students with their ability to use their meal plans and dining dollars at the airport, Twamley and Med School.
30. Is there a market for faculty meal plans? Payroll deduct is not allowed here.



31. Loyalty cards are used on campus for coffee.
32. Students cannot purchase additional dining dollars once they have used them on their meal plans.
33. Systems used by the campus: FoodPro, Micros, Odyssey
34. In the past, the OMM dining rooms could be reserved for meetings during breakfast.

December 10, 2013

8:00 a.m.

MU Food Court Advisory Committee

Sean McClain, Joshua Nelson, Jaynie Kaiser, Katlyn Rajchel, Pam Henderson, Karina Wittmann, Orlynn Rosassen, Valerie Vander Berg, Mona Milius

1. Where do students go off campus?
 - a. Jimmy Johns (3)
 - b. Taco Johns (2)
 - c. Toasted Frog (1)
 - d. Blue Moose (1)
 - e. Panda Buffet (1)
 - f. Bar/Pub (1)
 - g. Wendy's (1)
 - h. Arby's (1)
 - i. Pizza Hut (1)
 - j. Q'doba (3)
 - k. Pita Pit (1)
2. Most students leave campus for convenience reasons. They perceive it to be faster to get in their cars, drive to a restaurant to get food, drive back and find a parking spot than to obtain food at the MU food court.
3. Red Pepper is a UND tradition.
 - a. Cheap & fast
 - b. Open until 3 a.m.
 - c. Ambience – looks like a shack
4. Deke's
 - a. Food is good after an evening of consuming alcohol.
 - b. Delivery
5. Blue Moose
 - a. Sit down
 - b. Group outing



- c. Beer on tap
- d. Moderately priced
- 6. Challenge: finding a place for a mixed group of under 21 & 21+
- 7. Green Mill
 - a. Higher-end pizza chain
 - b. Higher price point
 - c. More like Olive Garden
- 8. Mike's Pizza
 - a. Board games
 - b. Great pizza
 - c. Salad bar & pizza buffet
 - d. Bar
- 9. Dave and Busters (for the games)
- 10. What do students want on campus?
 - a. Bar
 - b. Homestyle, sit-down restaurant
 - c. Atmosphere of Red Pepper
 - d. Games (Apples to Apples, Cards against Humanity, etc.)
 - e. Food available past 8:30 p.m.
 - f. Faster speed of service; comment that it was faster to go off campus to eat, than on campus; parking is difficult to find on campus
 - g. AYCE sushi joint
 - h. Branded Mexican
- 11. Culver's is a fast casual restaurant where you order at the counter and wait for your food at a table. This group expressed that the wait is more bearable when they can wait at a table versus at the counter while standing.
- 12. There is not enough seating because of people camping out for the day.
- 13. Because of all of the students studying in the Union, it does not feel like a place where students can be loud and have conversations.
- 14. Union has "study" atmosphere from first floor up; the basement is social space.
- 15. Need more room in the Union to have "fun" – be LOUD.
- 16. Booths & large tables with power available encourage people to hang out/linger.
- 17. Separate faculty & student dining areas.
- 18. Salad bar
 - a. Build-your-own / customize
 - b. Healthy



19. Mona suggested a “salad component” option where you select pre-packaged ingredients and mix them together yourself. These would be similar to Fresh Made Caesar, Asian, and Mediterranean mixes. Students are used to buying food by the ounce (Cherry Berry and Chinese).
20. A&W® is time consuming, longer lines. Food is not as fresh. Many students fail to see why it is there.
21. A&W® substitutions
 - a. Culver's®
 - b. White Castle™
 - c. McDonalds®
 - d. Texas Roadhouse®
 - e. Blue Moose
 - f. May not need to be branded (good burgers, fries, cheese curds)
22. Sbarro's
 - a. Most popular
 - b. Quick
 - c. Slices are huge
 - d. Good value
 - e. Pizza has its place, but not clear it needs to be a chain – generic (self-branded) would probably do okay.
23. Dakota Deli™
 - a. Like it; comparable to Subway®
 - b. Healthier soup would be good
 - c. Bread is dry
 - d. Like wrap options; more potential to expand
 - e. Moves quickly
 - f. Portable food
 - g. No toasting option
24. World Market
 - a. Limited hours
 - b. Like that there's something new every day
 - c. Flow doesn't work with menu boards and food selection options
 - d. Like Mexican day
 - e. Grilled cheese day is fave!
25. Grab-and-go is convenient for studying



26. Which concepts should be included in the Union?
 - a. Pizza (5) (Sbarro is poor quality; could be unbranded)
 - b. Branded Mexican (4), Qdoba®, Pancheros
 - c. Subs (4)
 - i. Add toasted
 - ii. Salad bar
 - d. Hot sandwich / grill (5), DQ® – non-branded would be fine
 - e. Asian line – like Panda Express® (2) or Pick Up Stix®
27. Need something on the other end of campus

December 10, 2013

9:00 a.m.

Orlynn Rosassen, Laurie Betting, Valerie Vander Berg, Mona Milius

1. There has been some discussion about moving the Union food services to the lower the lower level.
2. There are 5 strategic priorities listed on the website:
 - a. Enrich Student Experience
 - b. Encourage Gathering
 - c. Facilitate Collaboration
 - d. Expand UND's presence
 - e. Enhance Quality of Life
3. The Provost's Office was charged with looking at the Library to create a learning commons (with coffee & food); centralized space on campus on for proctoring tests.
4. Wilkerson being referred to as "2nd Union"; President requested adding gathering spaces at Wilkerson for faculty, staff and students.
5. The campus needs more gathering spaces.
6. Vibrancy is needed at Union.
7. A gaming area is seen as providing a social space for student interaction.
8. Terrace dining needs a face lift.
9. Looking at moving the student one-stop services to the credit union area on main level of the Union.
10. What kind of furniture is optimal for achieving the desired use/occupancy of the Union?
11. Union lacks identity and color because of the logo debacle.
12. It would be good to have the identity of the Union facilities speak to the UND brand.
13. Loading Dock considerations:
 - a. It is needed for an event space.



- b. The Stomping Grounds service window was closed off from Loading Dock due to transfer of noise.
 - c. Students go in there to study because other space is taken.
14. The food court is too small; the sightlines into the OMM are very limited; the server is congested and it has flow and access issues.
15. OMM accepts credit cards; purchases under \$25 do not require signatures; this has helped to expedite cashiering.
16. C-Store sells some logo wear. Space is small and UND brand is only present in the building in the logo wear.
17. Faculty & staff do not understand that they can participate in meal plan. They would like private dining options.
18. Need a compelling case for only using campus catering for events. Provide examples from other campuses.
19. Provide the amenities in the Union that will draw people in.
20. There is a high importance on marketing and promotion for retail operations. The campus is considering combining all campus marketing functions into a single entity for the campus. This should be addressed in our recommendations.
21. Dining Services program strengths:
- a. Guiding Stars program
 - b. UND was named 3rd healthiest campus in U.S. last year, partly because of its attention to allergens and gluten-free, etc.
 - c. Re-educate students on health & wellness initiatives.
 - d. Commissary production will help to improve nutritional content of foods over purchasing processed foods.
22. Campus needs to look at programming. They are discussing implementing a collective University approach toward programming efforts hoping to leverage all of the efforts into more effective outcomes. The late night programs at the Union draw about 400 students. The Union is for all students. At night the Memorial Union is a tomb. It would be good to improve accessibility to services and spaces students need, yet be able to scale back access to parts of the building based on hours.

December 10, 2013

10:00 a.m.

Orlynn Rosassen, Dustin Frize, Greg Gefroh, Lynette Franks Gaetz, Jason Gallagher, Charles Crummy, Jeff St. Michel, Valerie Vander Berg, Mona Milius

- 1. What's missing in foodservice options campus-wide?
 - a. Salad bar @ marketplace
 - i. Maybe pilot it to start – 1 day/week
 - b. Indian food – special events are very popular. Students want authentic (it's about the taste) Tandoori chicken, basmati rice, fried rice.
 - c. Customize food options (Mexican, Mediterranean, Noodles) students got tired of a single concept every day
 - d. Adequate seating
 - e. Concepts aren't very large
 - f. Lose 200-300 yellow trays/year
 - g. Logo & brand are not promoted. Too neutral. Not branded.



2. Increase connectivity of off-campus residents to campus
 - a. Parking; most parking is a block away; can park for 30 minutes on the loop
 - b. Communicating that there is food (signage)
 - i. Students do get into the building during orientation.
 - c. Value of meal plan (more food versus eating retail)
 - d. Provide environments they like (seating options)
3. What elements will give the students the environment they desire?
 - a. Colors (warm) like Panera
 - b. Finishes (walnut v. oak, etc.)
 - c. There is currently no variety in ceiling heights or lighting
 - d. Furniture is uncomfortable.
 - e. TVs
4. Meal Plans
 - a. Why do students buy them?
 - i. Convenient – no cooking or dishes
 - ii. Parents make students buy one
 - iii. Student employees eat free if they work three hours
 - b. Union is close to classes
 - c. Off campus is going to a block-style meal plan; provides more flexibility to determine when to eat
 - d. Seating capacities
 - i. Terrace – 330
 - ii. Squires – 440
 - iii. Wilkerson – 700 (625 after renovation)
 - iv. Twamley – 60
 - v. Wings – 60
 - e. Seating capacity in OMM is a major issue
 - f. Look at night class schedules – transient students in academic core
 - g. Food & drink are discouraged in certain areas
5. Twamley
 - a. Lynette says it needs to go away
 - b. Food is not needed in that area of campus
 - c. The fourth floor location in the building is not viable for foodservice



6. Vision
 - a. Stable board plan – fluctuations cause many repercussions in the operations.
7. Pub style / standalone restaurant location
8. Wilkerson renovation includes pub-style environment
9. Greek support? Would probably use the Union more than residential students
10. There has been a request for a 5-day unlimited meal plan.
11. International students are not served well
 - a. Asia
 - b. Middle-east
 - c. China
12. Prominent Native American population
13. There are a few Muslim and Jewish students: Orlynn makes individual arrangements for their dietary needs.

Wrap Up Meeting

December 10, 2013

1:00 p.m.

Orlynn Rosassen, Valerie Vander Berg, Mona Milius

Planning should show:

- 3% increases in room and board annually
- Need 2,500 students as baseline
- 30 years

Address Terrace Dining and campus catering in the report

Can vending replace some of the snack bars services?

Next visit –

- Tour Aeronautical Sciences area.
- Plan for a Thursday visit to meet with students groups.

ID Card responsibility is under the Safety Office. Primarily used for dining and building access. Laundry is free on campus. Looking to add biometric readers for dining access.



Appendix 3: Focus Group Notes – March 10-11, 2014

Tony Trimarco, Director Memorial Union

1. Vision:
 - a. The Memorial Union will continue to be an essential place on campus during the daytime as it is centrally located to the academic core. The campus population will shift at night to Wilkerson when it is renovated.
 - b. There is a strong lunch hour demand from commuter students, faculty and staff and those that dine at Terrace.
 - c. The Union will continue to host conferences and meetings, due to the ballroom and meeting room capabilities. The connection to catering services for these functions is important. Parking during the day for events with an off-campus audience is limited. The facility competes in size with the Alarus and Ramada Inn. Union pricing is competitive with both of these off-campus options.
 - d. It is time to upgrade the building areas and the front entrance is not accessible. The campus is considering renovation or building a new Memorial Union. Funding is needed for the project.
 - e. Some current facility changes in the works include:
 - i. Main floor – bringing athletics into the building to create a presence and promote student pride
 - ii. A One-stop student services shop to provide convenient services for students.
 - iii. These two operations will flank the coffee shop
 - iv. The credit union is relocating to the lower level
 - v. Financial wellness will also be a new tenant in the lower level
 - vi. The games and recreation activities in the lower level will be eliminated
 - vii. More study space and lounge space will be added to the lower level
 - viii. The projects are scheduled to start any day
2. Services here that are convenient for students include the student involvement/activities area. This is a hub for Greek Life. Cultural events are held here. The University Program Council plans entertainment activity. The Loading Dock is an entertainment venue for the campus. This might shift with the Wilkerson programming; however, Wilkerson will be smaller than the Loading Dock. The Union also has a lot of daytime activity.
3. Studying:
 - a. Many students study throughout the building. On Sunday nights the upstairs is full of students studying.
 - b. More meeting room and niche spaces are needed to accommodate students studying.
4. Students state they want the building open for 24 hours, but when this was available, they did not use it.



5. Dining:
 - a. Tony is not hearing about the importance of national brands. If there is variety, it may not matter. Do need burgers and chicken. There is variety in the menu and healthy food options are available.
 - b. Terrace and Old Main both are congested at lunch for short periods of time. For Old Main, it is a matter of staffing all 4 cashier stations and paying attention to the lines.
 - c. Off campus brands offer 99 cent value meals.
6. Reaction to some of the survey responses:
 - a. The Memorial Union has put in charging stations
 - b. The Loading Dock is the "pub-style" venue. Dave suggests that they may want a Dave and Buster's sports concept; a place to go at night to do what they want and have a good time. That type of program may not fit here. He noted that Rutgers has a Zone area which is a nice pub concept serving ice cream.
 - c. The campus will be conducting focus groups with students to get a feel for services they would like to have in this building and ask about gathering spaces.
7. The campus participated in the EBI survey for Student Unions. The highest rated area was custodial services, rating higher than the national mean.
8. Tony commended the collaboration and partnership between Dining, Facilities and Memorial Union.
9. Funding for the Memorial Union:
 - a. 90% of funding is generated from student fees; this covers the operating budget for staff.
 - b. Revenues from room rentals and services generate the other 10%.
 - c. Dollars left in the budget at the end of the year are used to fund equipment and building needs.
10. The last major renovation to the building was in 2004 and it was bond funded, supported by student fees.
11. The popcorn machine is reserved by student groups to run for a week at a time and is a fundraising activity for these groups.
12. The barbershop space is yet to be programmed.

Erin O'Leary, deputy associate director –EERC

We met with Erin to explore the viability of adding a food operation to this part of campus.

1. Erin reports that there are 240 people in the building complex. At one time they had 310 people in the building. She believes that over time they may get back to that number.
2. She believes that people from the Nutrition Lab and Sports Complex Training facility would find a food operation in the EERC convenient to access.
3. Most of the office areas in the EERC are equipped with kitchens and dinettes. They do have a bigger kitchen on site to support catering. Most of the offices have Keurig coffee makers. The refrigerators in the kitchenettes have frozen meals and leftovers from home.



4. The pilot plant staff work from 7:30 – 4:30 and the rest of the building occupants from 8:00 to 5:00. Lunch time is a half hour. About half of the people bring lunch from home, the remainder go home for lunch. People do like to get outdoors in the summer.
5. They have adequate parking near the building. She notes that once people get into their cars, they will go elsewhere other than the campus for dining.
6. Demographics of the building:
 - a. More men (more technical); 154 men; 84 women
 - b. 60% technical vs. support
 - c. Age – average is 40
7. She thinks that a soup, salad and sandwich menu would be successful; maybe 2 to 3 days a week would work.
8. Another suggestion would be to have a food truck stop in the area.
9. There used to be a lady that sold muffins in the building.
10. There are lots of guests each week in the building and catering is here about twice a week serving lunches.
11. Erin suggested locating a kiosk near the conference area of the building.
12. People are willing to spend \$10 for lunch off campus at Applebees, Buffalo Wild Wings or Darcy's (this is a small café with homemade soups and sandwiches that has seating for about 20 people). If there is a food option in the building, people will want to spend less than \$10.00.
13. There is an interest in healthy dining. There is a group of about 20 people attending Weight Watchers meetings weekly here.

UND Dining Staff

Attendees:

- Orlynn Rosaasen, Director of Dining Services
 - Jason Gallagher, Assistant Director of Residential Dining
 - Cindy Pariseau, Barista Supervisor
 - Tammy Kaiser, Snack Bar Supervisor
 - Andrea Green, Catering Manager
 - Judy Johnson, Snack Bar Supervisor
 - Edward Martin, General Manager, Dining Memorial Union
 - Greg Gefroh, Executive Chef
 - Jeff St. Michael, Assistant Director of Retail Dining
-
- Roxy Worden, Snack Bar Supervisor, Wings
 - Dustin Frieze, Dietician



Comments on the presentation:

1. Challenge was noted at trying to please all customers.
2. Retail operational hours are not all profitable.
3. A suggestion was that the bakery products sold in retail should be packaged by the bakery and branded by the bakery.
4. Discussed impact of expanding the meal equivalency transfer program.
5. Questions were raised about the amount of time to invest in a new program to see if it is successful and how to keep the experience fresh for customers.
6. Success in the retail operations:
 - a. Profitable or breakeven (to provide a valued service)
 - b. Sales
 - c. Student satisfaction with quality, price and service
 - d. Students gather and socialize; the experience is more than meeting the biological needs
 - e. Participation in retail increases with more people and more frequent purchases
7. Challenges in the retail operations:
 - a. Limited capacity for hanging out
 - b. Poor lighting
 - c. Overall environment
 - d. Twamley location and ambiance are uninviting
 - e. Many entities compete for Marketing's time
 - f. Equipment in some retail operation doesn't support the concept fully (may not be efficient)
 - g. Size of the food court in Memorial Union is too small
 - h. Ambiance of the Memorial Union
 - i. Funding for capital projects on campus is limited
 - j. Decreasing enrollment
 - k. Offices across campus are getting supplied with coffee makers, refrigerators, et cetera.
8. Vision for Memorial Union dining:
 - a. Dining is not the only attraction.
 - b. Serves all students, but primarily geared toward commuter students, faculty and staff
 - c. UND brand is visible
 - d. Consider a healthy food operation
 - e. Increase social and collaboration spaces
 - f. Increase vegan and vegetarian options



- g. Healthy is affordable
- h. Foods to consider:
 - i. Customizable
 - ii. Offered at a value
 - iii. Provide throughput
 - iv. Sandwich
 - v. Pizza
 - vi. Burgers and chicken
 - vii. Ethnic (not limited)
 - viii. Salad bar or build your own (several concerns were expressed about salad bar)
 - ix. Buffet (at Terrace)
- i. Private dining for faculty and staff was suggested
- j. Staff suggestions for other retail facilities:
 - i. Walsh – grow or go?
 - ii. Wilkerson – planning is underway
 - iii. Twamley – advertise, remodel, move to first floor
 - iv. Medical School Food Cart – will be in a new building
 - v. Stomping Grounds University Place – will have more exposure when Wilkerson is renovated
 - vi. Stomping Grounds Memorial Union – needs a bigger footprint
 - vii. USnack – grow footprint



Student Focus Group #1: Student Leaders

Attendees:

- Josh
- Tatiana
- Andrew
- Adam
- Janie
- Tina
- Cat
- Tyler
- Gus
- Rachel
- Alexis
- Erica

1. Variety – what is missing, why is there such a strong interest in variety?
 - a. Pizza is served everywhere. Why would you pay for something you are going to eat in the dining center?
 - b. Would like more vegetarian/pescatarian options available at OMM (fish, pasta, appealing salad place, salad bar)
 - c. Gluten free and food allergy interest
 - d. One person eats there three times/week, rotating between the concepts and thinks that the variety is fine. They also purchase snacks at USnack.
 - e. One person noted that they order the same thing all of the time, even off campus (burger and fries)
 - f. 3 people were aware that Dakota Deli offers salads made to order
 - g. World Market is not open when I'm here; it has a rotating menu.
2. Healthy: what do respondents mean by make it easy, fast, convenient?
 - a. Salad bar
 - b. Subway (branded)
 - c. Pre-packaged salads
3. National brands
 - a. National brands are pretty important to this group.
 - b. Students are comfortable and recognize the menu of a national brand. In OMM, they are not sure how to order the menu items. Don't know what World Market is or what it serves. The menu screen rotates too fast.
 - c. A national brand with a recognizable name would get more foot traffic there.
 - d. Sbarro and A&W not known in this area. Brands to consider: Chipotle or Qdoba, Mexican, Sub, Chinese (Panda Express, LeAnn Chin); Erberts/Gerberts.
 - e. Humans are creatures of habit.
 - f. One student advocated for more variety of menu, like you get with World Market
 - g. What would the 4 concepts be in OMM
 - i. Pizza, burger, sub, World Market (like the variety)
 - ii. Same as the above
 - iii. Agree



- iv. Same food types (2 national brands); recognizable
 - v. Don't like pizza place, don't understand World Market; would like some consistency: Pizza (different), A&W, Dakota Deli, Mexican (Qdoba) or Panda Express
 - vi. Ditto
 - vii. All the choices (Sbarro, more affordable); like the pasta sides, potatoes, personal
 - viii. Spicy Pie in Fargo
4. Why would some survey respondents not know about Old Main Marketplace?
 - a. Freshman live in the Residence Halls and won't pay for meals outside Dining Halls
 - b. When you walk in the front doors of the Memorial Union there is a column blocking the sight lines to the entrance of Old Main Marketplace.
 - c. The two signs on either side of the doorway don't pop out visually
 - d. People talk out the union or food court, not usually by the term Old Main Marketplace
 5. Students who are spending \$3.00 or less are going to a fast food restaurant, like McDonalds.
 6. The price point for an all you can eat salad bar was thought to be \$3-\$4; even at this price, some will complain.
 7. Increasing the value of the Meal Plan value?
 - a. Focus group students didn't have much knowledge of meal exchanges
 - b. More variety for Squires
 - c. Wilkerson is open until 11:00.
 - d. The shuttle van has addressed getting people to Wilkerson.
 - e. Don't like the cost of keeping them open
 - f. If you are studying until 10-10:30 p.m. it is nice to grab a to go box.
 8. Drive through at UP Stomping grounds (seemed like most students knew about the drive through option)
 - a. Not a coffee drinker
 - b. One student has class in Clifford and walks to University Place once every couple of weeks
 - c. Another student indicated that they are not at that end of campus
 - d. Easy to walk across the street there
 - e. It's in a good spot, easy to get there from Wilkerson
 - f. Those who live in the Walsh/Johnstone Fulton area are equidistant to the University Place Stomping Grounds and Memorial Union. There are more food options in the Union.
 9. C-Stores:
 - a. Are nice
 - b. Like the free popcorn; it draws people in and then it is hard to go in and not buy anything
 - c. Usnack – usually will grab a soda and sandwich.



- d. All have a good variety. You can purchase cases of pop, juice, water, and tea
 - e. A roller grill might be nice (or some hot foods).
10. A food service option closer to Gamble hall (perhaps a c-store in the old Subway area in Johnstone).
11. Twamley
- a. Never in the building; 3 participants indicated that they have been there.
 - b. When you go there you take care of your business and leave. It seem to be an administration building, not a student building.
12. The Art Museum was noted as having a café and that the menu looks good.

Student Focus Group #2: SAAC students

Attendees:

- Chris
- Christian
- Kyle
- Dalfred
- Aaron

1. Discussed the interest in a food option in the Aerospace program area
- a. 1,300 in the aviation program (400 on flying status)
 - b. Coffee stand was tested last year as they see a need for beverages and foods on west end of campus. There is absolutely nowhere to get food.
 - c. Some students use the Wings café at the airport.
 - d. Started the coffee stand to address breakfast needs.
 - i. Serving coffee, muffins, rolls, Nutrigrain bars, PopTarts
 - ii. SAAC running it, it is hard to staff with student groups in the mornings
 - iii. Allows other student groups to run it as a fundraiser
 - iv. They are unable to provide a consistent operation, so that is hurting the business.
 - v. The consistent coffee drinkers go to Loaf and Jug to purchase coffee.
 - vi. Coffee price: \$1.00/16 oz. cup – don't need to have it at a high price
 - vii. Today they have about 45 transactions/day; 10-15 per hour
 - viii. Faculty comes in at 7:30 and are excited to purchase coffee
 - ix. Monday, Wednesday and Friday are busier than Tuesday and Thursday
 - x. Ideally, they would turn this over to Dining Services; with 9 people, they do not have the manpower to run it.
 - xi. The location in the link area is ideal for capturing traffic between the shuttle buses, parking lots, and the computer science and aviation buildings.



- xii. As students go from class to the airport, they would grab something on their way to the shuttle.
- xiii. Department has been supportive. Were willing to help with startup costs and purchase a stand.
- xiv. Would rather spend more money purchasing from a person versus vending.
- xv. Vending is tucked away in the building (in side room off of the main hallway); it is not on the path.
- e. Students believe that a permanent operation would be financially viable.
 - i. A to go or snack café such as what is in Squires/Wilkerson.
 - ii. Next best location – Ryan Hall might be populated, but not as busy as Odegard.
 - iii. There is existing storage in this building.
 - iv. Suggested hours would be 7:00 a.m. to 1:00 p.m. Most classes end at 50 minutes after the hour.
- 2. Vending
 - a. There are a couple of drink machines; one snack machine (candy, chips, bar)
 - b. A more permanent approach is preferred. It is more appealing to have a prepackaged sandwich from a refrigerator; not from vending.
- 3. Wings Café
 - a. Most strongly used by instructors; students go out there consistently.
 - b. Inconvenient to go to the top floor for the café.
 - c. Hours at Wings Café: closing at 3:00 p.m. may be a bit early. Suggests 8:00 a.m. - 5:00 p.m.
 - d. Statistics have shown that beyond 3:00, there isn't much traffic. It might make sense to shift hours later in the day, rather than expand.
 - e. Orlynn shared that there is no intent to close the Wings Café.
 - f. Use meal plan at Wings.
 - g. Roxanne is incredible...
 - h. Sandwiches at Wings Café; prepackaged sandwiches; to go shop like Squires or Wilkerson; chips, beverages, chocolate milk, chicken noodle soup, (smaller version of Wings Café)
- 4. Retail Variety
 - a. Chipolte
 - b. Not a lot of variety
 - c. The issue is eating in dining for 4 years. The special dinners are exciting as they offer something different.
 - d. Market place keeps the variety alive. If you have a meal plan you end up in Terrace and Squires more.
- 5. National brands
 - e. It is a big draw to have the national brands
 - f. Could care less:
 - i. if the sandwich shop could be Subway;
 - ii. go to Terrace Dining Center
 - iii. McDonalds (24 hours/day; cheap)
 - iv. There are 6 -7 national brands within a mile from the campus



6. Menu concepts for OMM
 - g. Subway, something different from A & W, Sbarro, Taco Johns
 - h. Sbarros, Quiznos, A&W, Chipolte
 - i. Sandwich, Dairy Queen/Orange Julius, Einstein, Mexican (Chipolte)
 - j. Donuts, Mexican, A & W, Sbarro (Italian food option)
 - k. Chipolte, Subway, A & W, DQ
 - l. Coldstone might be nice; pair with dining dollars/meal plans (need to be able to spend dining dollars)
7. Hours of operation
 - m. Hours are good.
 - n. Holiday/spring break hours changes can be confusing
8. Drive through at UP Stomping grounds
 - o. Go there to get a bagel; if there was something in Odegard, I would use it.
 - p. Stomping Grounds and Archives have a good cup of coffee.
 - i. Archives – study there; homey kind of feel; comfy; not on a meal plan so you go there...
 - ii. Stomping Grounds at the Memorial Union draws a younger crowd than Archives
 - iii. Atmosphere at Archives is better (more homey)
 - iv. Archives coffee is better; atmosphere
 - v. Feels less academic building (Memorial Union is more corporate because it houses several business offices)
 - vi. Would take someone on a date to Archives; not here (Union)
 - vii. On tours of other campuses, I noticed that those that had a national brand, I liked it more. A Starbucks here would draw me toward it. Archives has a different feel; coffee shop atmosphere here. It is more like a Starbucks storefront

Wilbur Stolt – Director of Libraries

We met with Wilbur to explore the viability of adding a food operation to the library.

1. Library physical space
 - a. East wing built in 1960's; west wing built in 1982; both wings have a similar footprint and the building is 150,000 SF
 - b. There is a need to remodel and update the library; it is stuck in the 1980's.
 - c. The library has two entrances that merge into a common security point.
 - d. Could find space for it; at entrance or deeper into the library; students can take food
 - e. As we repurpose the space, the library is centrally located and a landmark building. It has good space in it and it would be a logical space for a coffee café.
 - f. The building has a loading dock.



2. Vision
 - a. There is a movement in higher education libraries for providing Barnes and Noble type coffee shops
 - b. The intent is to make the library more people friendly; changing the furnishings and providing alternate services such as a coffee shop.
 - c. We submitted a white paper to the campus in 2006 and 2007 promoting the concept of a learning commons. The new president had a campus-wide discussion about the project. Gathering space evolved as part of the discussion; library would be an obvious choice for a learning commons; no funding for it; collaborative work spaces; integrate technology; coffee shop is part of this; this was a provost or so ago;
3. Traffic counts for the building 250-280,000 / year;
4. They do have data for the traffic patterns throughout the day. Generally, there is a rush at 7:45 a.m. before classes, 10:00 a.m. to noon activity increases, and then, from 2:00 p.m. to 4:00 p.m. activity increases yet again. From 6:30 p.m. – 9:00/10:00 p.m., students are there for the longest duration and that is the peak time of day.
5. We extended hours of operation a few years ago and offered coffee service for 2 – 3 semesters. It was not profitable. We had a cart with snacks, offered brewed coffee; there was not an established area for the concept.
6. Issues we face in offering food services:
 - a. The union is one block away.
 - b. There is a popular independent coffee house across the street.
 - c. Hours of library are longer; food service may not want to staff all hours.
 - d. What do you do with the summer lull; do you support it or shut it down?
 - e. Plumbing and storage would both be challenges. There are some opportunities for spaces where plumbing could work, but they are not near the entrance.
 - f. Would have to figure out some on-site storage.
 - g. Pest management could be an issue, particularly on weekends since custodial staffing isn't onsite.
7. Benchmark operations to consider: University of Oklahoma; University of Wisconsin – Milwaukee; Ohio State, and Grand Valley State.
8. What would make this distinct? People are interesting in that they “romanticize” the coffee experience in Barnes and Noble. Perhaps a high energy drink, and not having a den like atmosphere. This part of the country seems to be coffee centric (not tea).



9. There is a lot of interest in food operations on campus in new and renovated buildings. There will be a new medical school, and the law school is under renovation. The College of Business is currently fundraising for a new building, will there be food services there? The Engineering College is also discussing a collaboration area.
10. Students ask for extended hours of operation, but they don't necessarily show up. We sense they want to get out of their homes, dorms, et cetera to study. We did extend hours on Friday and Saturday evenings, but are presently having about 20 people in the library.

Dr. Lori Reesor, VPSA

1. Retail Operations and Memorial Union
 - a. Need to redo this whole building and dining is a part of this.
 - i. There are concerns about the spaces in the building and the functionality of the spaces
 - ii. What is here, what is not here
 - iii. The dining options are not visible. You have to enter the space to see what the options are. The space feels claustrophobic and it is not easy to wander through the space. In contrast, the new G concourse at the Minneapolis St Paul airport has great visibility, it invites you in and encourages you to purchase.
 - iv. USnack is easier to access because it is visible, easy to get in and out.
 - v. NDSU has all of their food options on the lower level. It is dark, but they are all there. It is open, big and an experience more like Squires.
 - vi. Students use the Union for dining and study (limited study spaces).
 - b. Terrace:
 - i. Needs updating (students view it as Athletics or Swanson based)
 - ii. People want healthier options; how do we merge Terrace into the union?
 - iii. Terrace is congested at lunch.
 - c. The Union should serve all students, faculty and staff.
 - d. We're not meeting faculty and staff needs on campus as much as we could in the union. There is limited space. They can't find a place to sit, so many walk over to get food and then take it back to offices to eat.
 - e. Multicultural center is moving in on the third floor.
 - f. New building consideration:
 - i. It will be at least 3 years out before work seriously begins on a new union and 5 years before the doors open. The campus is beginning to develop plans and models; funded by student fees.



- ii. The discussion has been to consider tearing down the building and rebuilding in the same location. When asked about other locations on campus, a couple of options mentioned were the stone house corner or Strinden Center location.
 - iii. The campus has discussed how to connect McCannell and student health physically to the Union building. Also considered is to expand into space by Swanson.
2. Where do we create central gathering spaces: Union and Library
 - a. Students are pushing for more hours at the library; it's not an inviting atmosphere for students.
 - b. There will be more natural flow to the Library and Union when we have the collaboration spaces
3. While there is interest in having food options in every building on campus, this is not economically feasible. There is a need to be cautious and conservative about adding new operations on campus.
4. Squires is full; Wilkerson will help with seating demand in residential dining.
5. Popcorn is everywhere on campus.
6. The University is considering added fees for College of Business students; this may restrict access to those who pay these fees.
7. Access to Wilkerson will be limited to residence hall students.
8. Catering is phenomenal, highly regarded and used.

College of Business and Public Administration

Attendees:

- Katrina
- Shannon
- Laura

We met with Katrina, Shannon and Laura to explore the viability of adding a food operation to the College of Business and Administration.

1. Planning for a new building (currently in the fundraising stage)
 - a. On-site catering:
 - i. Dinner and social events (would like to replicate what is done at the alumni center).
 - ii. 200 people or so (grand theater/type room for 500 - 700 people).
 - iii. Typically have around 100-150 guests for catering.
 - b. A hub for campus (Strinden Center location)
 - i. 4 story building
 - ii. Collaborative space, atrium, gathering spaces
 - iii. Food service option for this gathering space.
 1. Coffee, grab and go similar to the medical school on a small scale



2. Management Club sells coffee and donuts
 - a. Limited based on whether students want to run it; not consistent in hours of operation
 - b. Sales are about \$100/day (\$1.00/cup)
- iv. The vending options are not healthy; could add healthy vending options such as salads, fruit and sandwiches. If people knew they were fresh daily they would buy.
2. Current building and program
 - a. 1,800 undergrads/250 graduates; some grads take classes on line
 - b. 6,000 students pass through the buildings, so there is a lot of foot traffic. If the students knew there was a kiosk here they would grab something. They would buy coffee, hot chocolate, muffins, donuts, Pop Tarts
 - c. Food service operations would require power, plumbing, storage. This building is tapped out. Could look at the rotunda area and remove the center bench. The noise would need to be managed in the rotunda (no coffee grinding).
 - d. Can't give up the study lounge. The building needs more study and gather space. Students gather under the stairs.
 - e. Most offices have coffee makers, and some have refrigerator
 - f. Most classes are 9:00 a.m. -3:00 p.m. Monday through Thursday. There are quite a few graduate courses, but not a ton of students in the building at night. The building is open 24/7 and vending is used for evening hours.
 - g. Once you are a business major you stay here.
 - h. Subway seemed busy – lines out the doors.
3. Twamley is closed now...till May 16th
4. Going to the union to eat is not a good option as it is too congested and not enough seating. Summer time is easier.

Aerospace Sciences

Attendees:

- Gary
- Jane

We met with Gary and Jane to explore the viability of adding a food operation to the West end of campus.

1. Wings Café:
 - a. The Wings Café traffic is based on weather. Sales improved when the old terminal went away and Roxanne came onsite.
 - b. It serves a purpose for the students and others out there.
 - c. It seems like the students know it is there.
 - d. Input from student groups as to why they don't use it more:



- i. There is a better value to dining on campus
 - ii. When they are done with classes at 11:50 a.m., there is enough time to get to Wilkerson for a meal and out to the airport before they start flying
 - iii. Hours of operation may be evaluated as students indicated later hours might be beneficial. There is a sense that if you are done flying, you're going to jump in the car and go back home.
2. Coffee concept
- a. It has not been consistently open, hours of operation have been based on when they can get it manned.
 - b. They are selling to students only, because there is coffee for staff in the lounge.
 - c. Staff would not support the food as many bring their own lunches or order Jimmy Johns.
 - d. There are many retail options available on 43rd Street
 - e. There is ample parking adjacent to the building, so getting in the car to go somewhere is not a big deal.
 - f. Some traffic could come from contract groups (Chinese or Norwegians). However, they have meal plans.
 - g. Undergrads are more likely to go to dining centers to eat.
 - h. There has been a growth in students (about 200 students since 1990),
 - i. Had a lot of contract business back in the 1990's and fed them in the dining centers.
 - j. Parking is easy and accessible to the building.



Appendix 4: UND Electronic Survey Results

Conducted January 22 – February 6, 2014

Demographics

What is your gender? (All respondents)

<i>Answer Options</i>	Response Percent	Response Count
<i>Female</i>	67.3%	678
<i>Male</i>	32.0%	323
<i>Unspecified</i>	0.7%	7
answered question		1008

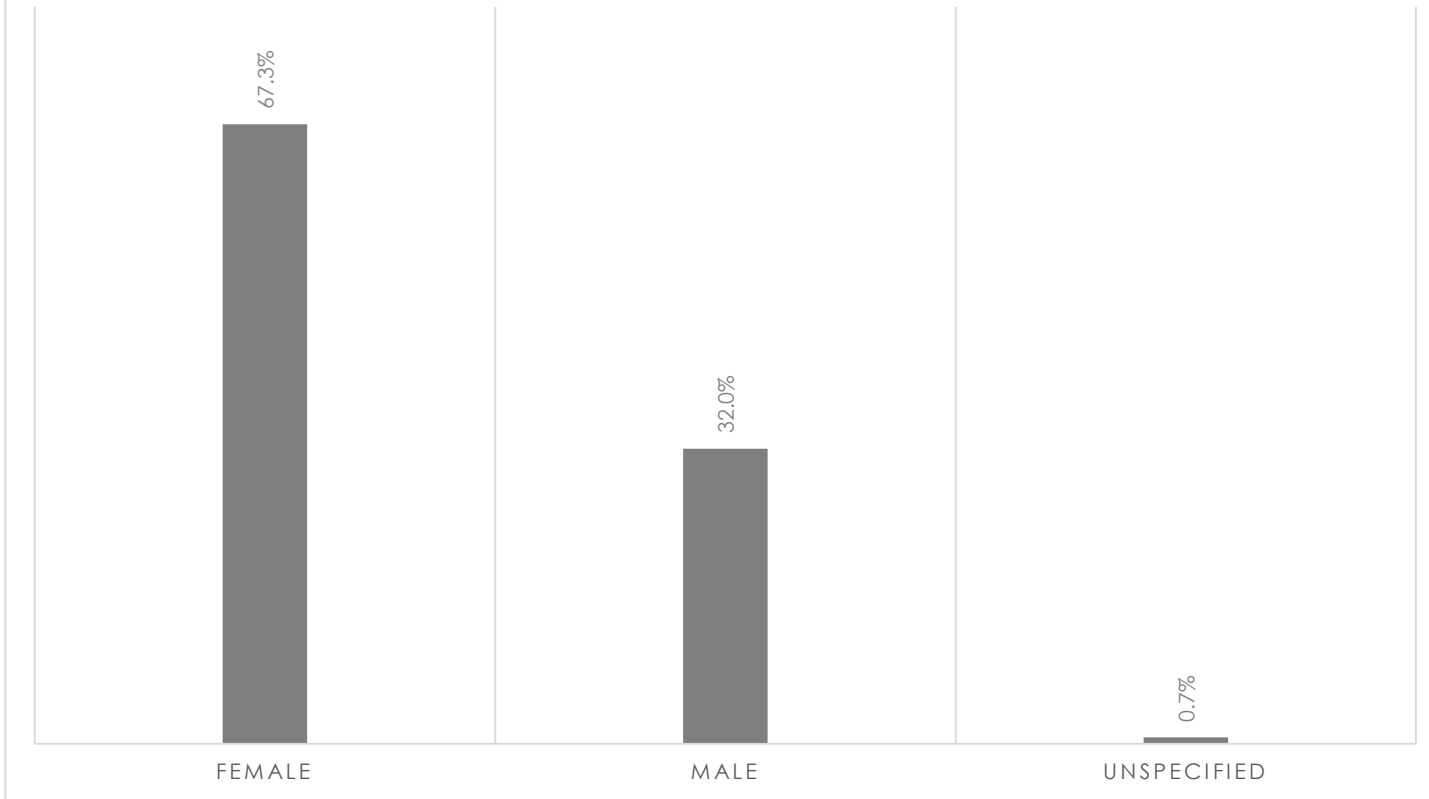
What is your gender? (Students)

<i>Answer Options</i>	Response Percent	Response Count
<i>Female</i>	55.43%	250
<i>Male</i>	44.57%	201
<i>Unspecified</i>	0.0%	0
answered question		451



What is your gender? (all respondents)

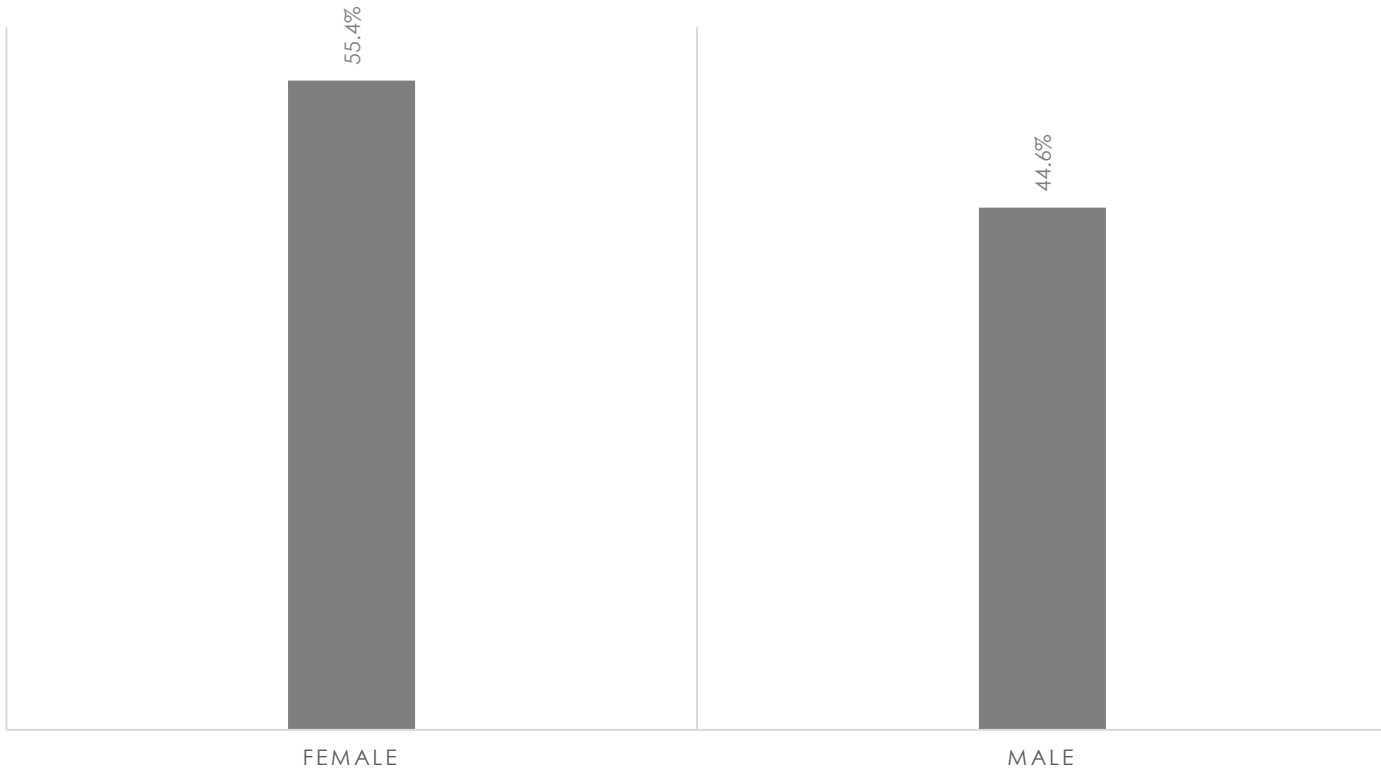
■ Response Percent

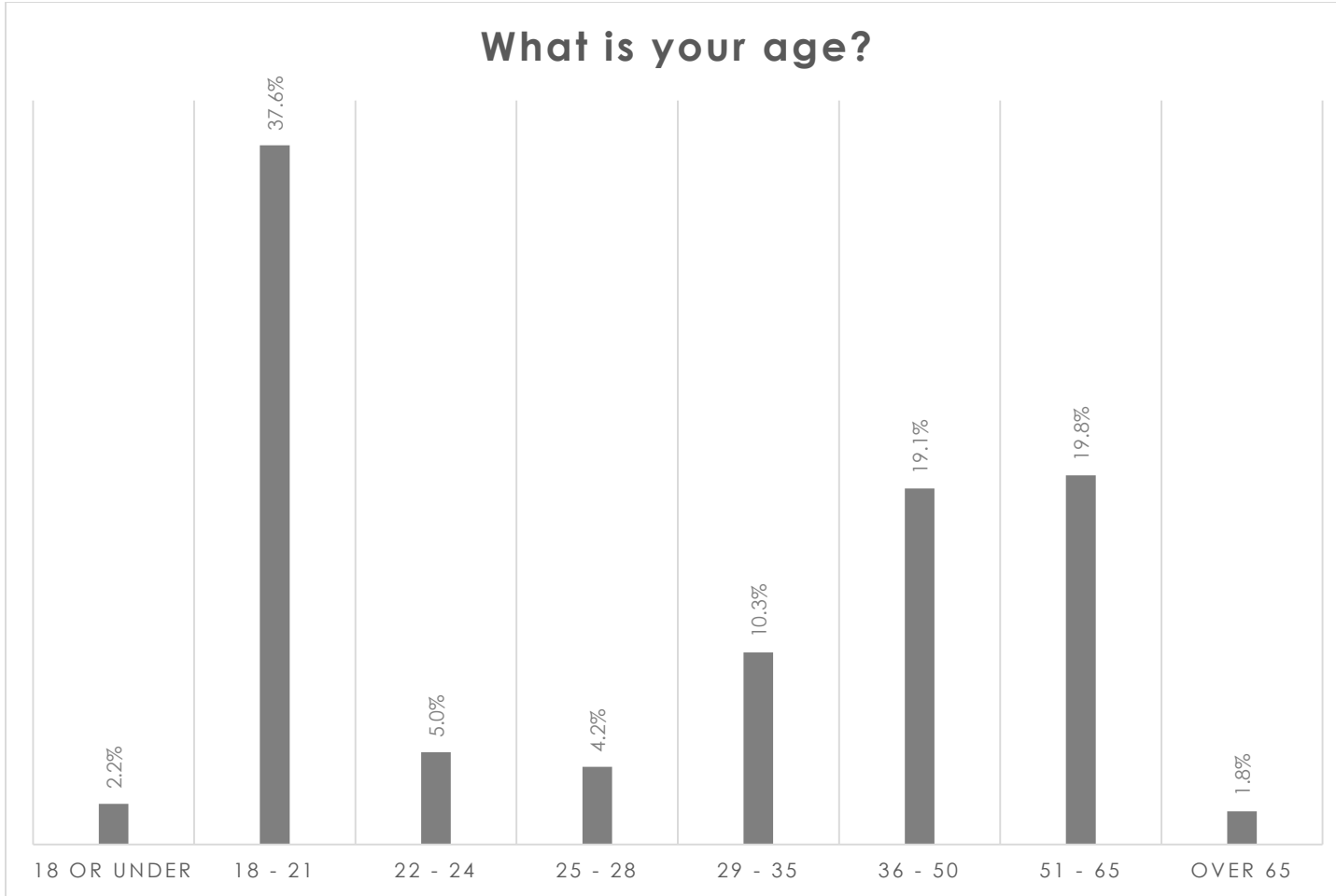




What is your gender? (Students)

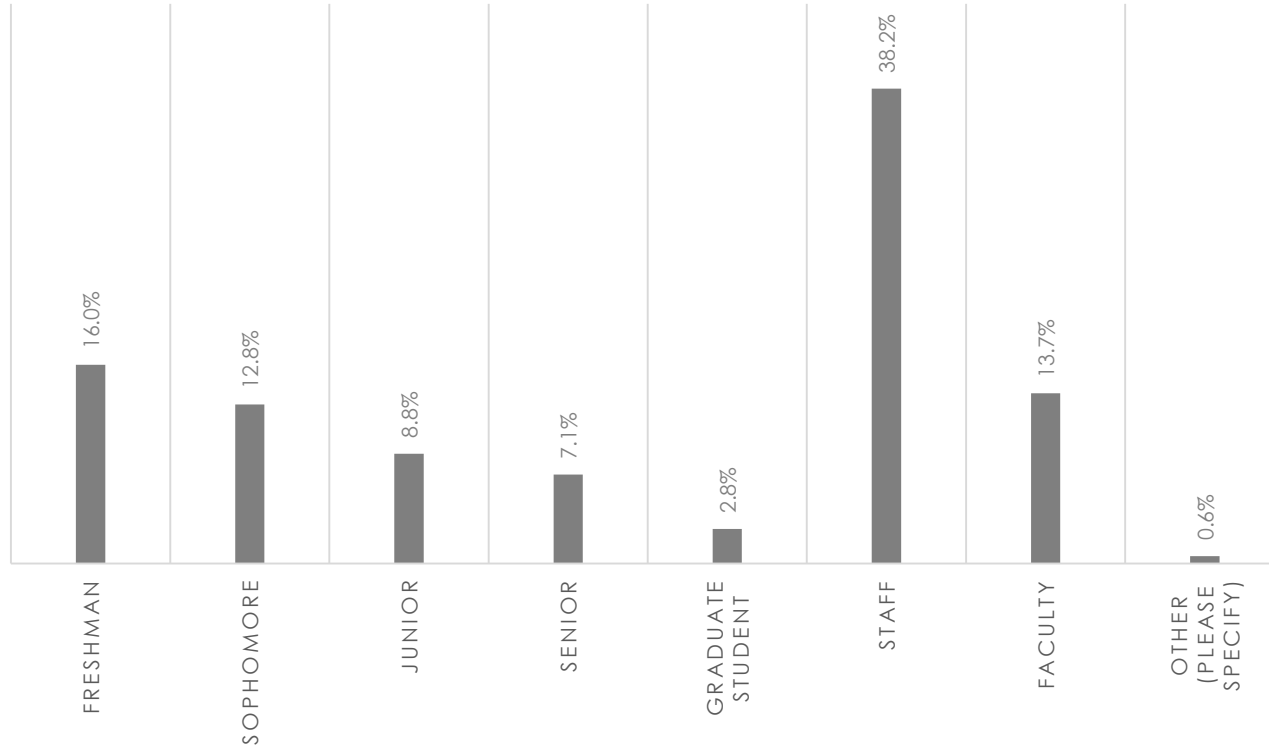
■ Series1





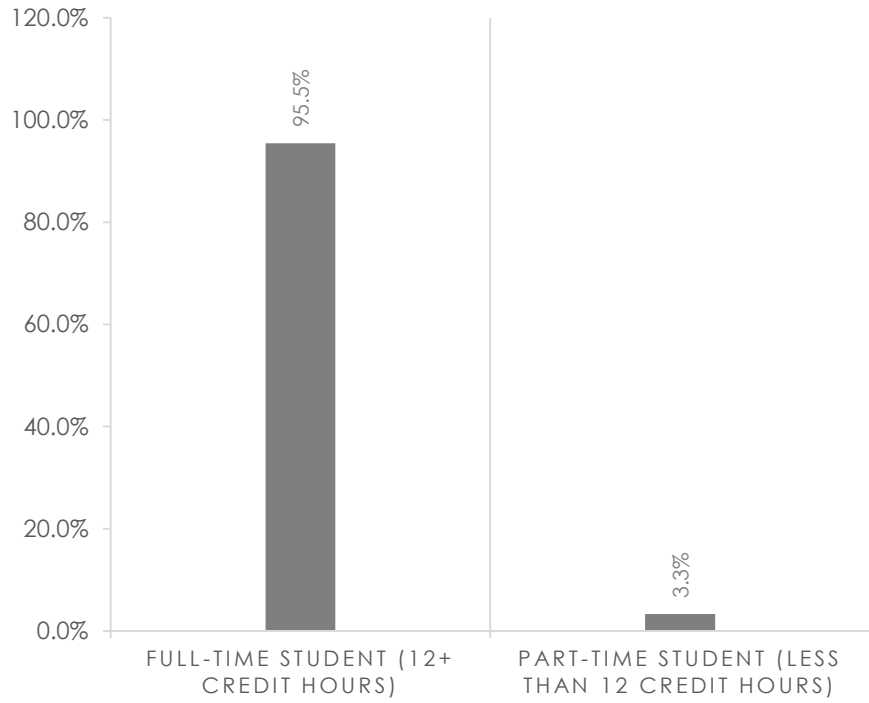


What is your academic classification?



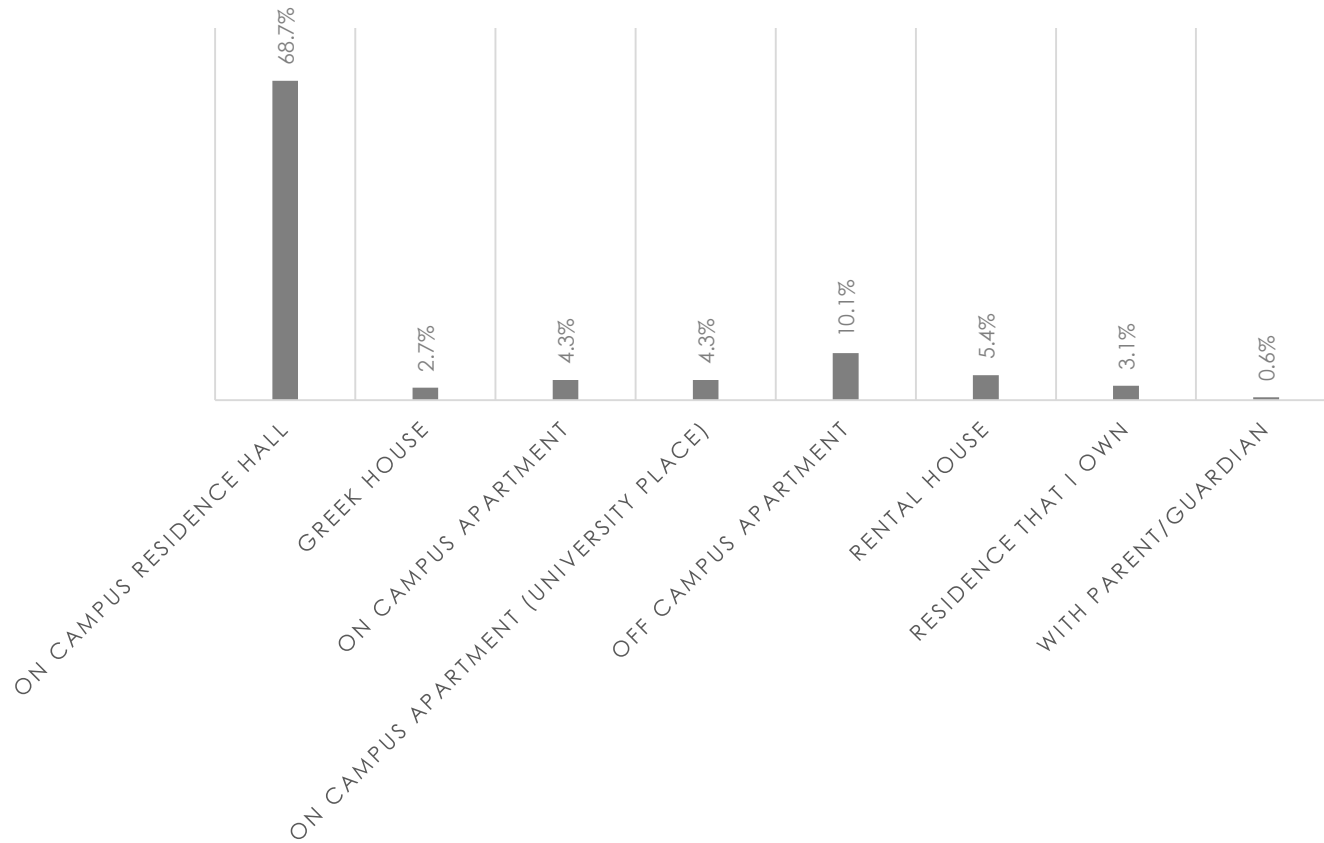


What is your student status?



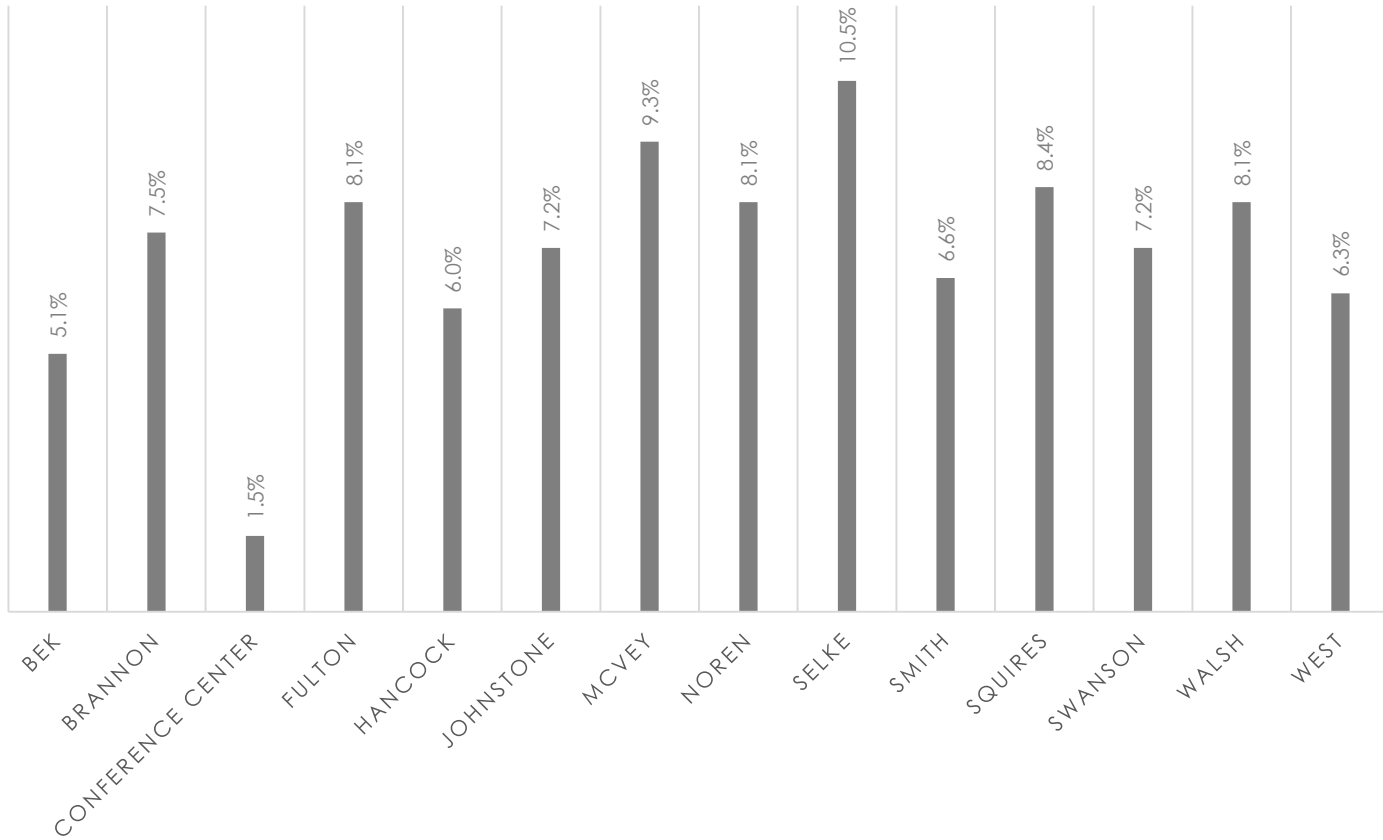


Where do you reside?



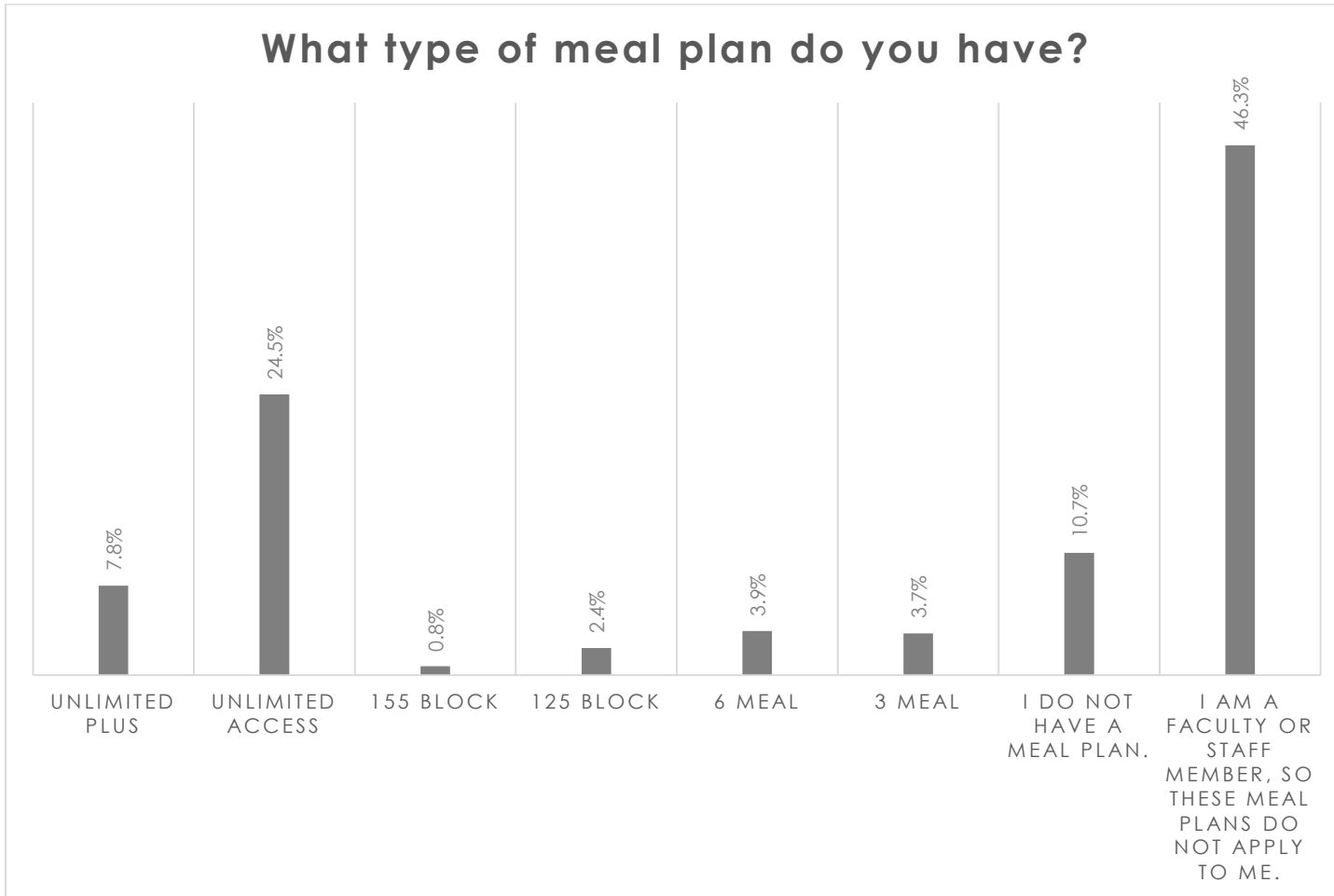


In what residence hall do you live?





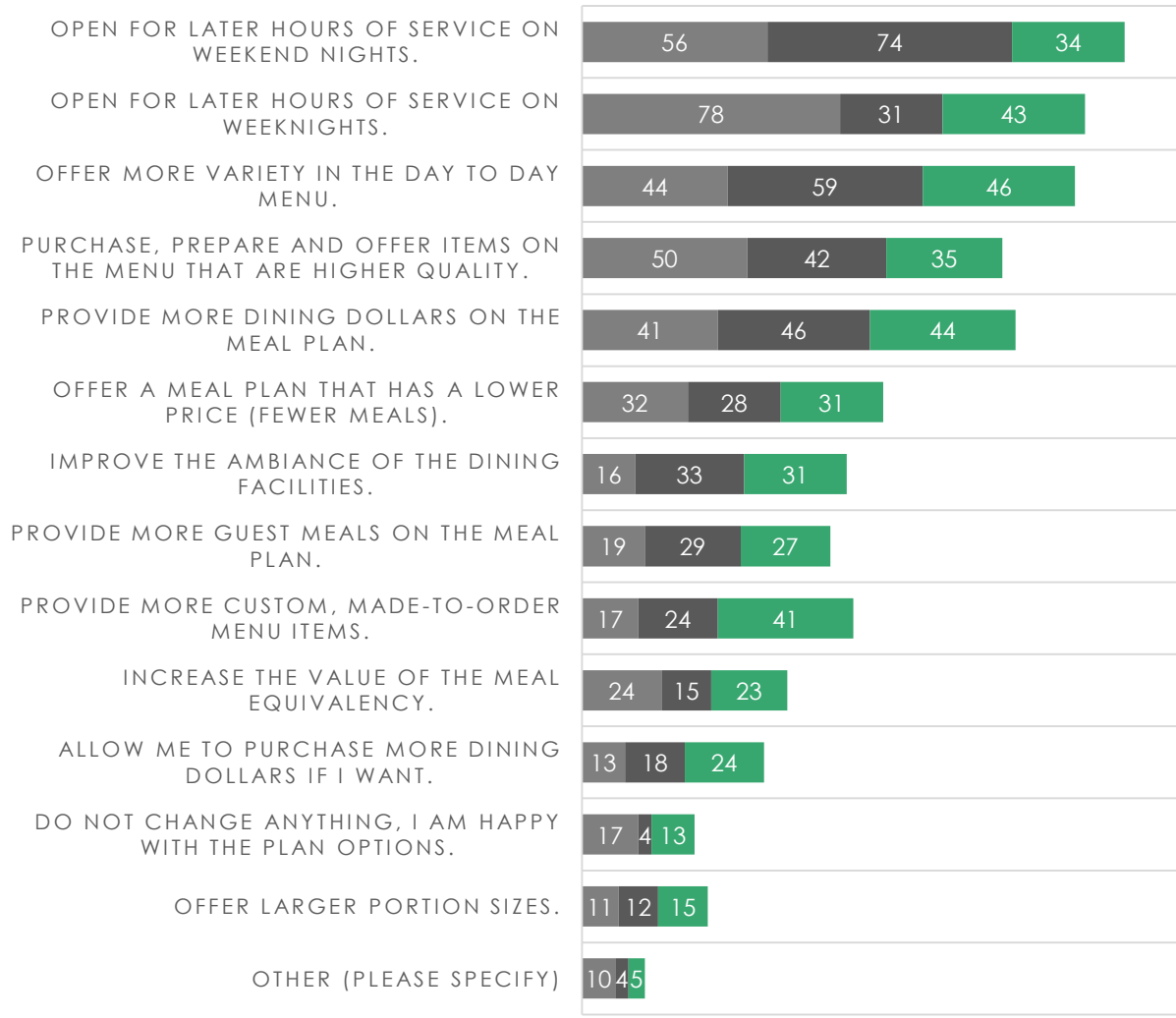
Meal Plan





What changes would most improve the value of the meal plan? Review the list below and then select your top three items that would improve value. (All)

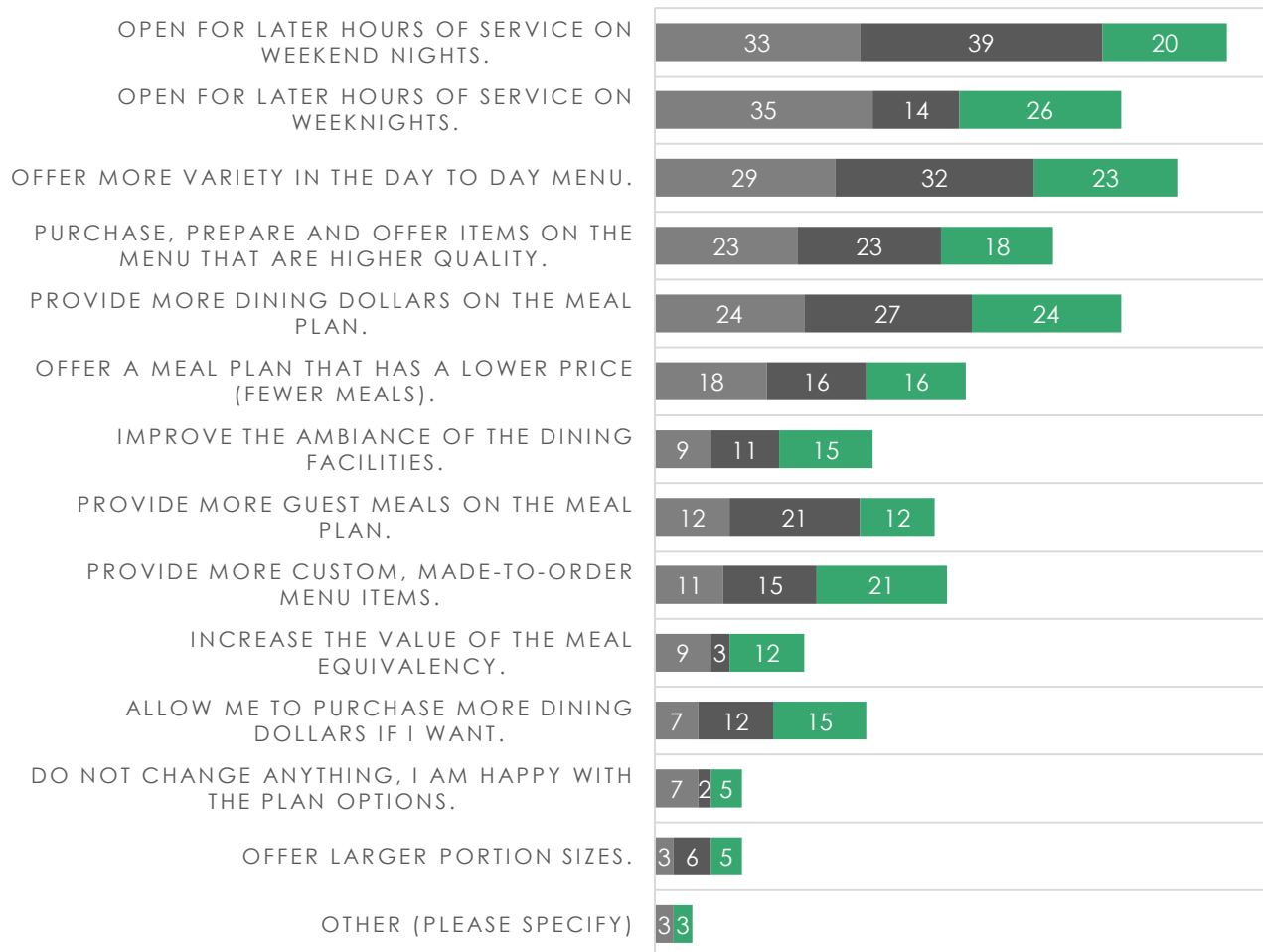
■ Top Choice ■ Second Choice ■ Third Choice





WHAT CHANGES WOULD MOST IMPROVE THE VALUE OF THE MEAL PLAN? REVIEW THE LIST BELOW AND THEN SELECT YOUR TOP THREE ITEMS THAT WOULD IMPROVE VALUE. (FEMALES)

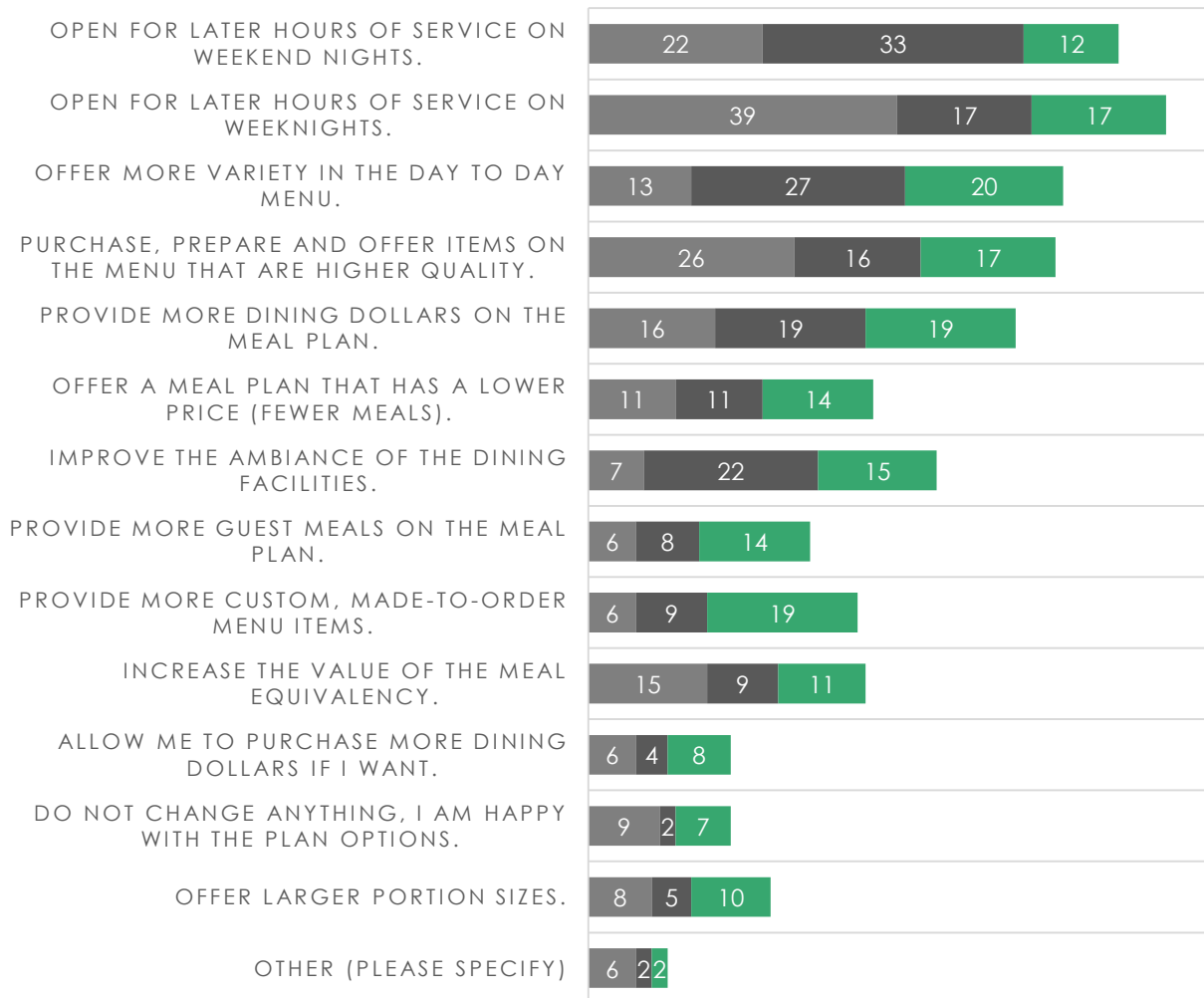
■ Top Choice ■ Second Choice ■ Third Choice





WHAT CHANGES WOULD MOST IMPROVE THE VALUE OF THE MEAL PLAN? REVIEW THE LIST BELOW AND THEN SELECT YOUR TOP THREE ITEMS THAT WOULD IMPROVE VALUE. (MALE STUDENTS)

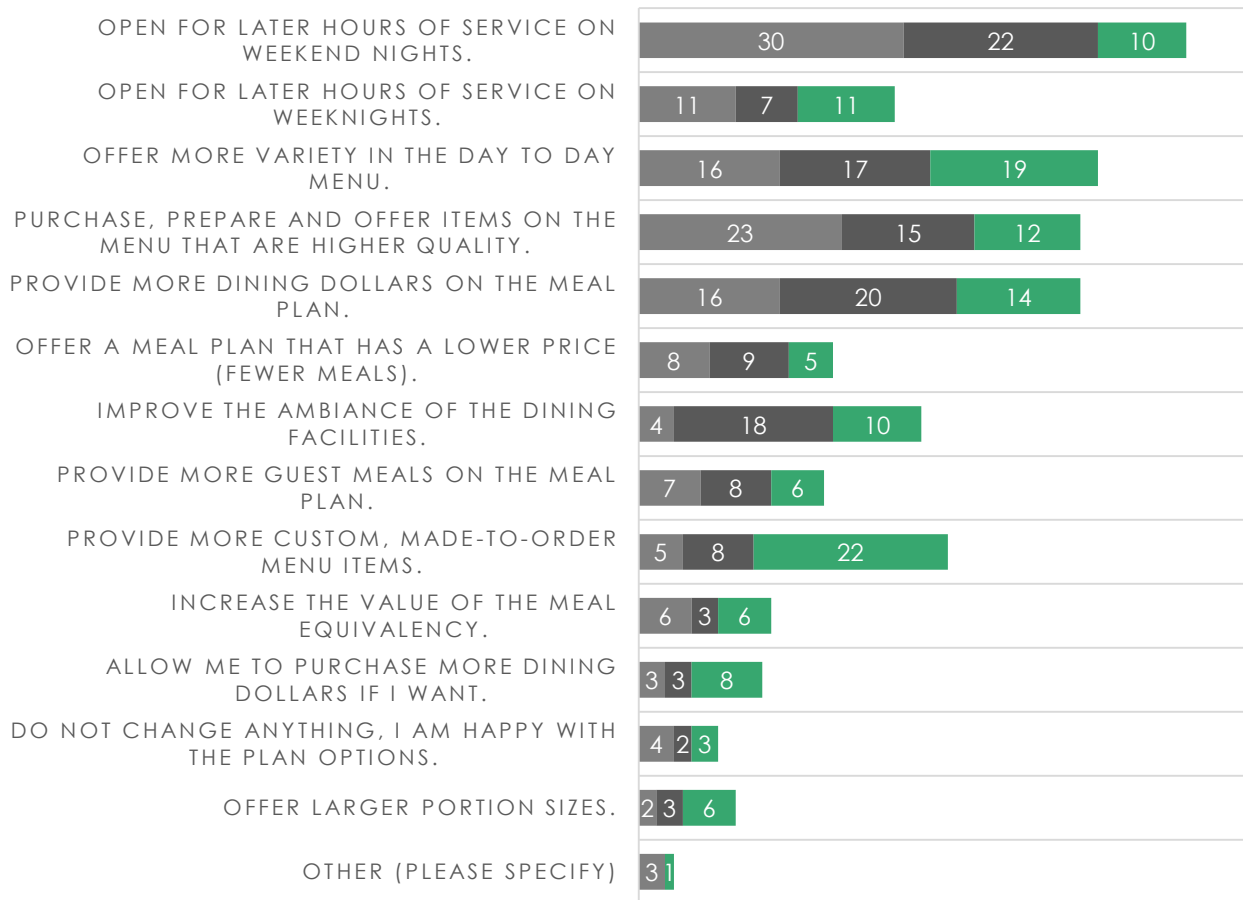
■ Top Choice ■ Second Choice ■ Third Choice





WHAT CHANGES WOULD MOST IMPROVE THE VALUE OF THE MEAL PLAN? REVIEW THE LIST BELOW AND THEN SELECT YOUR TOP THREE ITEMS THAT WOULD IMPROVE VALUE. (WILKERSON COMPLEX)

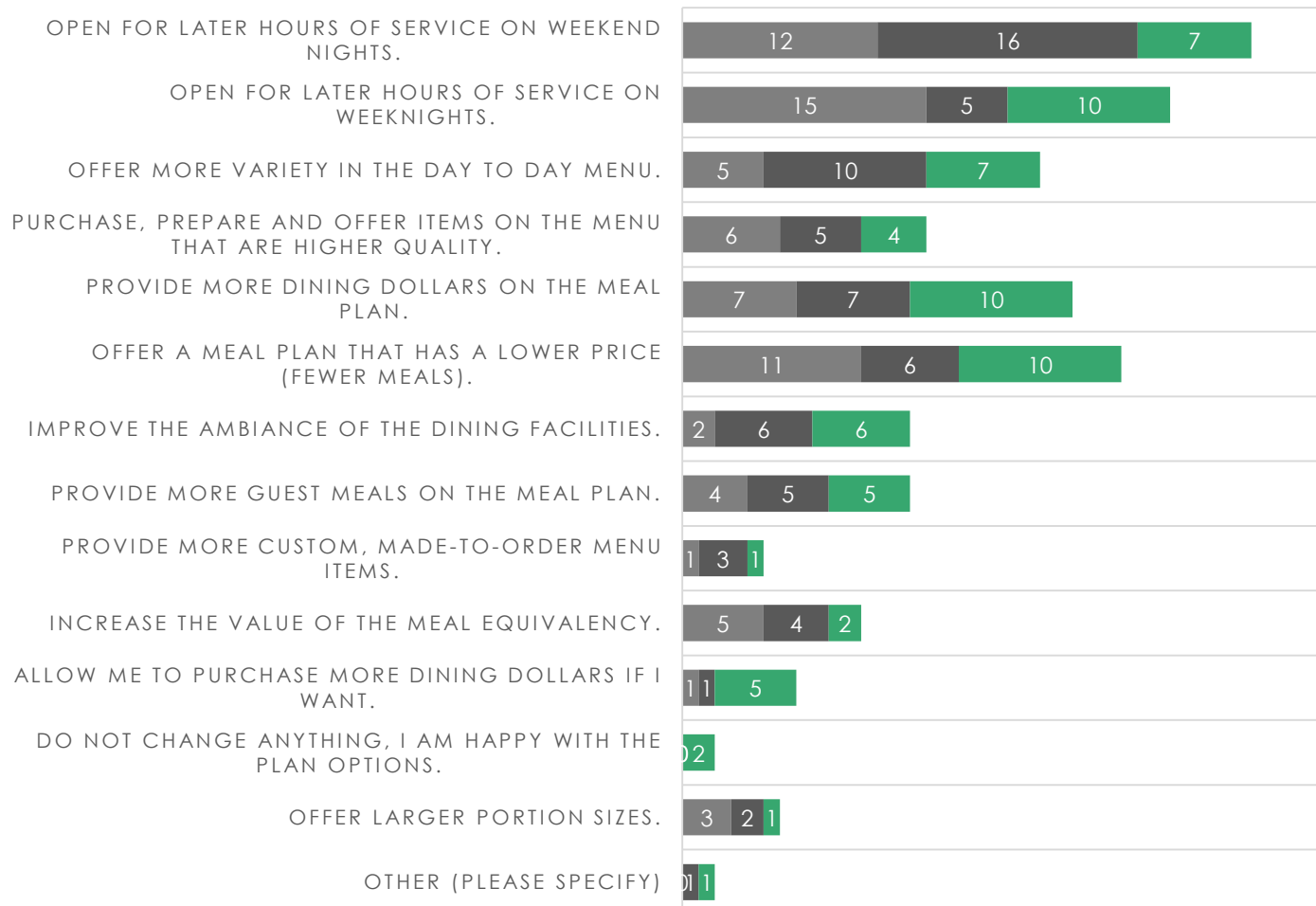
■ Top Choice ■ Second Choice ■ Third Choice





WHAT CHANGES WOULD MOST IMPROVE THE VALUE OF THE MEAL PLAN? REVIEW THE LIST BELOW AND THEN SELECT YOUR TOP THREE ITEMS THAT WOULD IMPROVE VALUE. (JOHNSTONE COMPLEX)

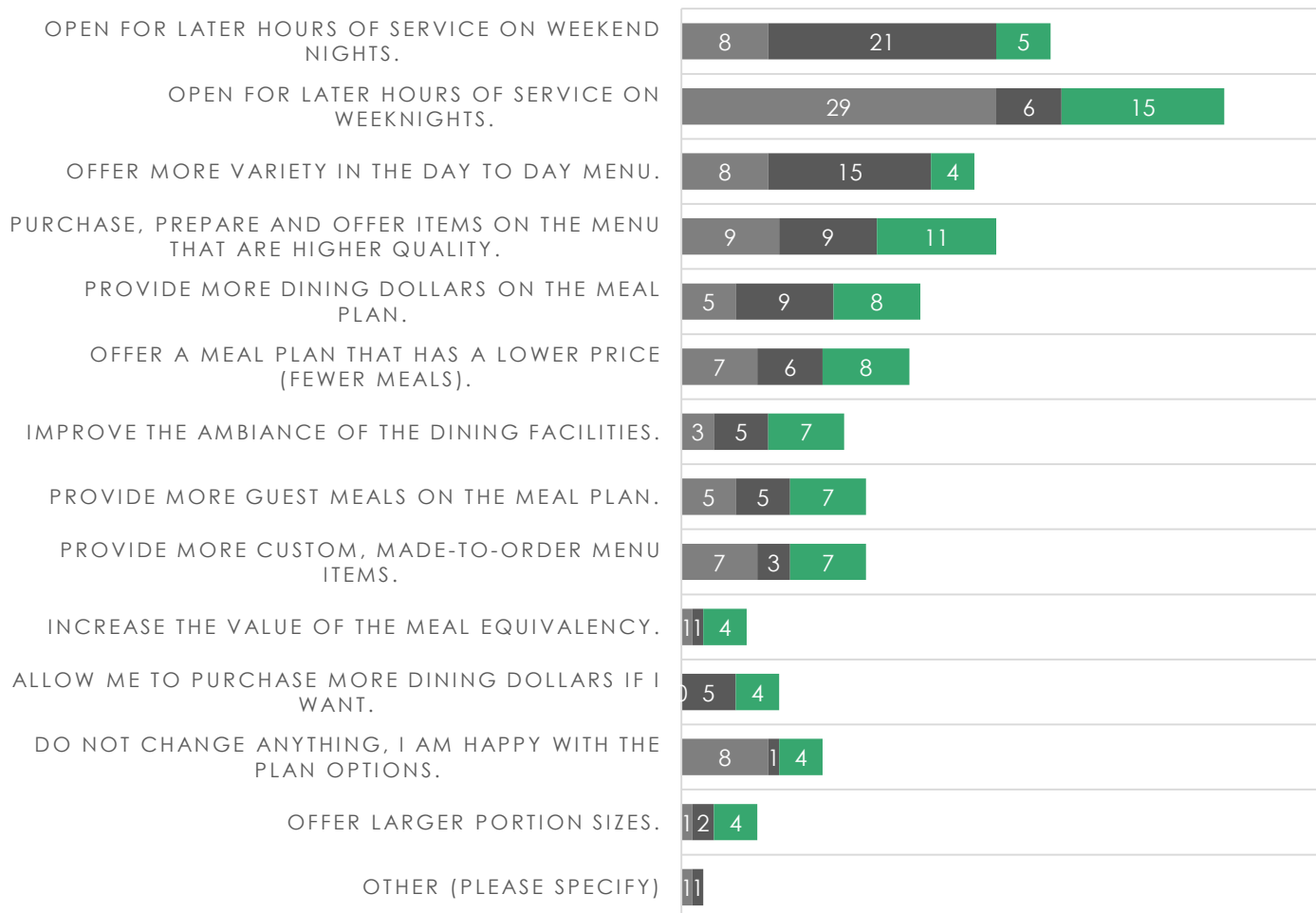
■ Top Choice ■ Second Choice ■ Third Choice





WHAT CHANGES WOULD MOST IMPROVE THE VALUE OF THE MEAL PLAN? REVIEW THE LIST BELOW AND THEN SELECT YOUR TOP THREE ITEMS THAT WOULD IMPROVE VALUE. (WALSH COMPLEX)

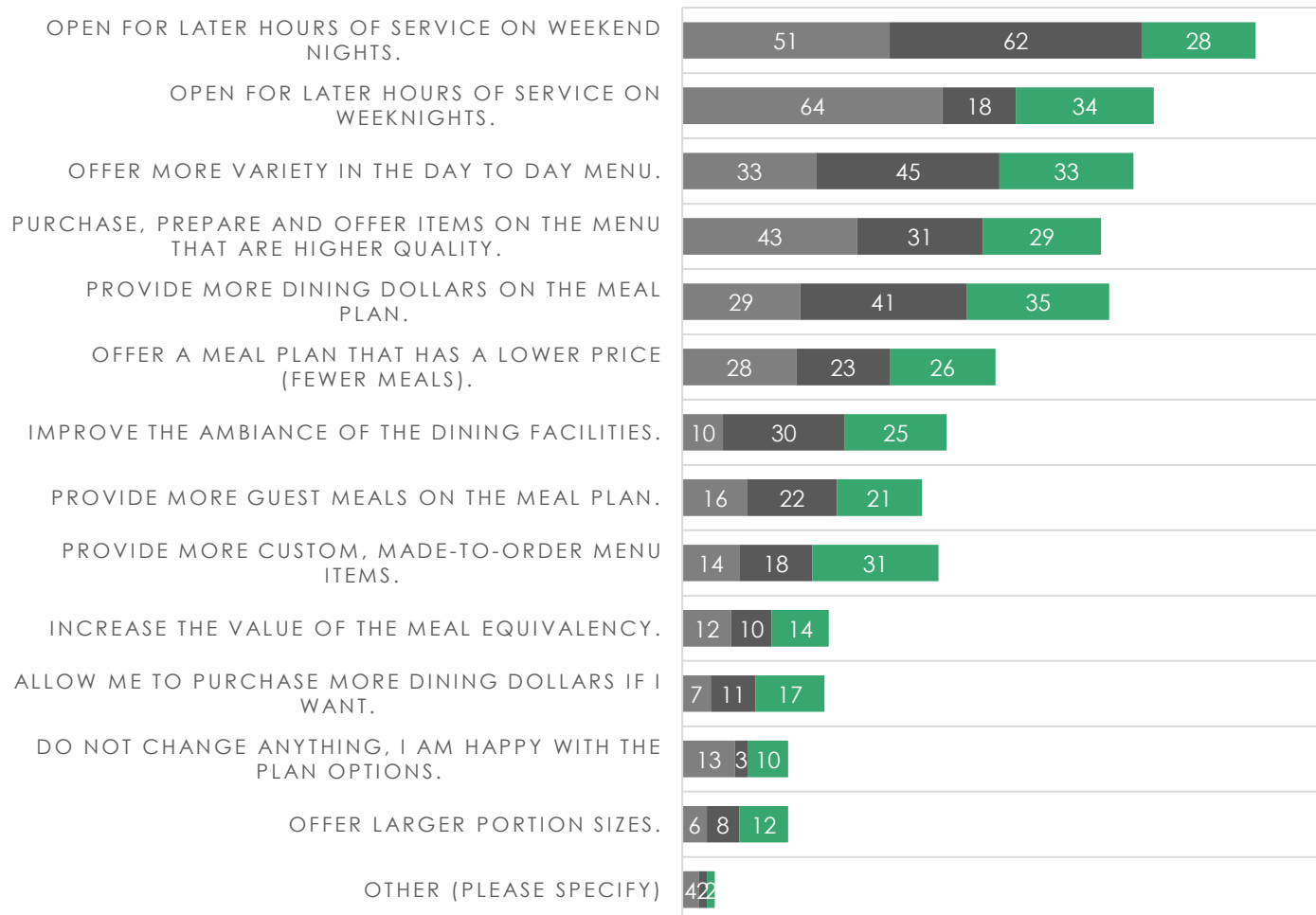
■ Top Choice ■ Second Choice ■ Third Choice





WHAT CHANGES WOULD MOST IMPROVE THE VALUE OF THE MEAL PLAN? REVIEW THE LIST BELOW AND THEN SELECT YOUR TOP THREE ITEMS THAT WOULD IMPROVE VALUE. (ON CAMPUS RESIDENCE HALL STUDENTS)

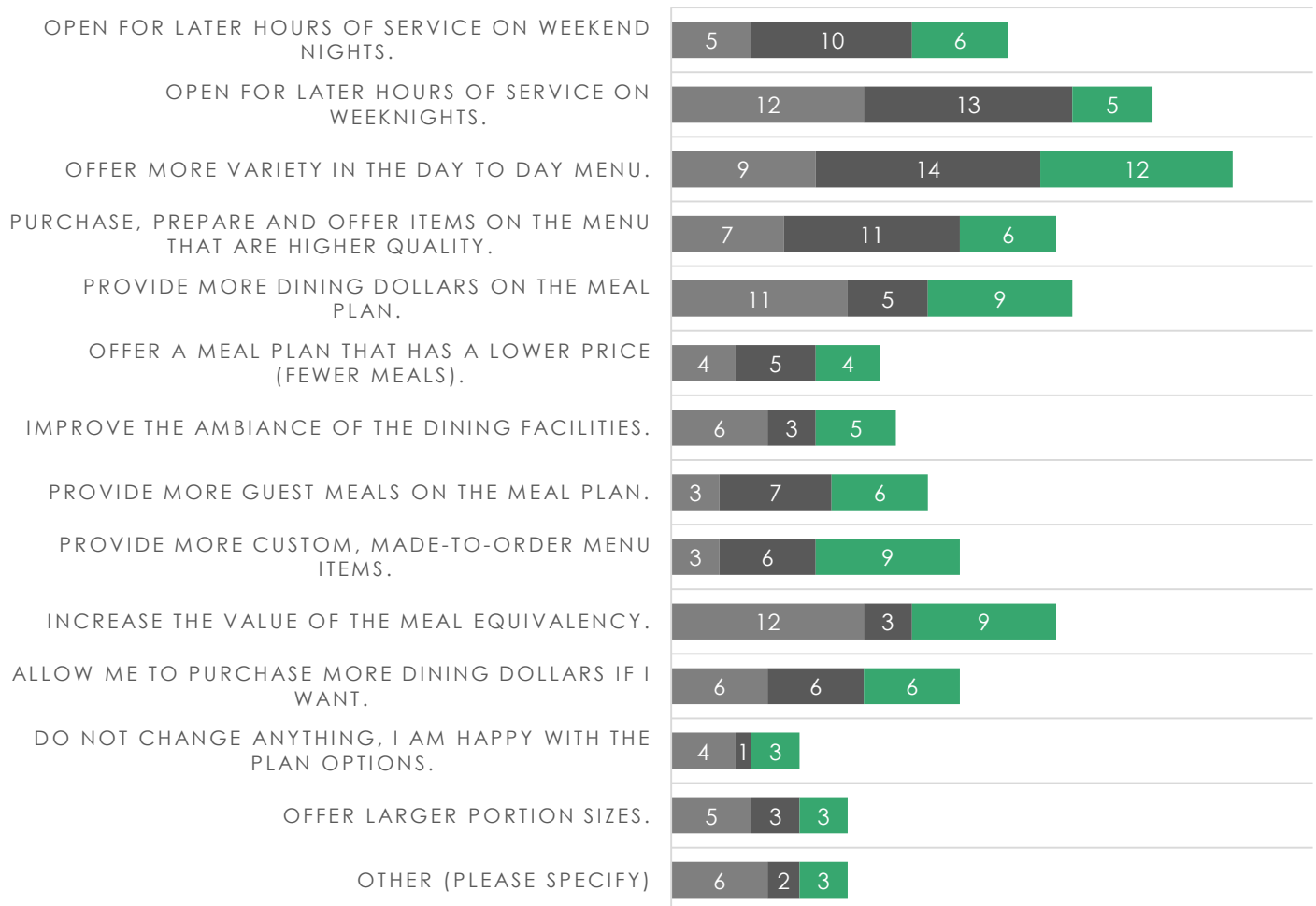
■ Top Choice ■ Second Choice ■ Third Choice





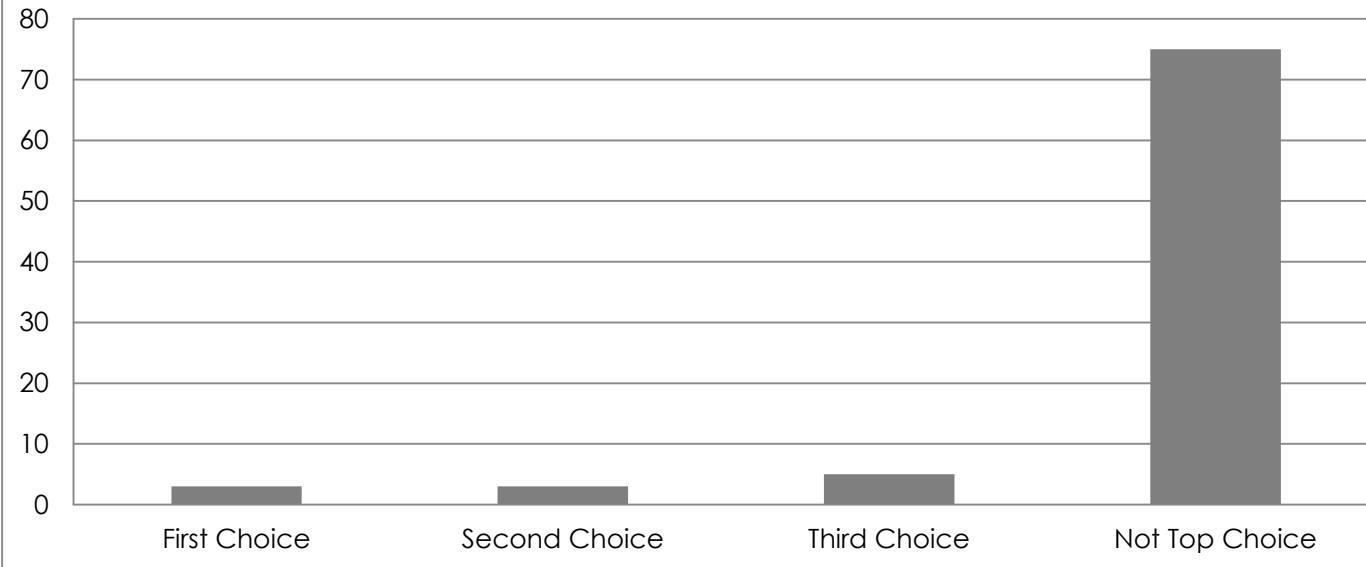
WHAT CHANGES WOULD MOST IMPROVE THE VALUE OF THE MEAL PLAN? REVIEW THE LIST BELOW AND THEN SELECT YOUR TOP THREE ITEMS THAT WOULD IMPROVE VALUE. (NON RESIDENCE HALL STUDENTS)

■ Top Choice ■ Second Choice ■ Third Choice



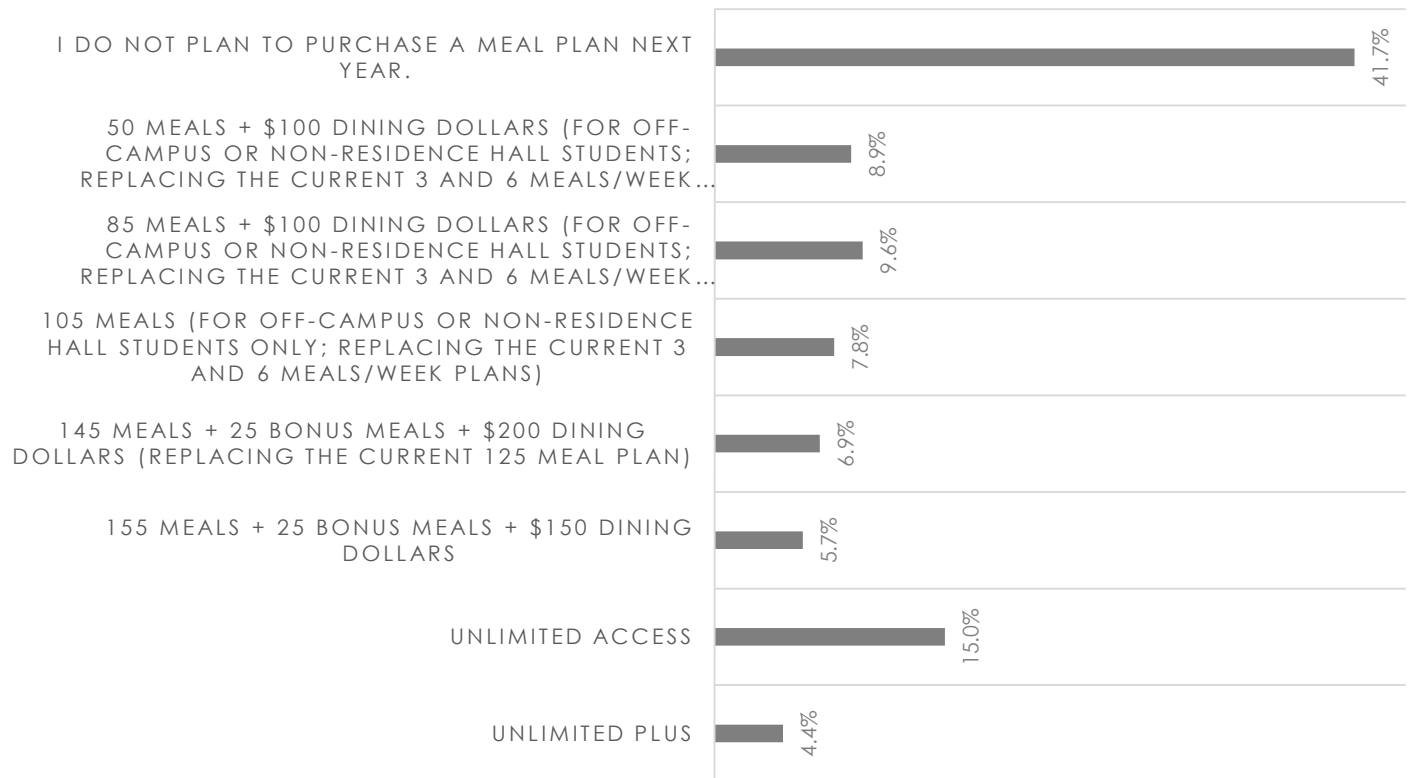


How Important Is Variety to the Value of a Meal Plan for Respondents Who Find National Brands Important?



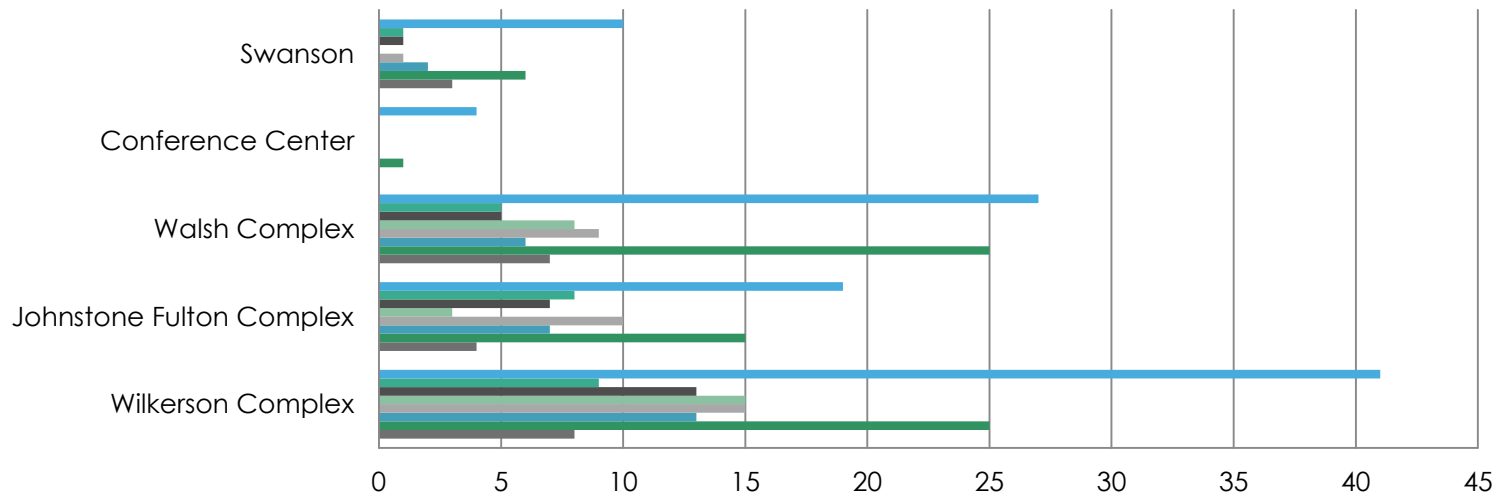


For next year, which meal plan option do you think you will participate in?





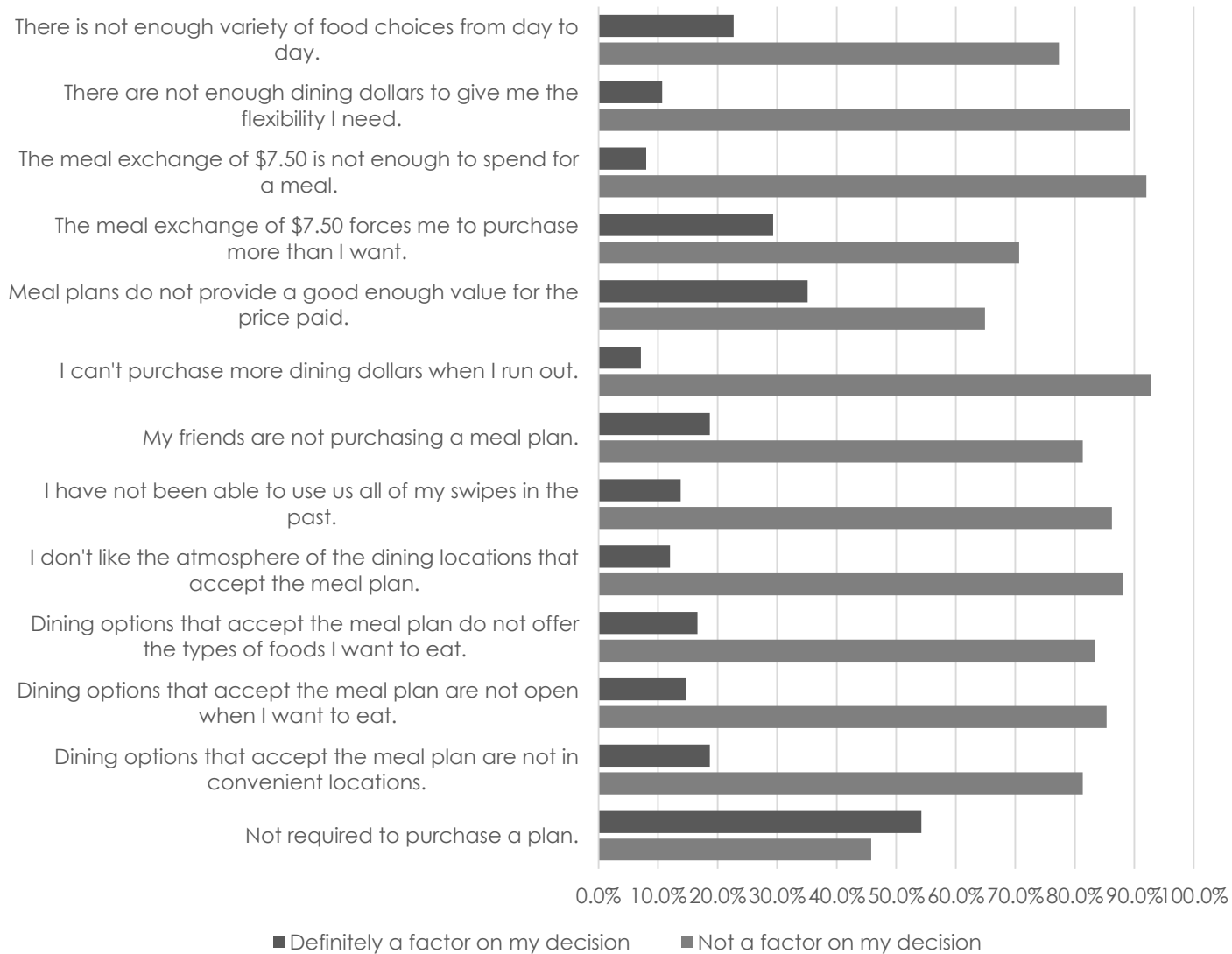
For next year, which meal plan option do you think you will participate in? (by Residence Hall Complex)



- I do not plan to purchase a meal plan next year
- 50 Meals + \$100 dining dollars (For off - campus or non - residence hall students; replacing the current 3 and 6 Meals/Week plans)
- 85 Meals + \$100 dining dollars (For off - campus or non - residence hall students; replacing the current 3 and 6 Meals/Week plans)
- 105 Meals (For off - campus or non - residence hall students only; replacing the current 3 and 6 Meals/Week plans)
- 145 Meals + 25 Bonus Meals + \$200 Dining Dollars (replacing the current 125 Meal Plan)
- 155 Meals + 25 Bonus Meals + \$150 dining dollars
- Unlimited Access
- Unlimited Plus



If you don't have a meal plan now, or don't plan to purchase one next year, please indicate the impact of each of the factors listed below had on your decision not to purchase a meal plan.





Please explain any other factors that went into your decision not to purchase a meal plan.

Cost Comments:

- Lower price. If the food you serve is nasty, lower the price
- Pay for only the food you take!
- Too expensive, impossible to go often enough for it to be worth it
- Because I only eat lunch on campus, meals cost more if I buy a meal plan.
- Don't need or want one, way way too expensive.
- I can receive healthier food options for less on my own.
- I feel that meal plans are much too expensive
- I usually bring food from home, to save money and time.
- I wasn't using it to its full extent, I felt like I was wasting it.
- I would just rather pay as I use the services.
- It is cheaper to buy groceries and make my own food.
- It is too expensive for me since I don't eat enough to make it worth my money.
- It is very pricey and for \$3.50 I can buy things such as a sub from subway or a salad from Hugos.
- It just seems like a lot of money per meal when I'd be just as well off making a sandwich and bringing it with me. I can also buy food at Old Main or a C store
- It's expensive I may not have class in that time frame.
- It's just too expensive
- The meal plan for students living in the dorms includes way more food than I need. So I'm paying a huge amount of money for a meal plan but am not using all my meals because I don't need that much food.
- The meal plan is way too expensive and I can make my own better tasting food cheaper
- The prices to pay for the meal plans are ridiculously high.
- Too expensive
- Too expensive all together.
- Too expensive and food is too unhealthy, can buy way more healthy food for same price.
- Too expensive. Already trying to make ends meet as a college student, and I feel that I don't eat \$2002 dollars' worth of food! Why should I pay just as much as another student if I don't eat as much as him? I want to pay for the food I take at a reasonable price without being charged an arm and a leg for the same old stuff!
- Way too expensive. For 450 a month I could eat off campus for much cheaper.
- Would rather pay as I go, not be strapped into having a meal plan. But have used it in the past and it was a good deal (price for the meals)

Faculty/Staff Comments:

- Offer to staff and faculty too - increase users provide more dollars for flexibility
- EERC employee (I bring my own lunch which is healthier and cheaper)
- I am a faculty member and don't know much about the plans available
- I am faculty
- I am not a student
- I am staff and don't eat all the time on campus
- I am staff and live close to UND.
- I'm staff and don't use a meal plan
- Not a UND student



- Staff
- You meal plans for professors?

Graduation Comments:

- Graduating
- Graduating
- Graduating in May
- Graduating.
- Graduation.
- I am a senior and will be graduating. I have been very satisfied with the 6 meals a week for the past 3 years.
- I am graduating in May
- I am graduating this spring.
- I am graduating.
- I do not plan on purchasing a meal plan because I will be graduating in the spring.
- I graduate from UND and will not be returning to the university.
- I will not be attending UND next year
- I will not purchase a meal plan because I am graduating in May and will no longer be attending UND.
- I'm graduating
- I'm graduating in the spring
- This is my last semester

Living Off Campus Comments:

- Because I'm living in an apartment and cook my own delicious food.
- Going to be living in an apartment
- I am a graduate student living off campus and therefore try to cut expenses by eating mostly at home or brown bagging lunch to work/classes.
- I am going to be living in an apartment, therefore it will just be more convenient to make the foods I actually like to eat.
- I am living off campus next year
- I am not living on campus next year so I am not going to pay for groceries as well as a meal plan.
- I do not reside on campus and am not in a situation where a meal plan is necessary.
- I don't think I'll live in the dorms next year.
- I eat at a sorority house.
- I eat at home, off campus. Non-traditional student.
- I live close to campus so I eat at home most days
- I live off campus
- I live off campus so a meal plan does not make sense
- I live off campus, and eat most meals at home with my husband.
- I live off campus.
- I will be living in my sorority house and they have their own meal plan there.
- I will be living off campus and plan to make and bring my own lunch to campus each day.
- I will be living off campus next year
- I will be living off campus so it won't be easy to use my meal plan.
- I will be making my own food.



- I will be most likely living off-campus next year and it will be cheaper for me to make my own meals.
- I will no longer be on campus
- I will not be on campus and want to make my own food.
- I will not be on campus next year
- I will not live on campus and can pack lunches for much cheaper than a meal swipe.
- I won't be living on campus.
- I won't be on campus everyday due to internships, so having a meal plan would most likely go to waste. If I am out of town or on the job off campus. I would not use up all the meals.
- I'm living off campus
- I'm living off campus, so it doesn't make sense to have one.
- I'm moving off-campus. I'll save money by brown-bagging my lunch.
- Live and work off campus
- Live close to campus and need to go home for Lunch to let the dogs out
- Living in a Greek house with a cook
- Living in home away from the dining centers, and not needing to walk that distance for food if I have a kitchen straight in my room. Also cooking at home by myself is more of step towards adulthood.
- Living off campus
- Living off campus, no need for a meal plan when I have all amenities at home.
- Living off campus.
- Living off-campus
- Moving off campus
- Not living in dorms
- Not living on campus next year
- Not living on-campus next year
- Often bring my own lunch from home
- Will be living in U-Place
- Will be living off campus

Other Comments:

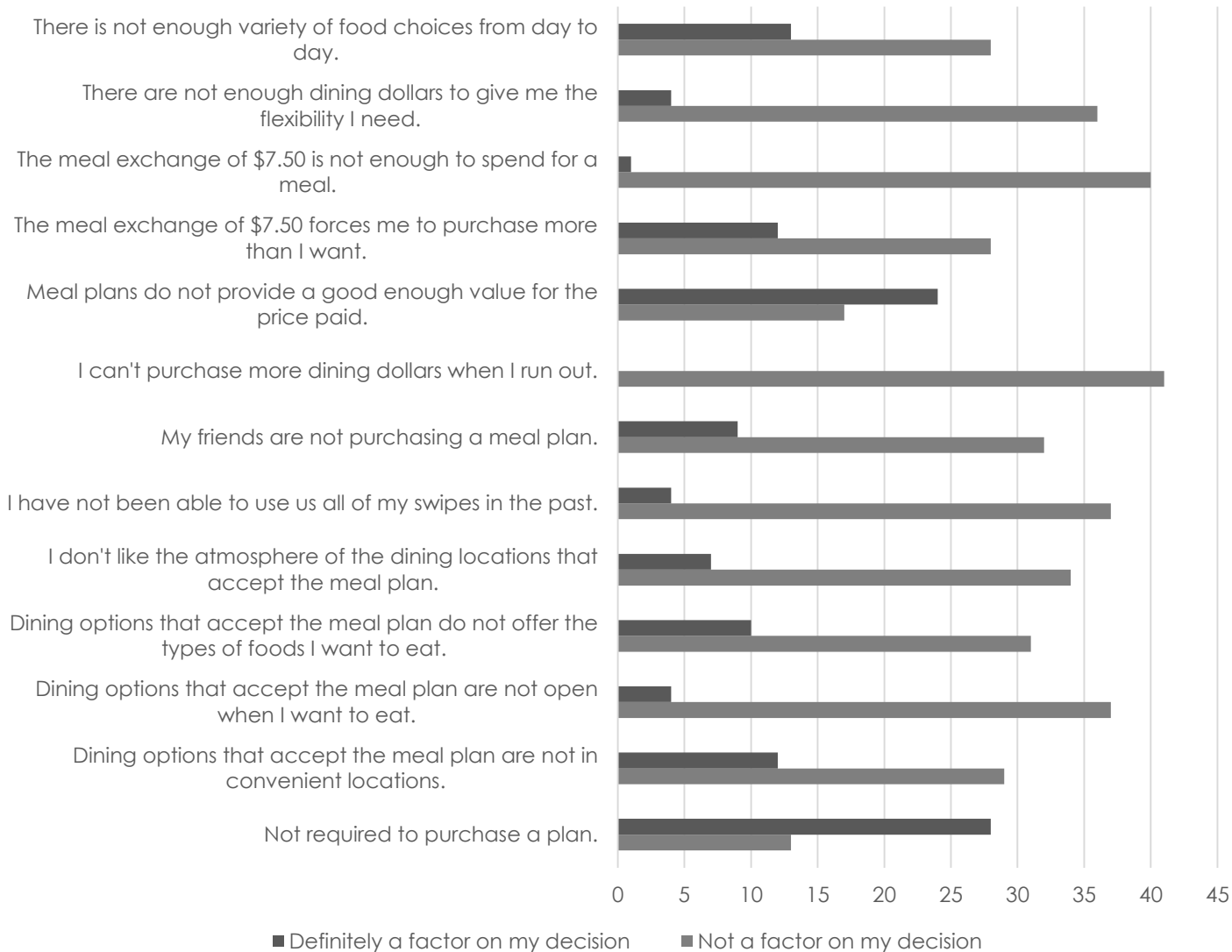
- Work for Dining
- Don't eat at the Airport that often
- Don't want to be committed to eat the dining center food.
- Gets old fast
- I like to cook my own, healthy meals
- I mostly bring my lunch to work. However in the fall my son will be attending UND and I plan to get him a meal plan for lunch on campus
- I plan on transferring to another school next year
- I sometimes feel like the quality of protein is not the best. I like to support organic and locally grown food producers.
- I was tired of making food
- Maybe change to a point system, certain things are worth points depending on how much it costs the university to buy them and then those points are taken off. Not a meal swipe but a food swipe. I never eat \$7.50 worth of food, it would probably add up to about \$3.00 of food I eat.
- Only taking one class
- The biggest problem at the University is the parking. Due to parking issues, usually go off campus for meals.



- Transfer schools
- Wat
- Work for Dining

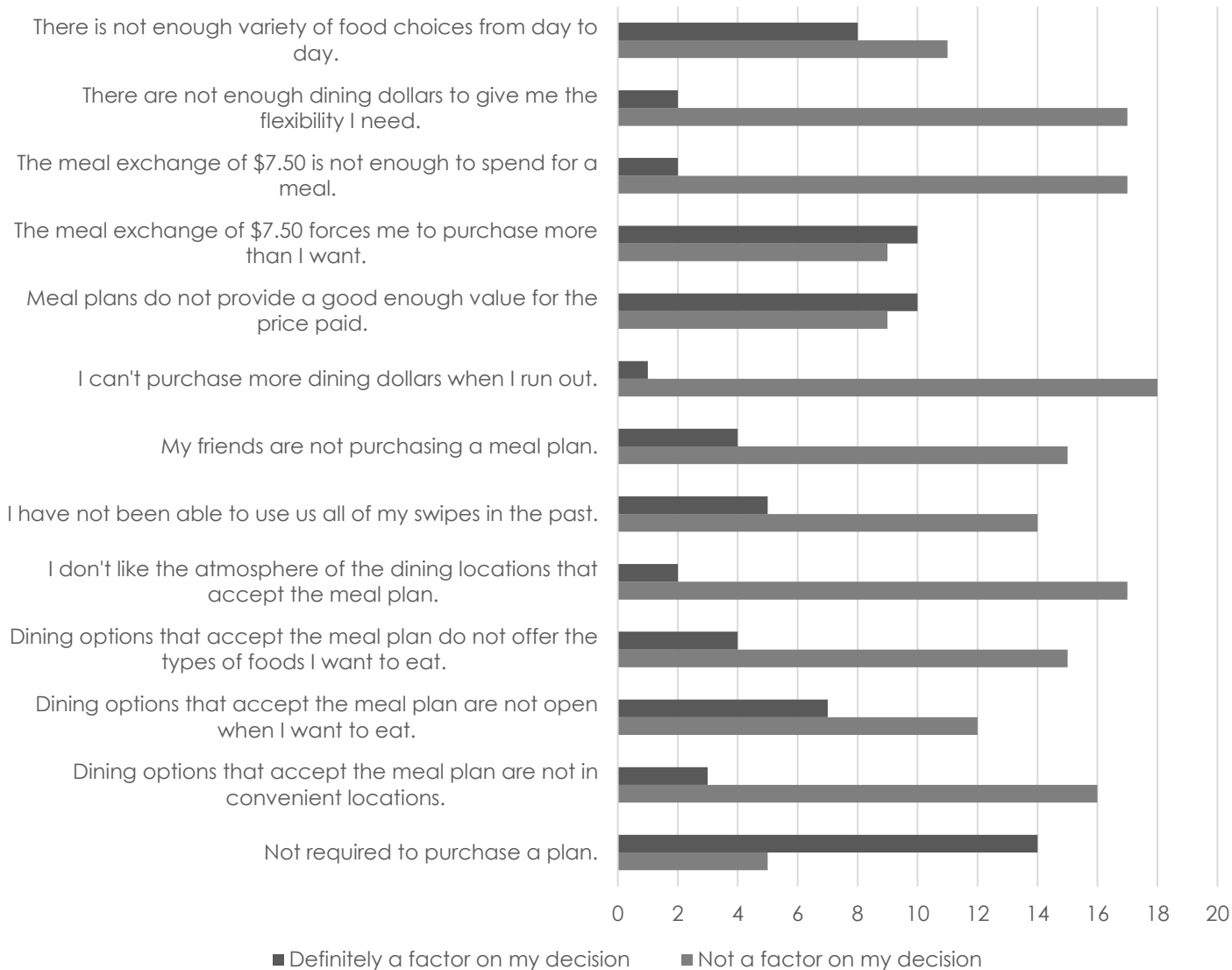


If you don't have a meal plan now, or don't plan to purchase one next year, please indicate the impact of each of the factors listed below had on your decision not to purchase a meal plan. (Wilkerson Complex)



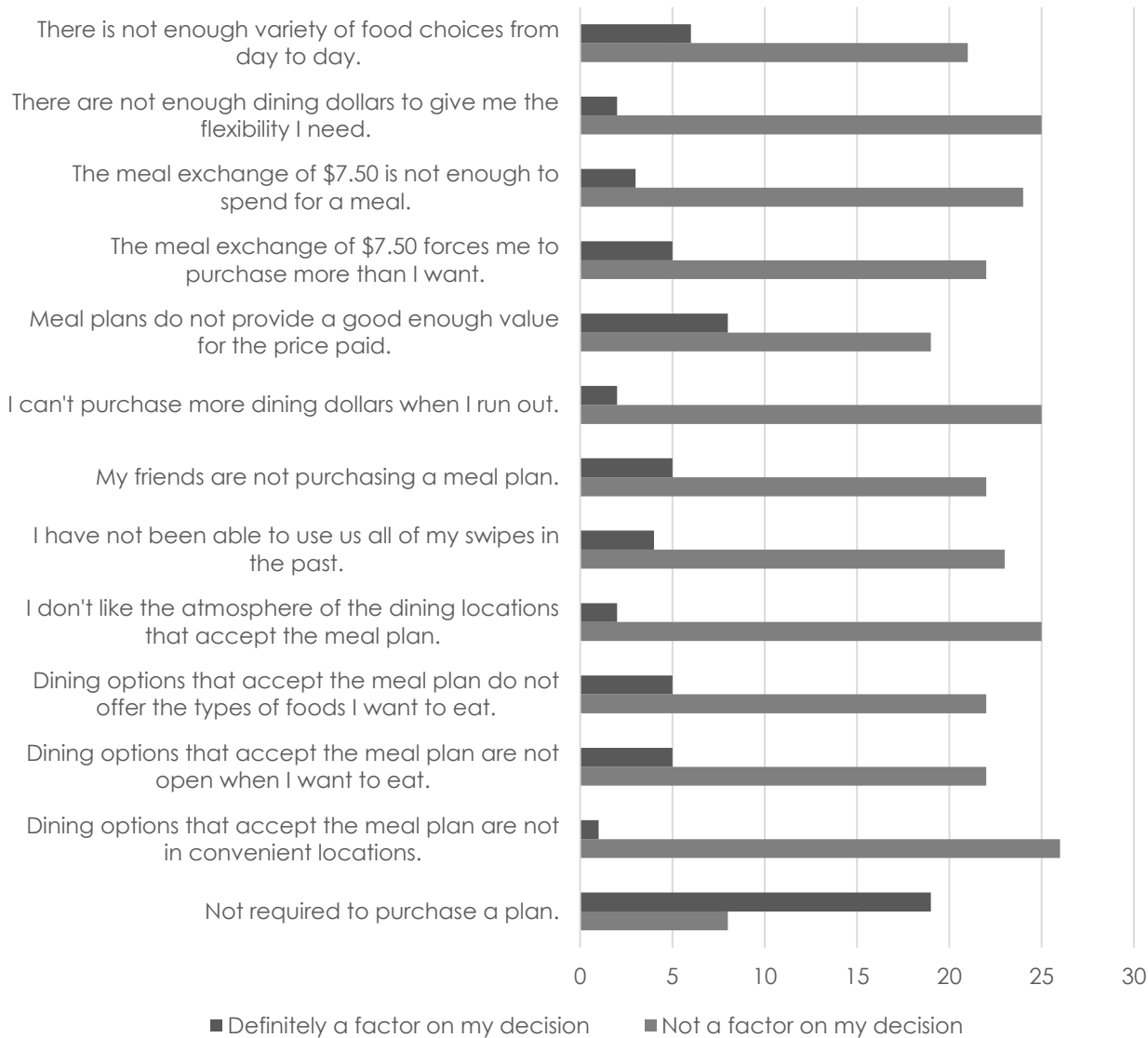


If you don't have a meal plan now, or don't plan to purchase one next year, please indicate the impact of each of the factors listed below had on your decision not to purchase a meal plan. (Johnstone Complex)



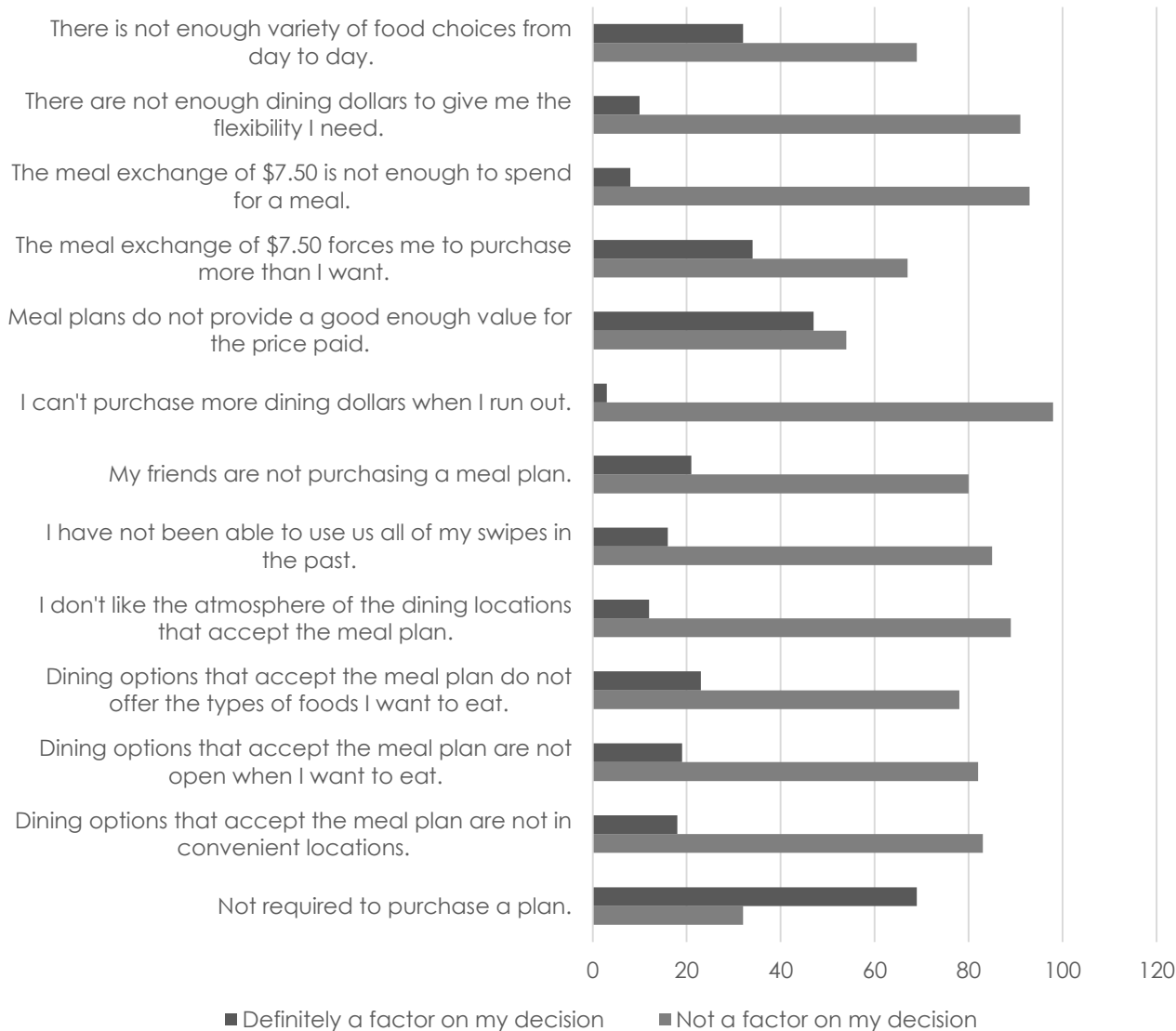


If you don't have a meal plan now, or don't plan to purchase one next year, please indicate the impact of each of the factors listed below had on your decision not to purchase a meal plan. (Walsh Complex)



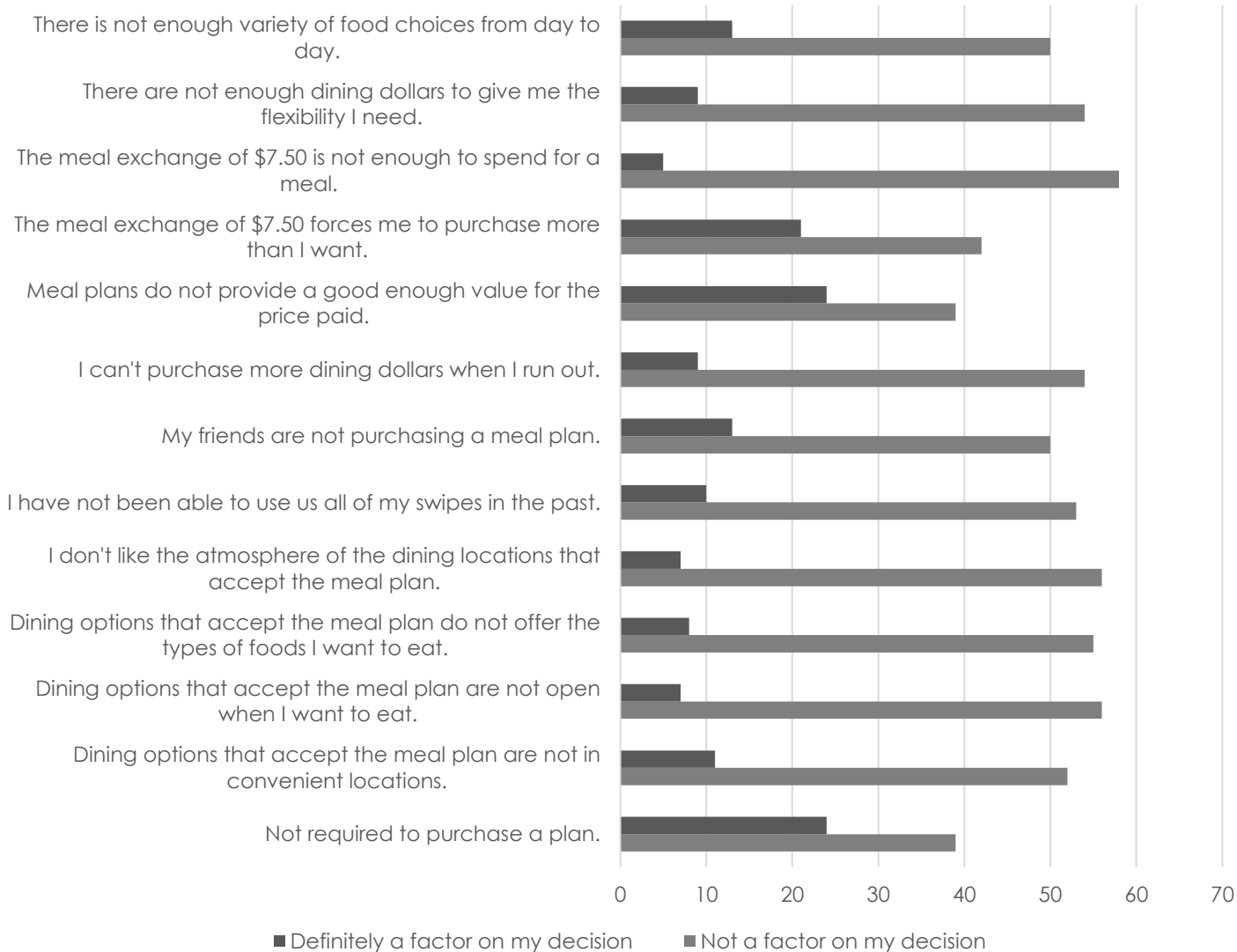


If you don't have a meal plan now, or don't plan to purchase one next year, please indicate the impact of each of the factors listed below had on your decision not to purchase a meal plan. (Residence Hall Students)



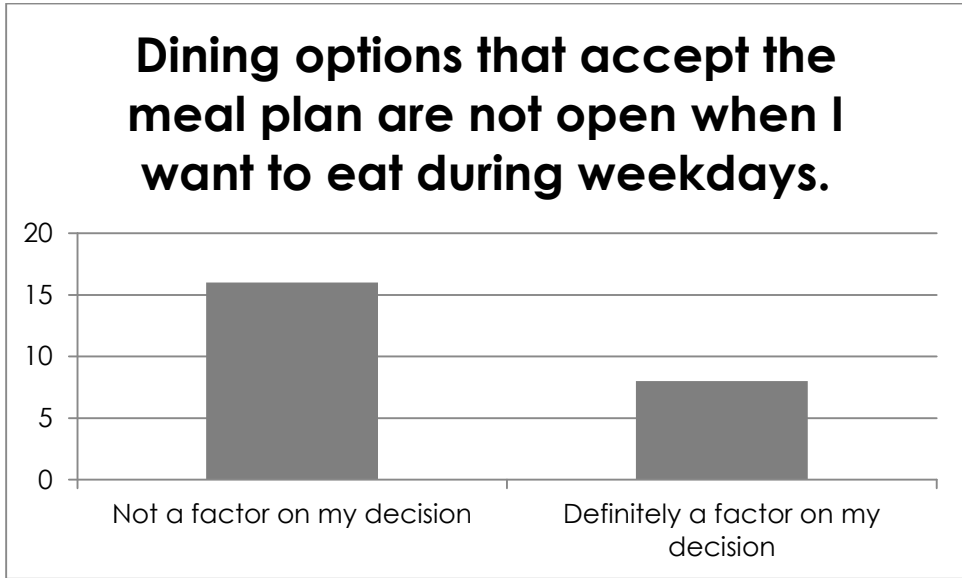


If you don't have a meal plan now, or don't plan to purchase one next year, please indicate the impact of each of the factors listed below had on your decision not to purchase a meal plan. (Non residence hall students)



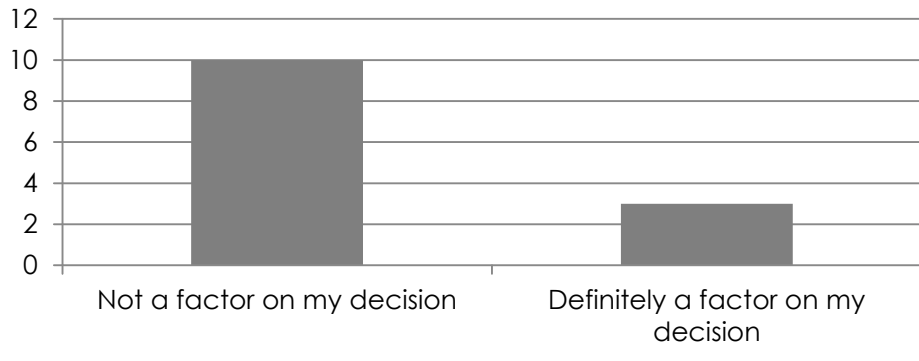


PEOPLE WHO ARE NOT PURCHASING A MEAL PLAN NEXT YEAR FINDINGS ON VALUE IN EXPANDED HOURS



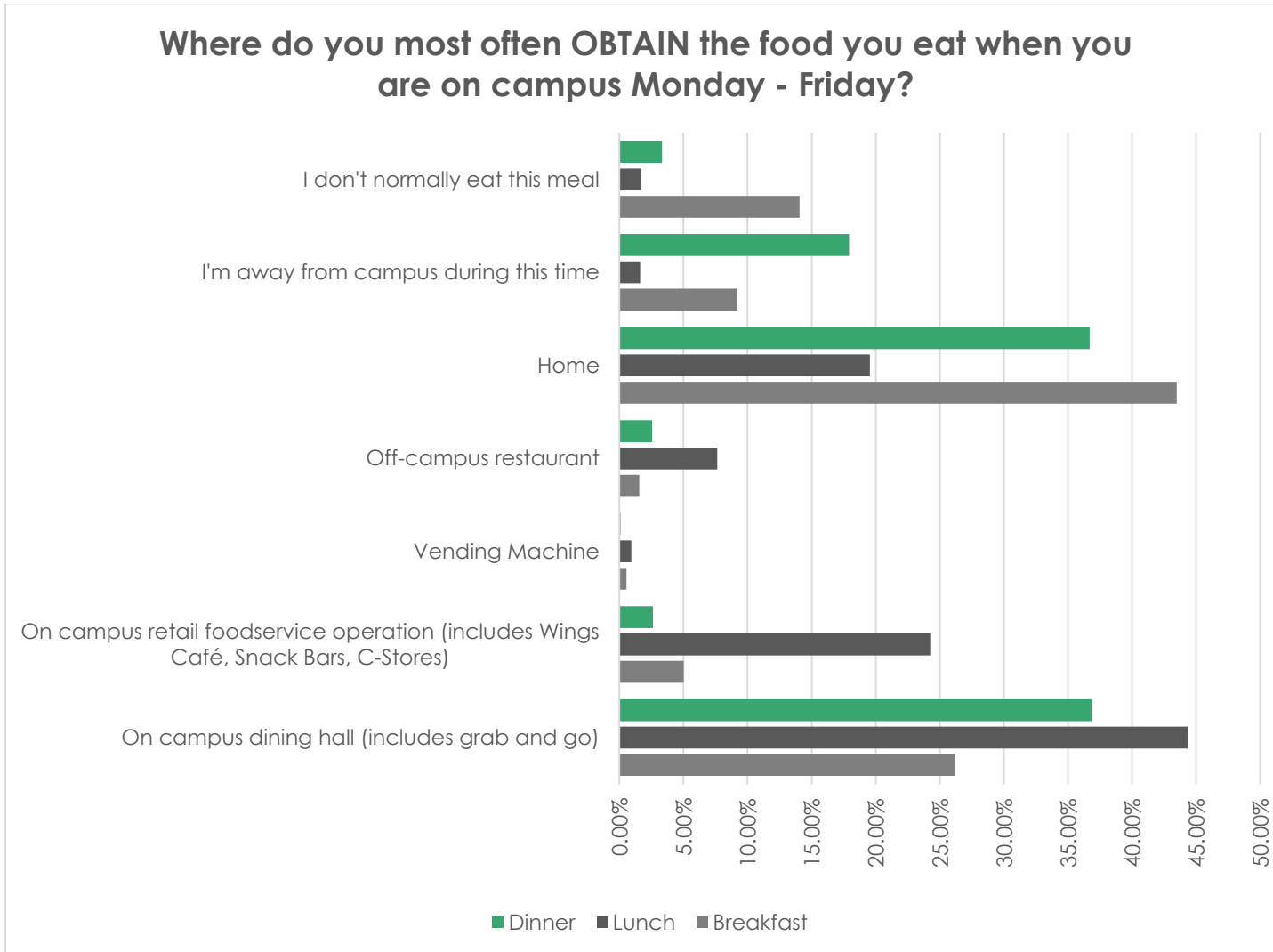


Dining options that accept the meal plan are not open when I want to eat on weekends.



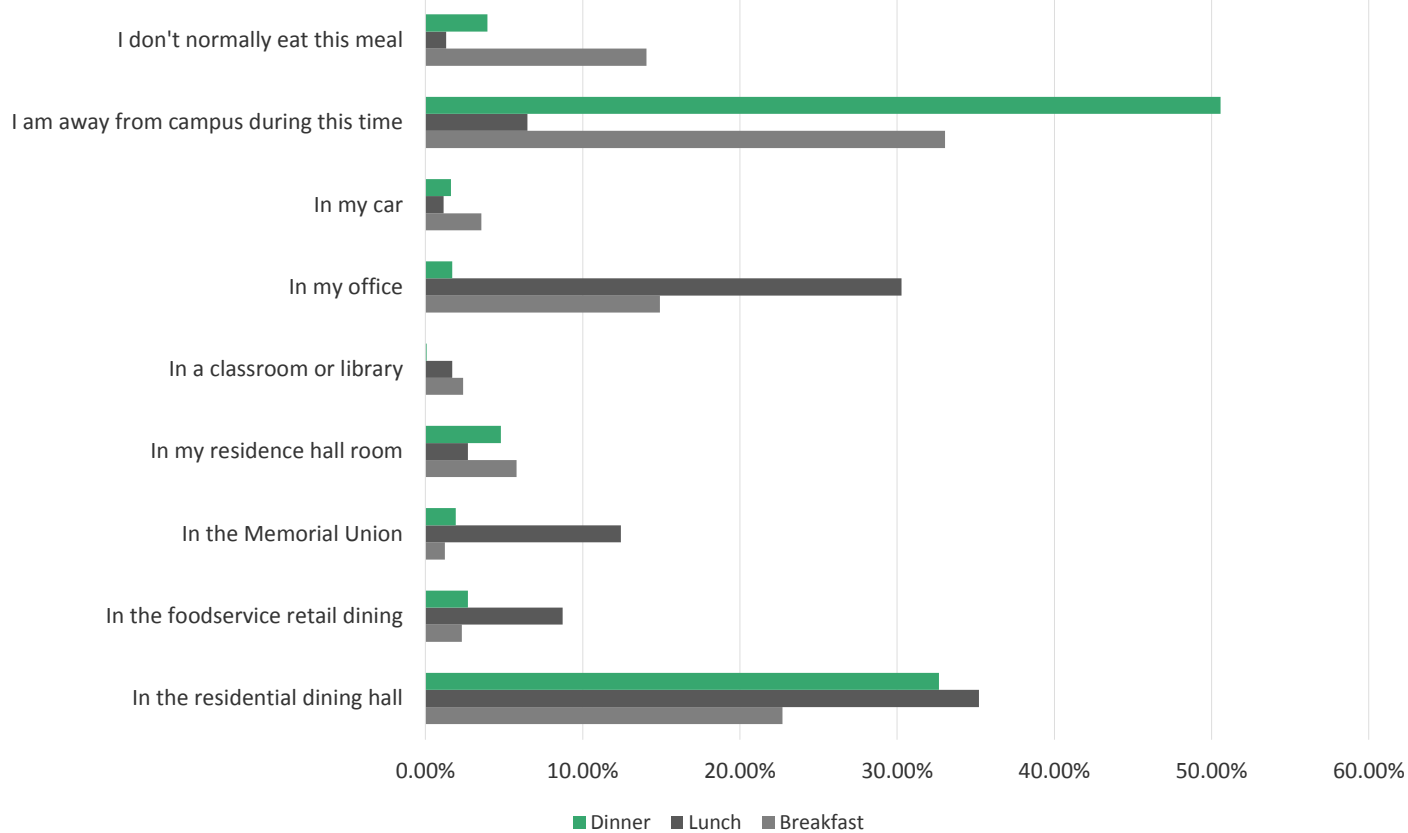


Retail Dining – On-Campus and Off-Campus Decision Making



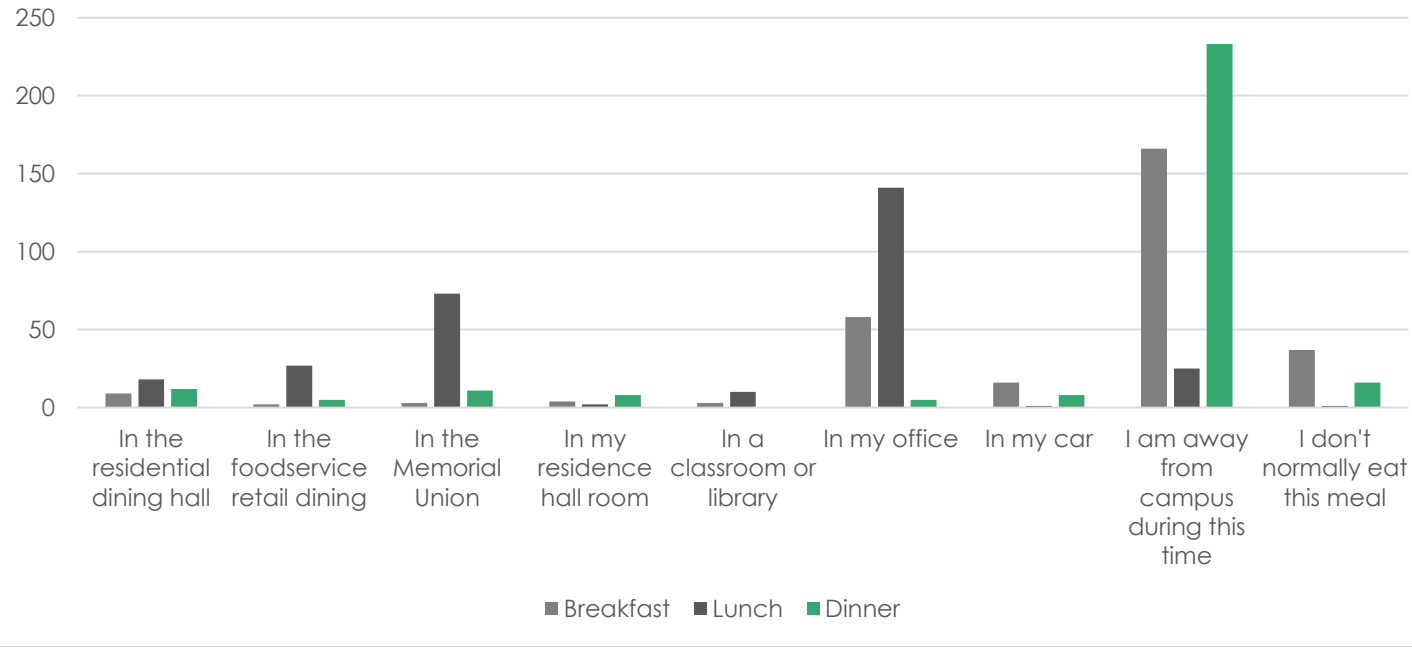


Where do you most often EAT when you are on campus Monday - Friday?



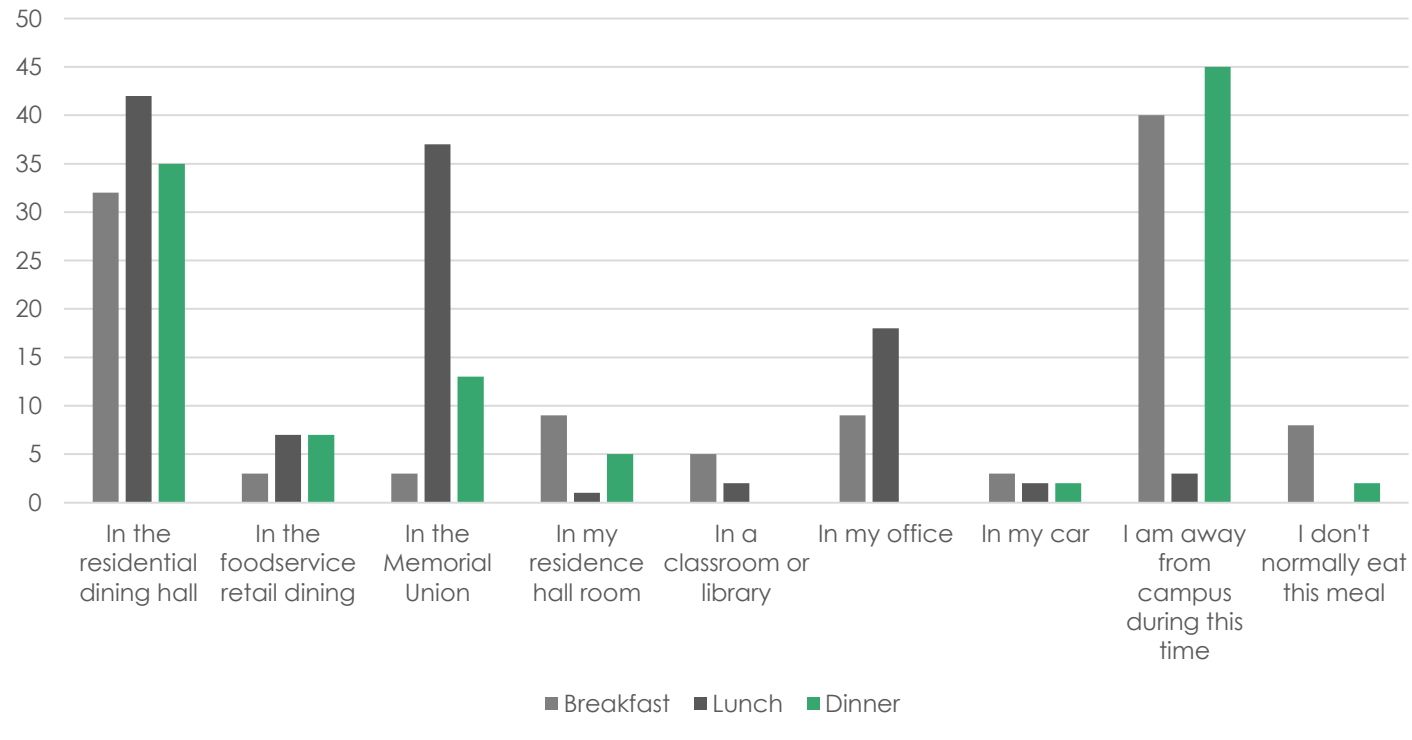


Where do you most often EAT when you are on campus Monday - Friday? One answer for EACH meal. (Respondents who use Old Main Marketplace most frequently)



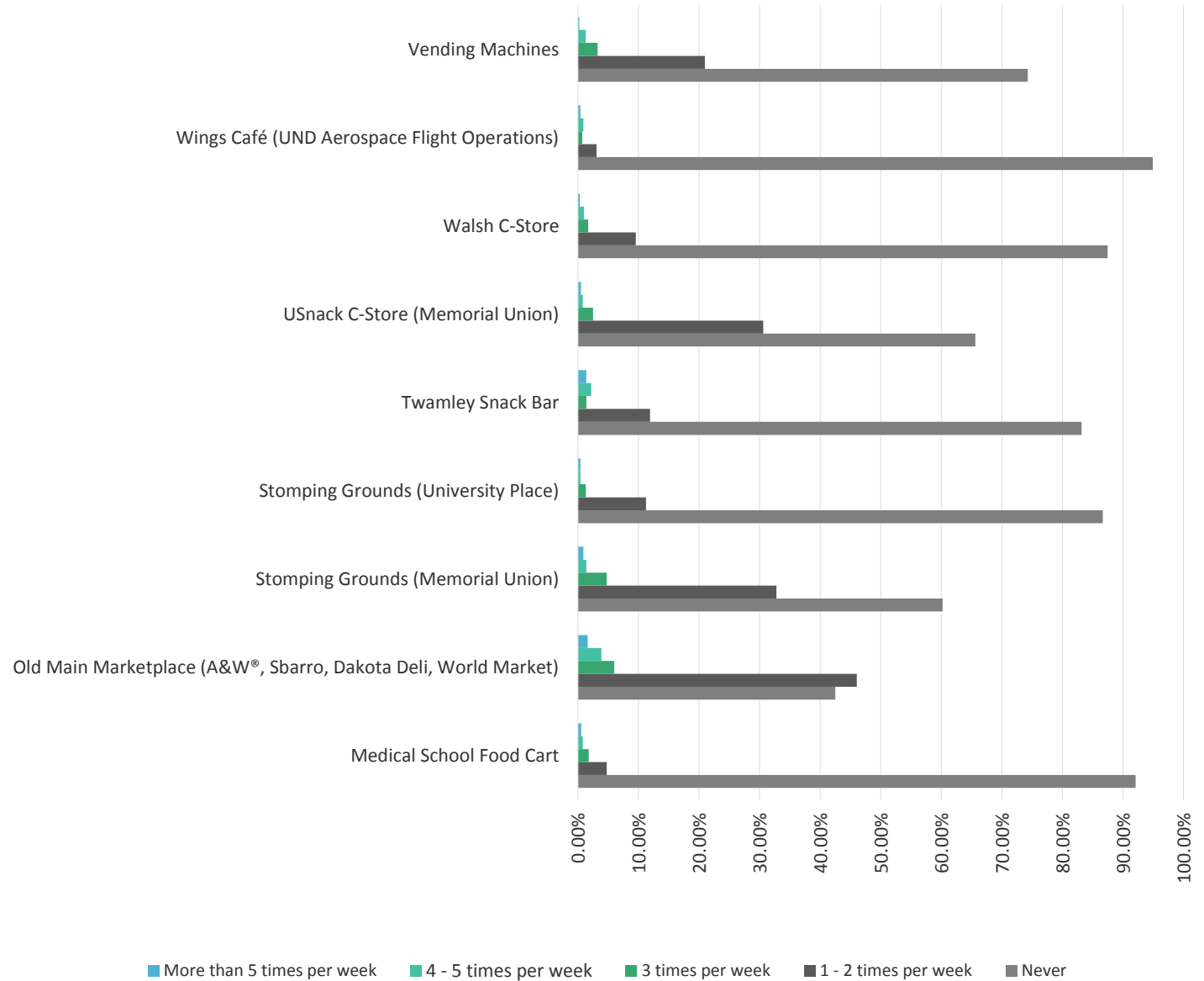


**Where do you most often EAT when you are on campus
Monday - Friday? One answer for EACH meal. (Respondents
Purchase 4 or more times/week from a Memorial Union
Operation)**



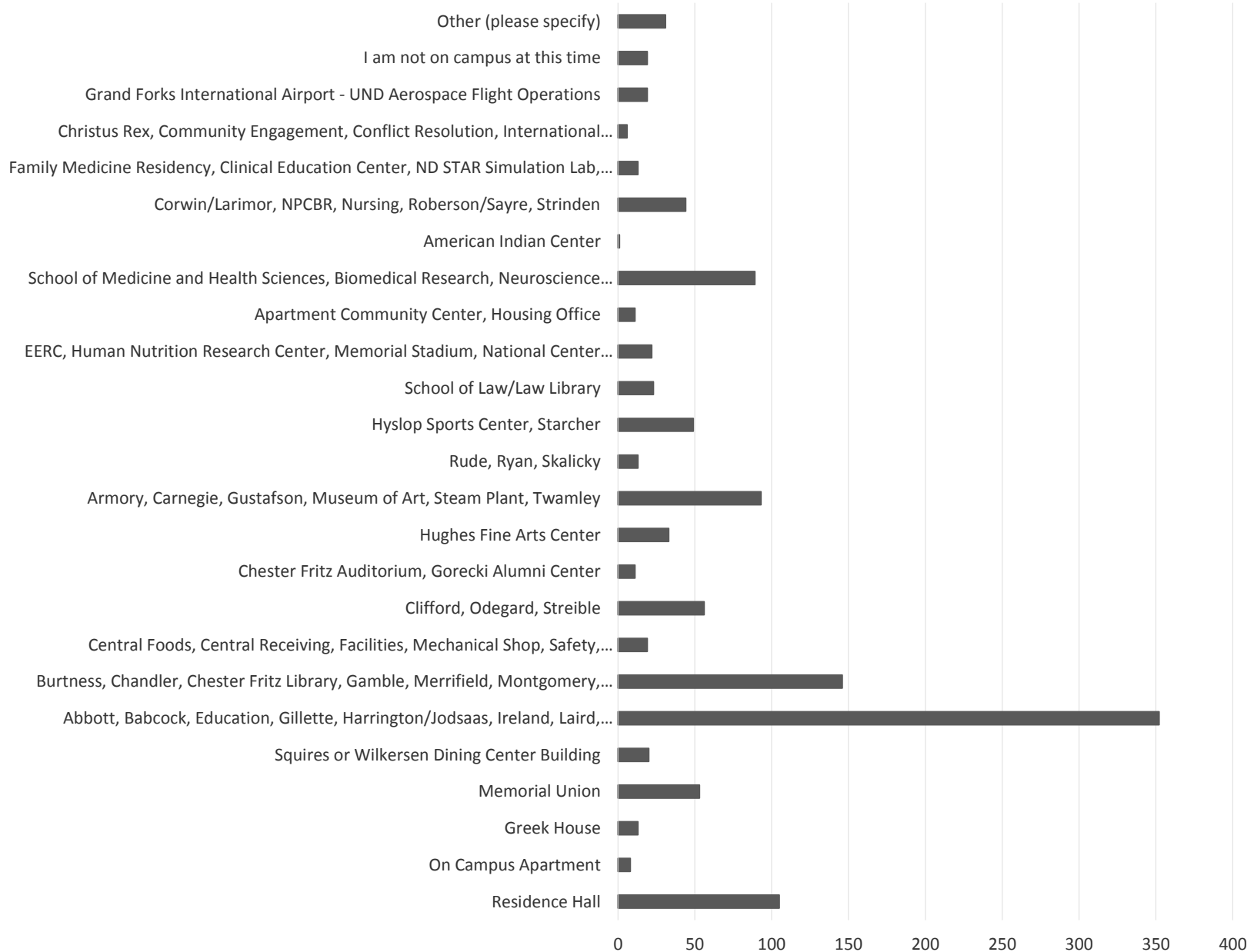


How often do YOU PURCHASE foods, snacks or beverages from each of these places?





Where are you on most days (Monday - Friday) in the hour just prior to your lunch?





Other Responses:

- At the hospital, I thought this was a faculty survey
- At work
- Class
- Class
- Class in either the fine arts center or medical building
- Didn't select other
- In my office
- In my office
- My office
- My office
- Office
- Office / university building
- Office on campus
- Work
- Work
- Work on campus
- Working on campus
- Monday
- Multicultural Student Services
- Varies every day
- All over campus
- Squaz land
- UCC
- N/A
- N/A
- N/A
- No

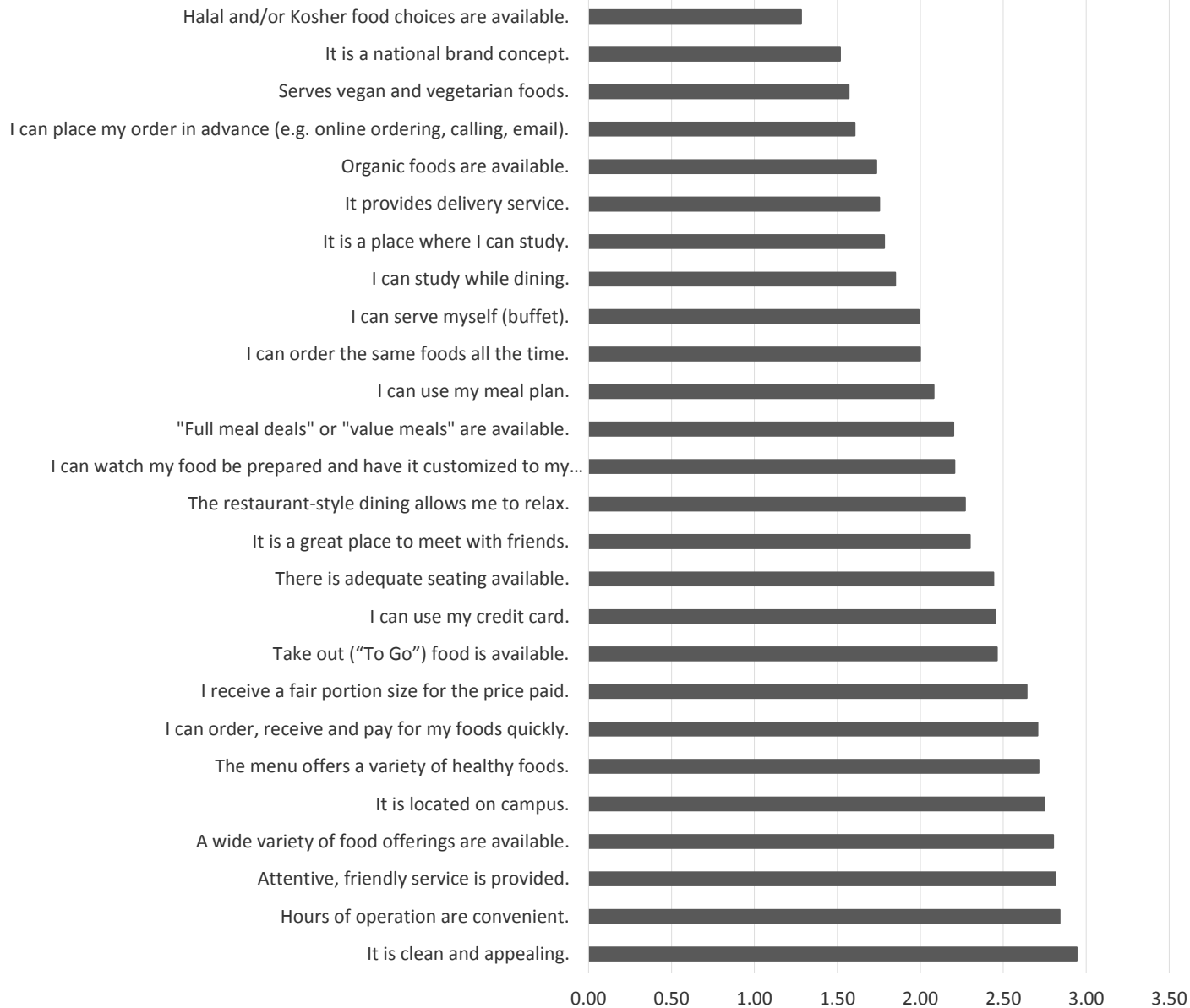


Where are you on most days (Monday - Friday) in the hour just prior to your lunch? (Undergraduate Students)



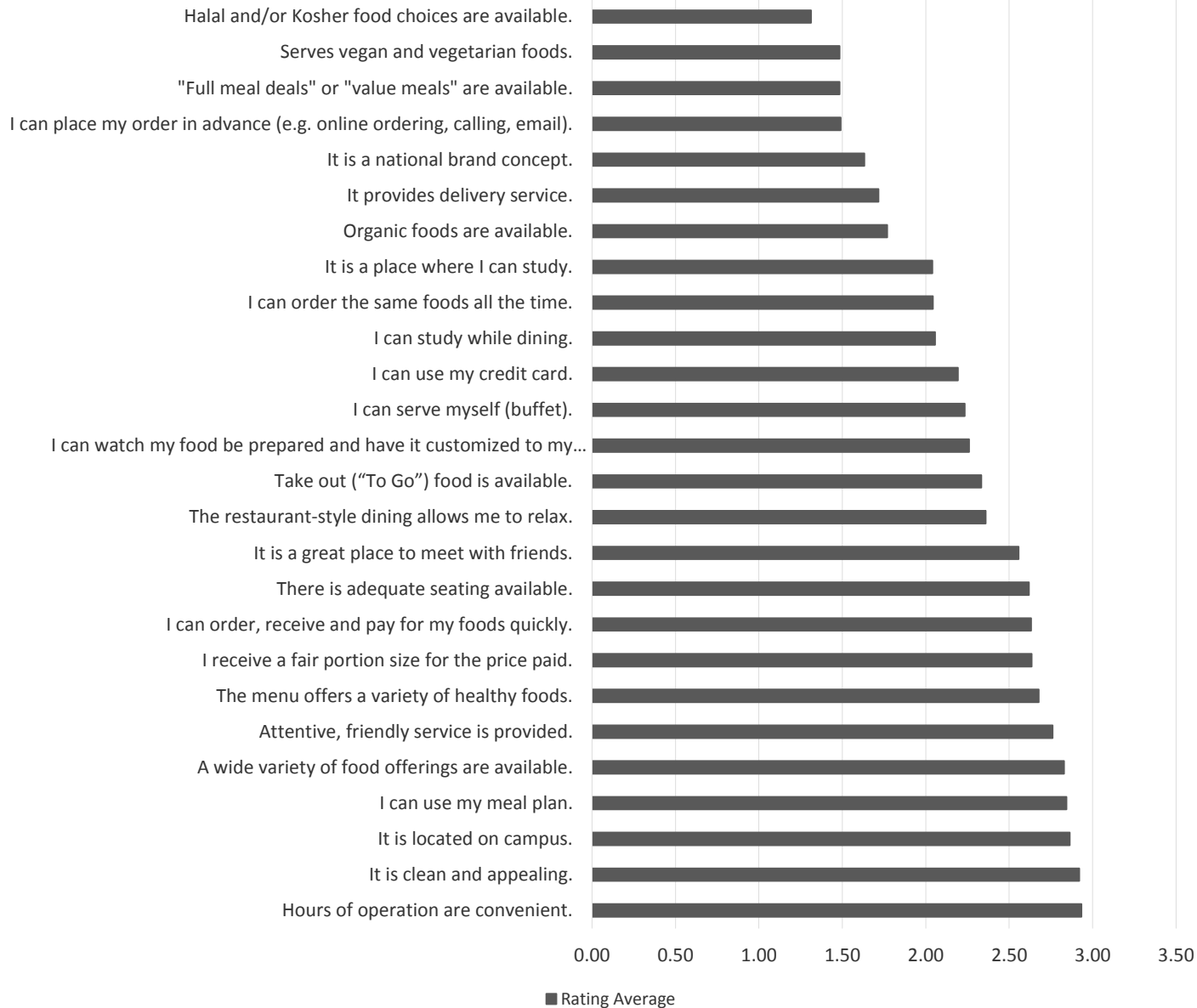


What is IMPORTANT or UNIMPORTANT to how YOU make YOUR DECISION of WHERE YOU eat? (all respondents)



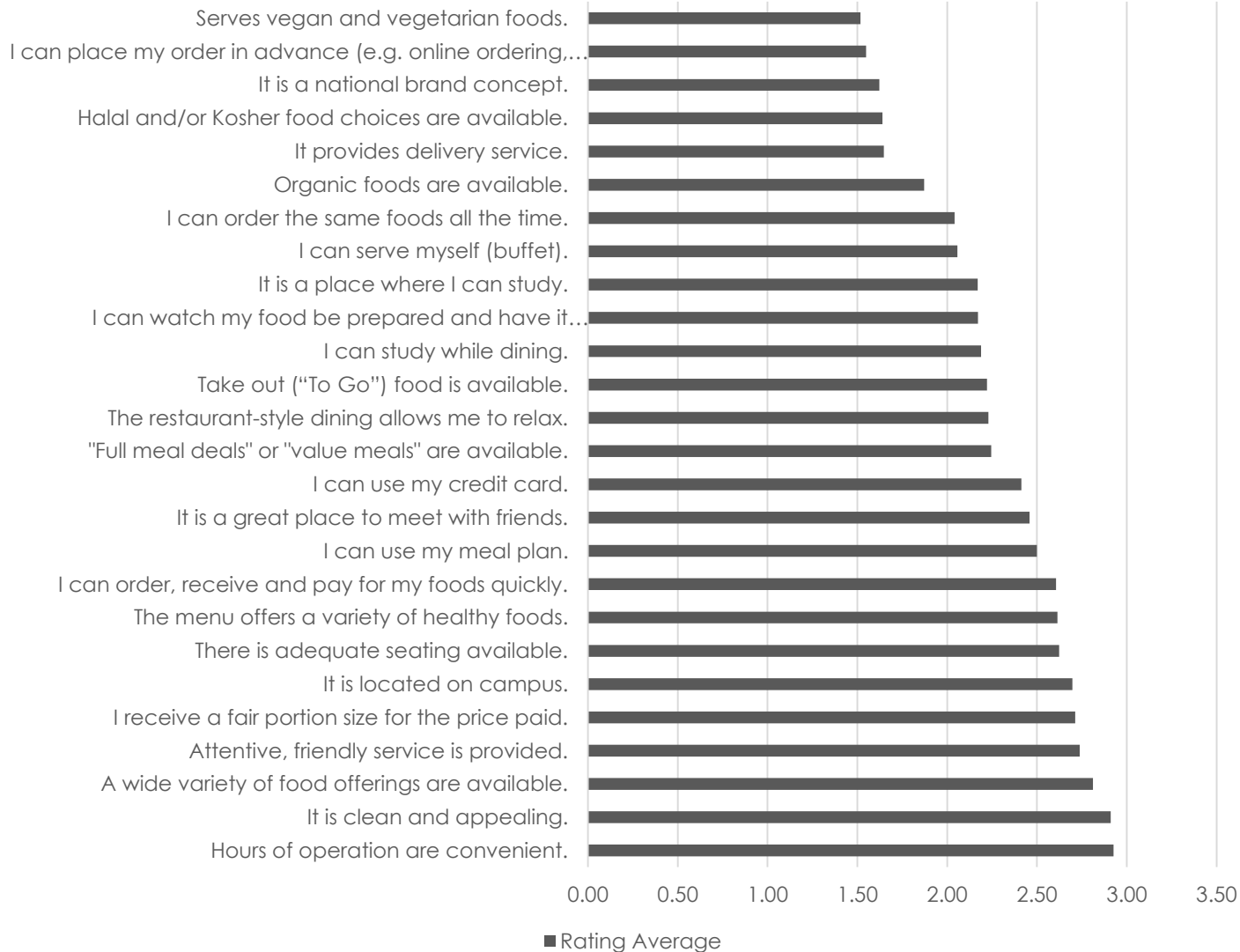


What is IMPORTANT or UNIMPORTANT to how YOU make YOUR DECISION of WHERE YOU eat? (undergraduate students)



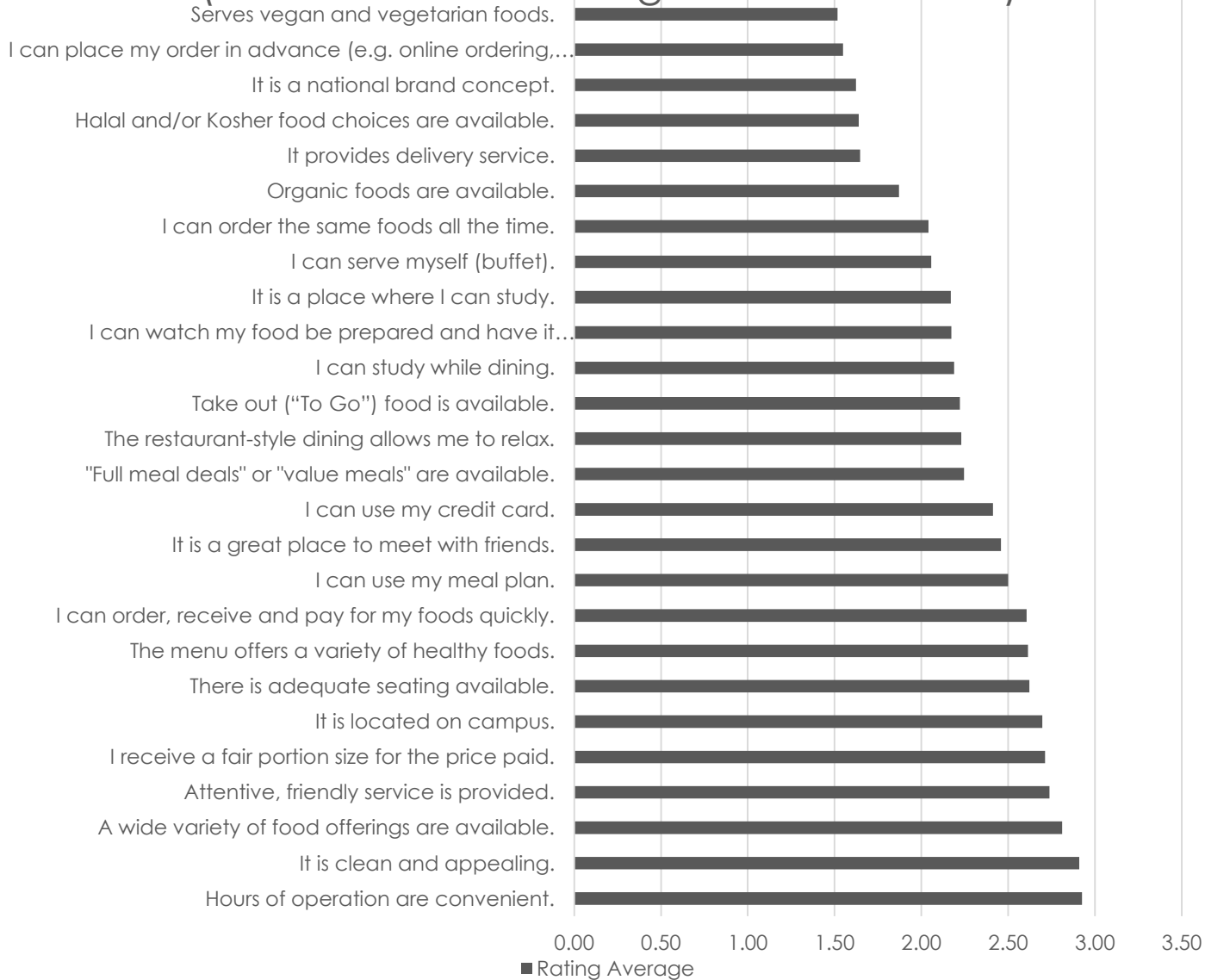


What is IMPORTANT or UNIMPORTANT to how YOU make YOUR DECISION of WHERE YOU eat? (non residence hall undergraduate students)



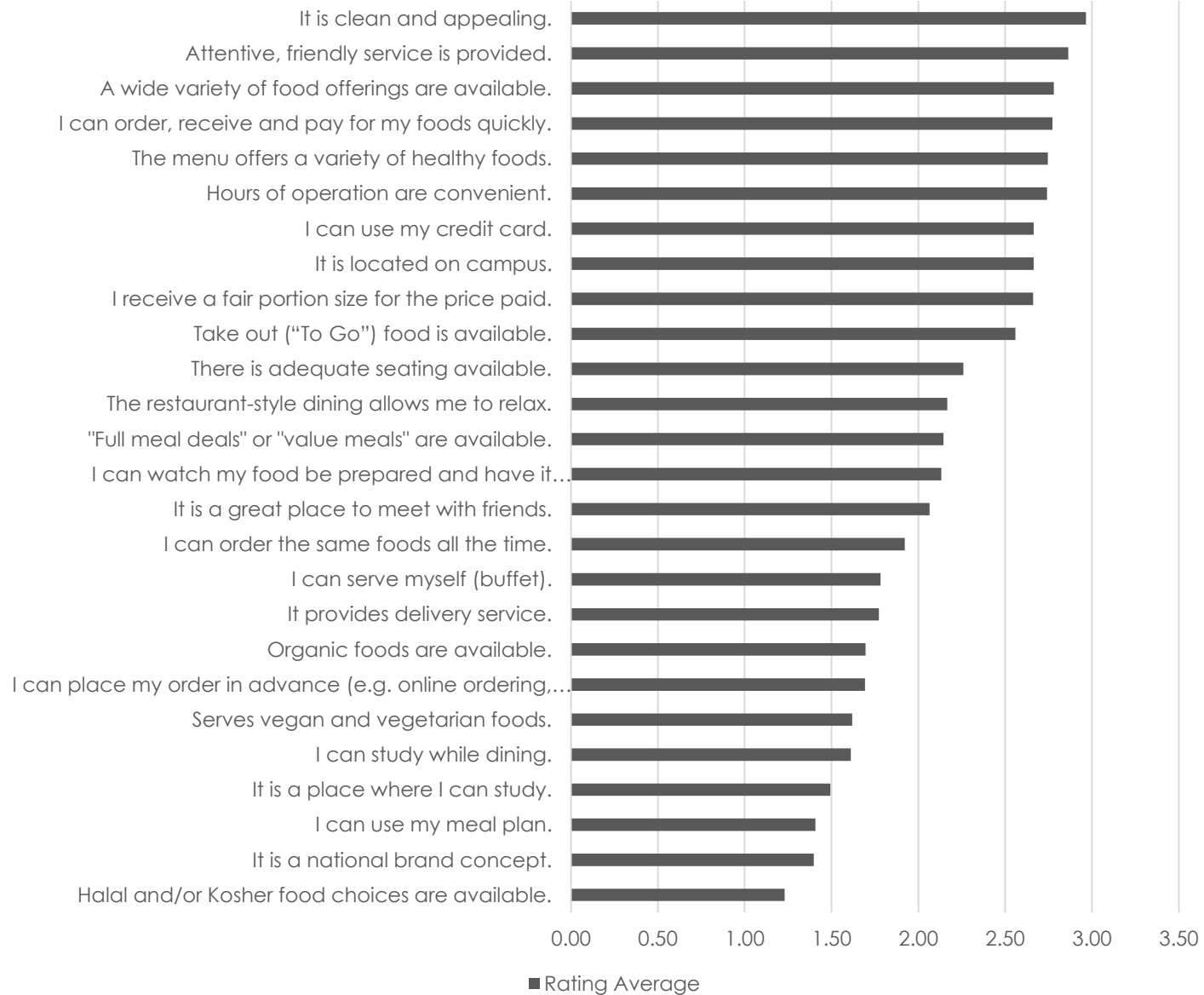


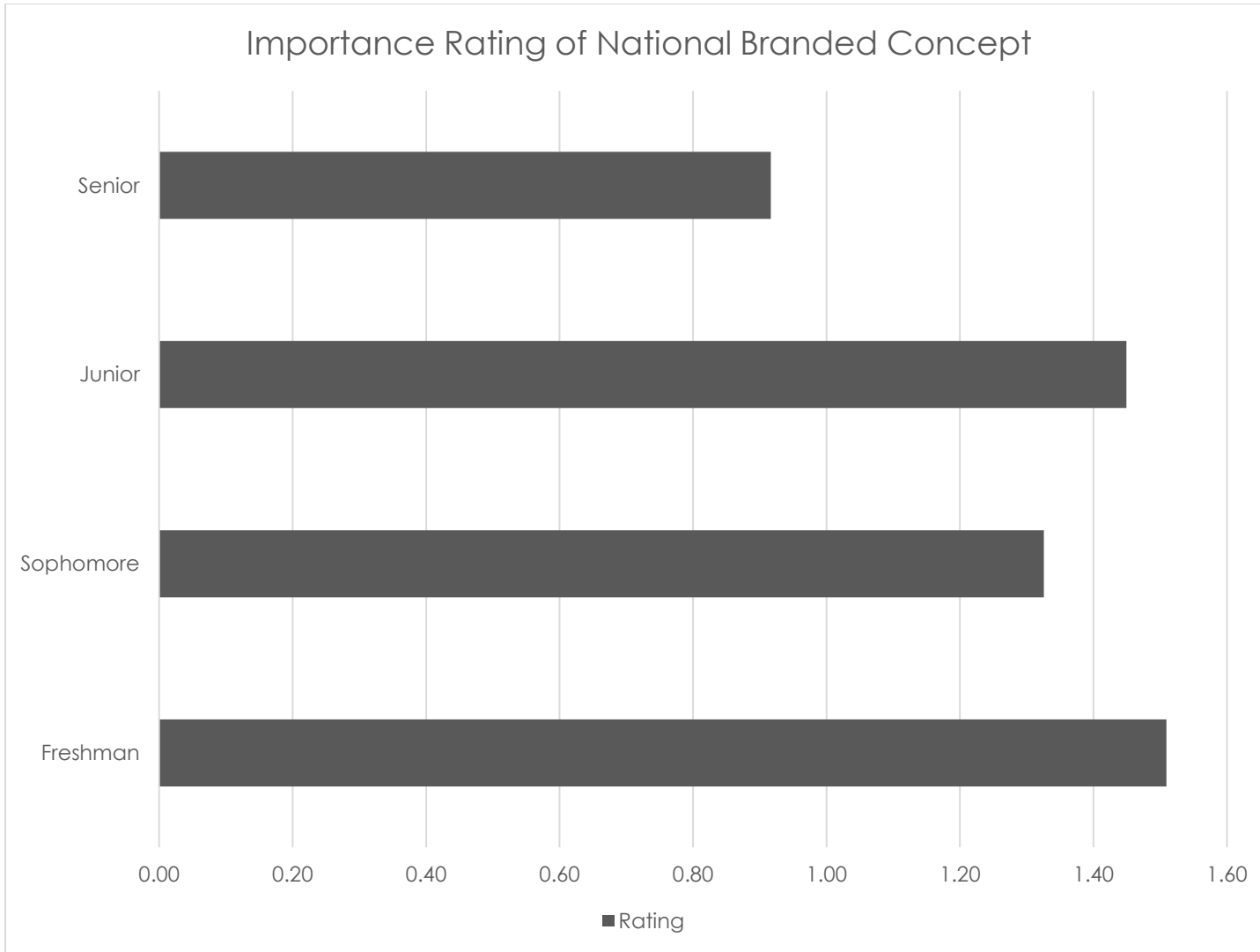
What is IMPORTANT or UNIMPORTANT to how YOU make YOUR DECISION of WHERE YOU eat? (Residence hall undergraduate students)





What is IMPORTANT or UNIMPORTANT to how YOU make YOUR DECISION of WHERE YOU eat? (faculty and staff)





The last time you purchased a meal or snack from a restaurant located OFF-CAMPUS in Grand Forks, where did you go?



Answer Options	Count	Response Percent
Jimmy John's®	101	8.6%
Buffalo Wild Wings®	86	7.3%
Panera Bread®	74	6.3%
Blue Moose	72	6.1%
Applebee's®	58	4.9%
Noodles & Company®	52	4.4%
Q'doba®	50	4.2%
McDonald's®	46	3.9%
Subway®	44	3.7%
Al's Grill	39	3.3%
Pita Pit®	37	3.1%
Red Pepper	35	3.0%
Dakota Harvest®	32	2.7%
Rhombus Guys™	30	2.5%
Olive Garden®	27	2.3%
Taco Johns®	21	1.8%
Paradiso	20	1.7%
Speedway Restaurant	18	1.5%
Not applicable	17	1.4%
Wendy's™	17	1.4%
Domino's®	16	1.4%
Little Bangkok	16	1.4%
Five Guys®	15	1.3%
Panda Buffet	14	1.2%
Perkins®	14	1.2%



Deek's	13	1.1%
Texas Roadhouse	13	1.1%
Toasted Frog	13	1.1%
Taco Bell®	12	1.0%
Erberts & Gerberts	10	0.8%
Ground Round	10	0.8%
Mexican Village	10	0.8%
Pizza Ranch	9	0.8%
Burger King	8	0.7%
Italian Moon	8	0.7%
Culver's	7	0.6%
Parrots Cay	7	0.6%
Ruby Tuesday	7	0.6%
Green Mill	6	0.5%
IHOP®	5	0.4%
Red Lobster	5	0.4%
Amazing Grains	4	0.3%
Bonzers	4	0.3%
Tim Horton's	4	0.3%
Cherry Berry	3	0.3%
Fuji	3	0.3%
Little Caesars	3	0.3%
Mama Maria's	3	0.3%
North Side Cafe	3	0.3%
Sanders	3	0.3%
Truck Stop	3	0.3%
UND Bookstore	3	0.3%



Wild Bills	3	0.3%
Wild Hog	3	0.3%
Big Sioux Cafe (Truck Stop)	2	0.2%
Coffee Company	2	0.2%
Dickey's	2	0.2%
KFC	2	0.2%
Kon Neichi Wa's	2	0.2%
Mike's Pizza (buffet)	2	0.2%
Papa Murphys	2	0.2%
Popolino's	2	0.2%
Quizno's	2	0.2%
Starbucks	2	0.2%
University gas station	2	0.2%
Arby's	1	0.1%
Archives (Christus Rex)	1	0.1%
Brick and Barley	1	0.1%
China Garden	1	0.1%
Chinese restaurant	1	0.1%
Drunken Noodle	1	0.1%
Emerald Grill	1	0.1%
Every Friday	1	0.1%
Flying J's	1	0.1%
Great Wall Chinese	1	0.1%
Happy Joe's Pizza	1	0.1%
Joe Blacks	1	0.1%
L'Bistro	1	0.1%
Loaf and Jug	1	0.1%



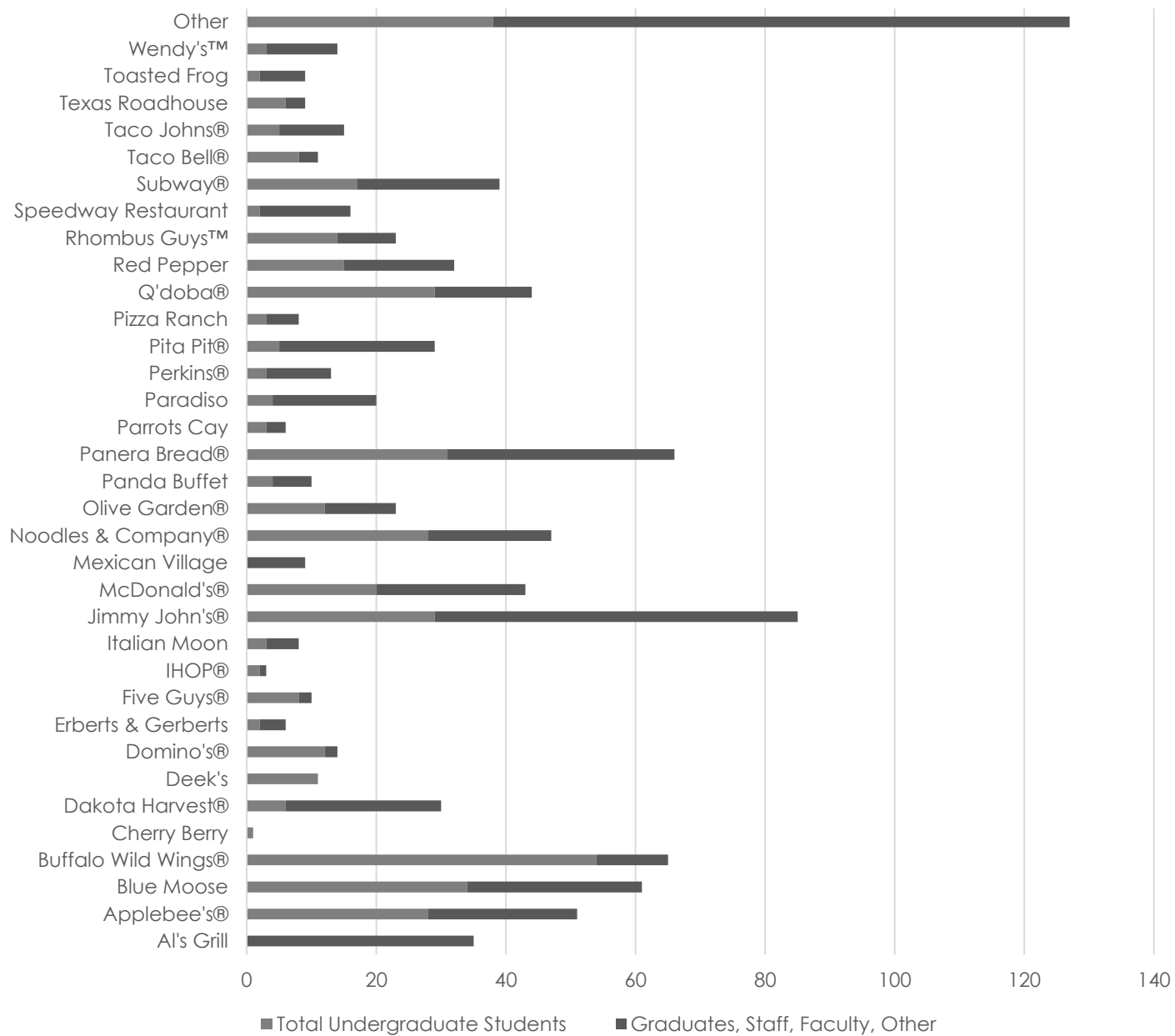
Marcos	1	0.1%
MI Mexico in east grand forks	1	0.1%
Papa John's	1	0.1%
Pita Pit and Panera Bread	1	0.1%
Pizza Hut	1	0.1%
Roadhouse Cafe (Simonson's)	1	0.1%
The ice cream restaurant in the Columbia mall	1	0.1%
The Sushi Place Downtown	1	0.1%
Valley Dairy	1	0.1%

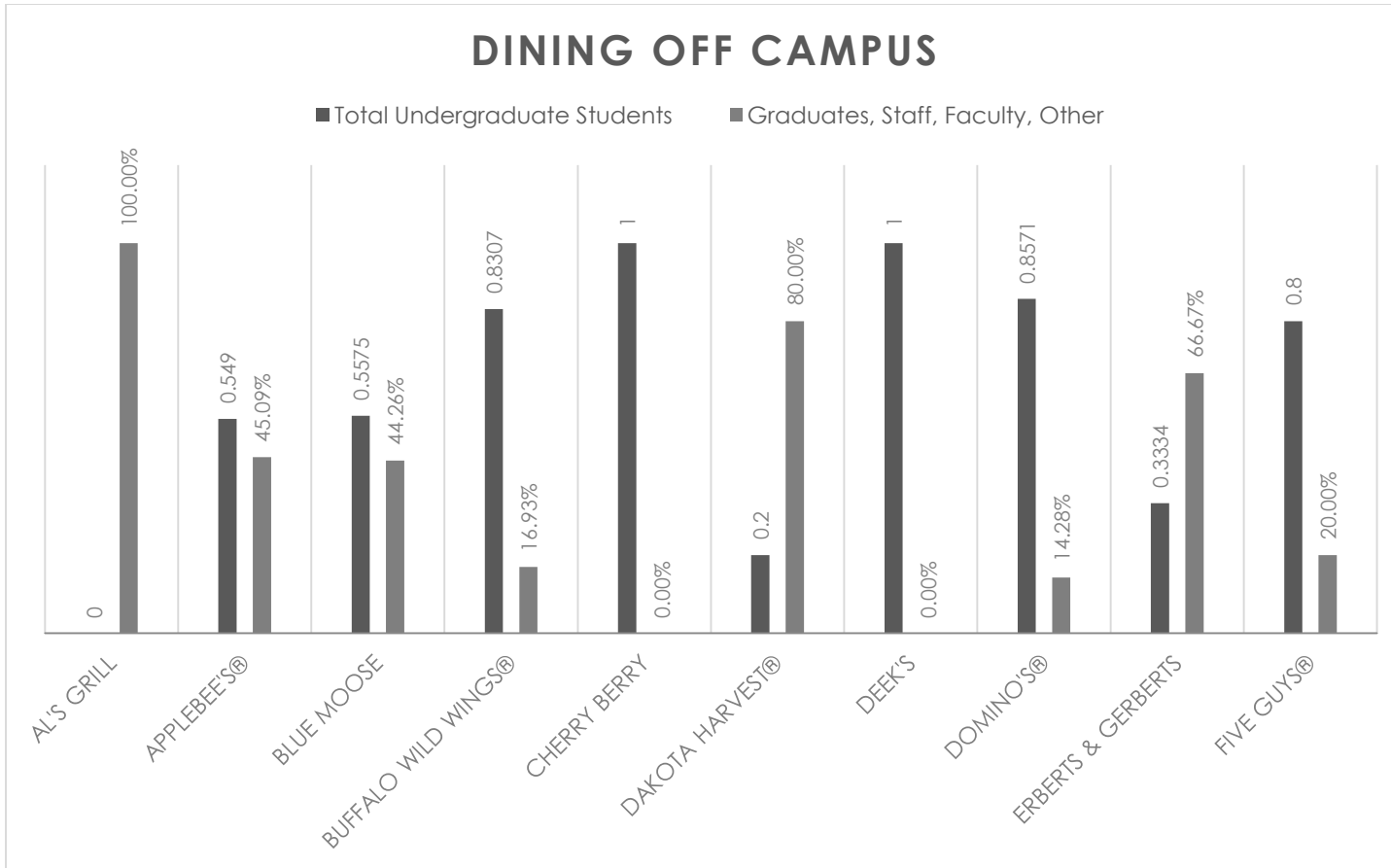
Comments:

- I choose a variety of off campus restaurants to obtain meals/snacks.
- I frequent 80% of those listed on a regular basis
- NA



Off Campus Restaurants

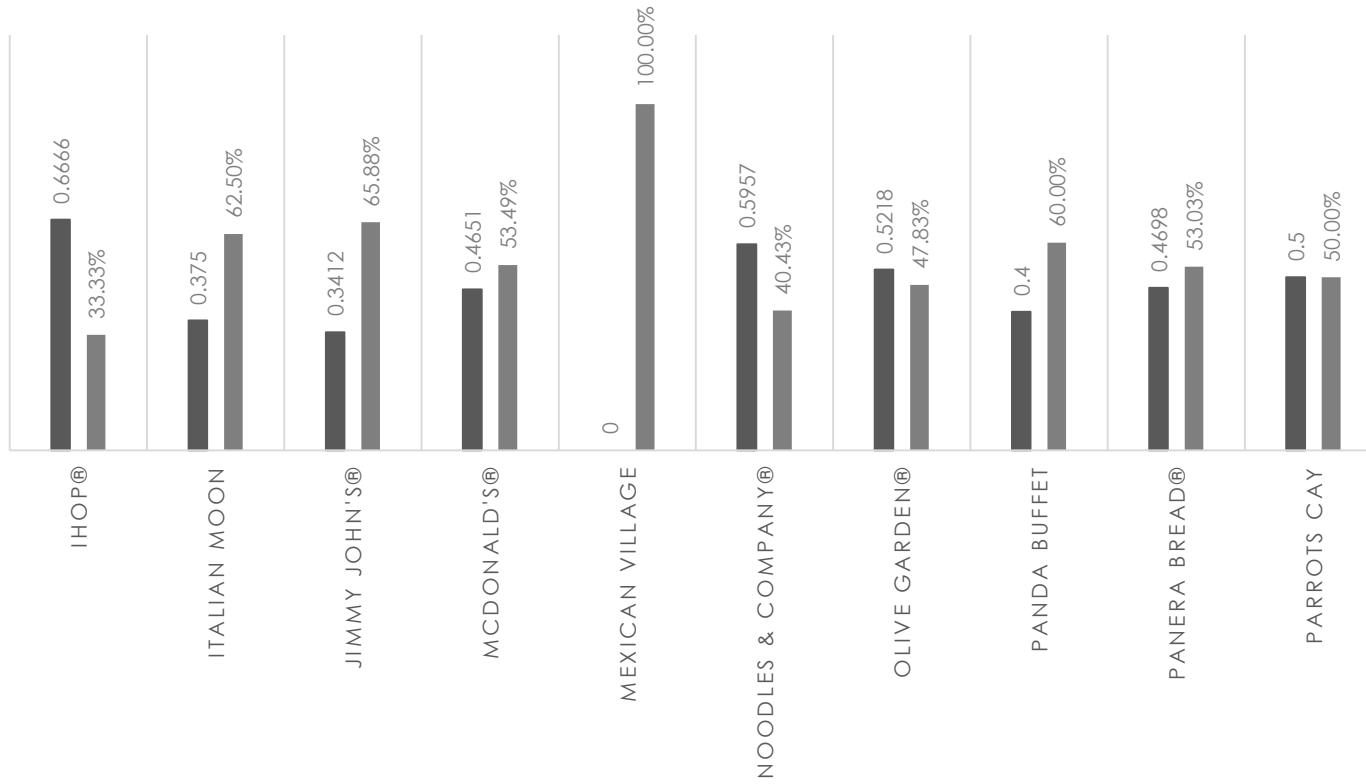






DINING OFF CAMPUS

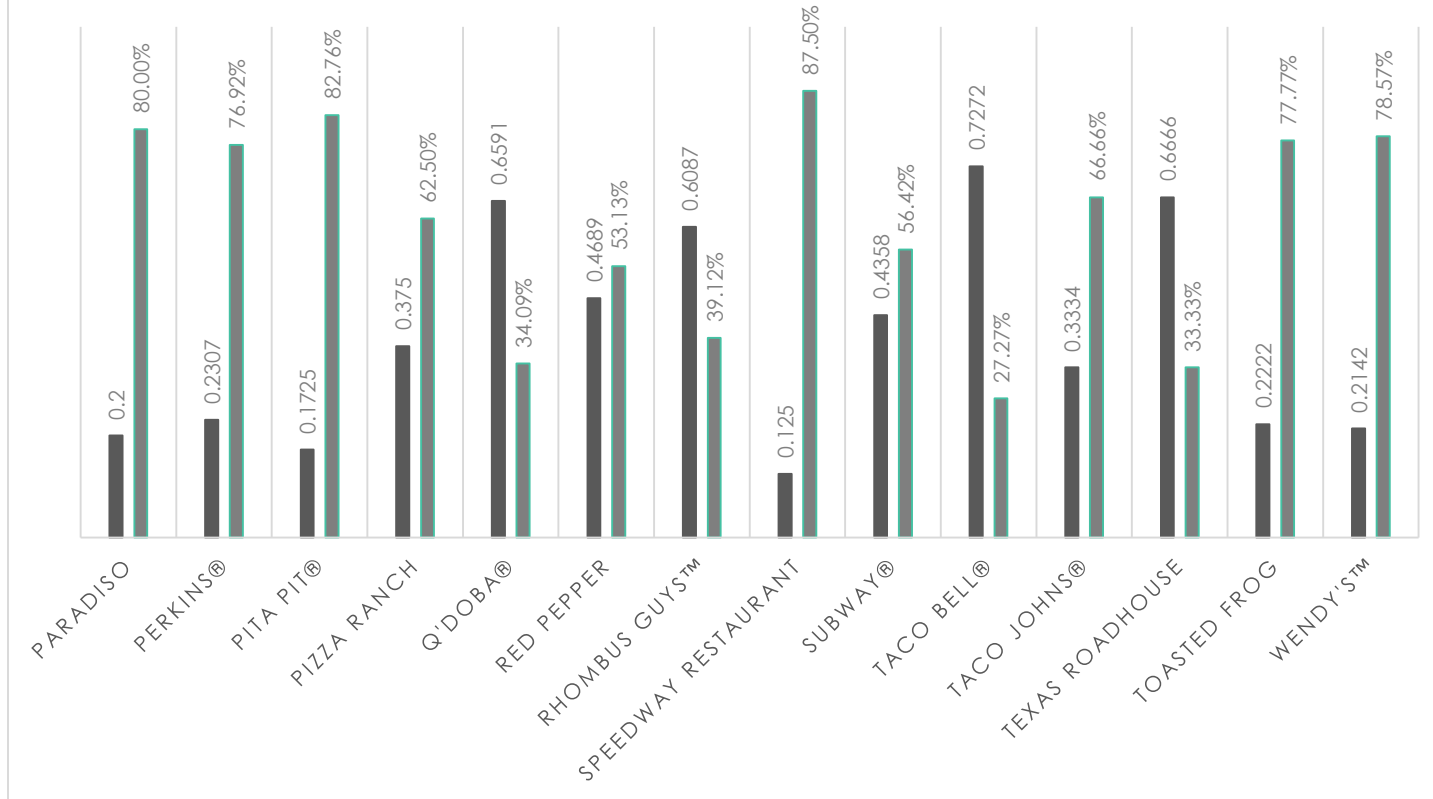
■ Total Undergraduate Students ■ Graduates, Staff, Faculty, Other





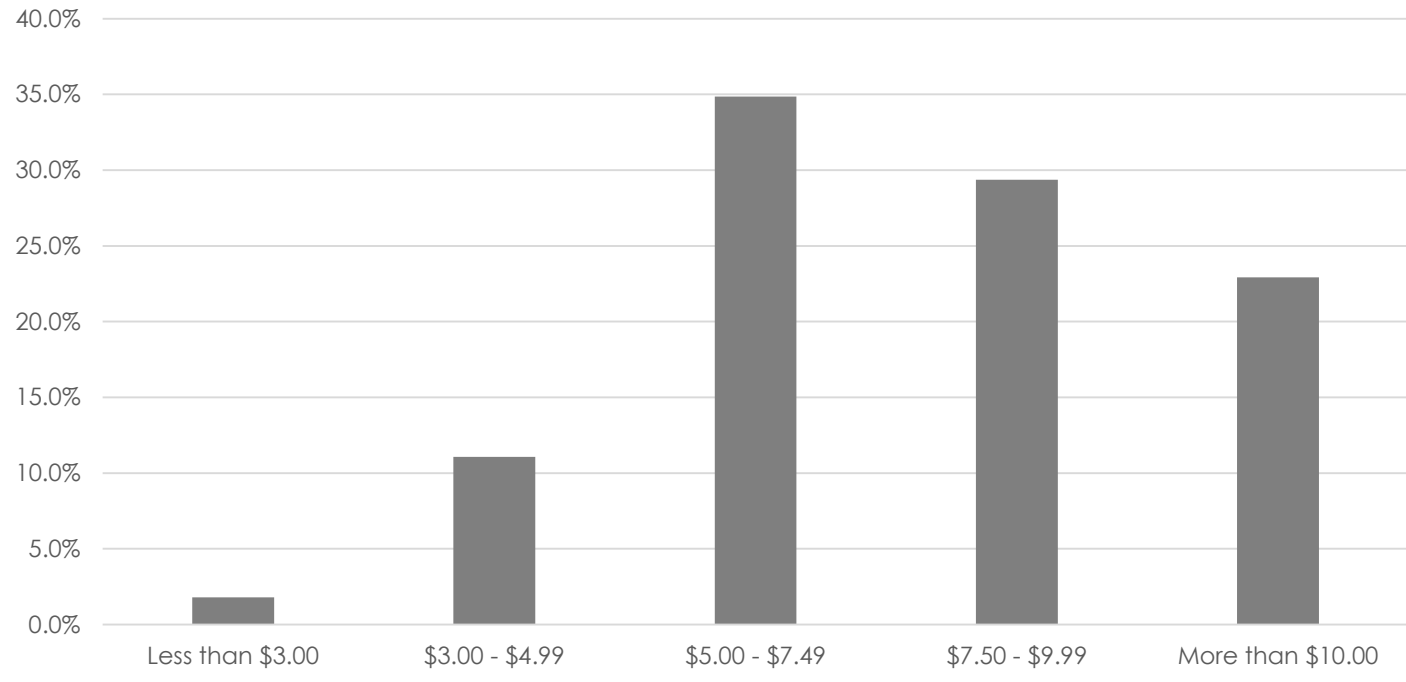
DINING OFF CAMPUS

■ Total Undergraduate Students ■ Graduates, Staff, Faculty, Other



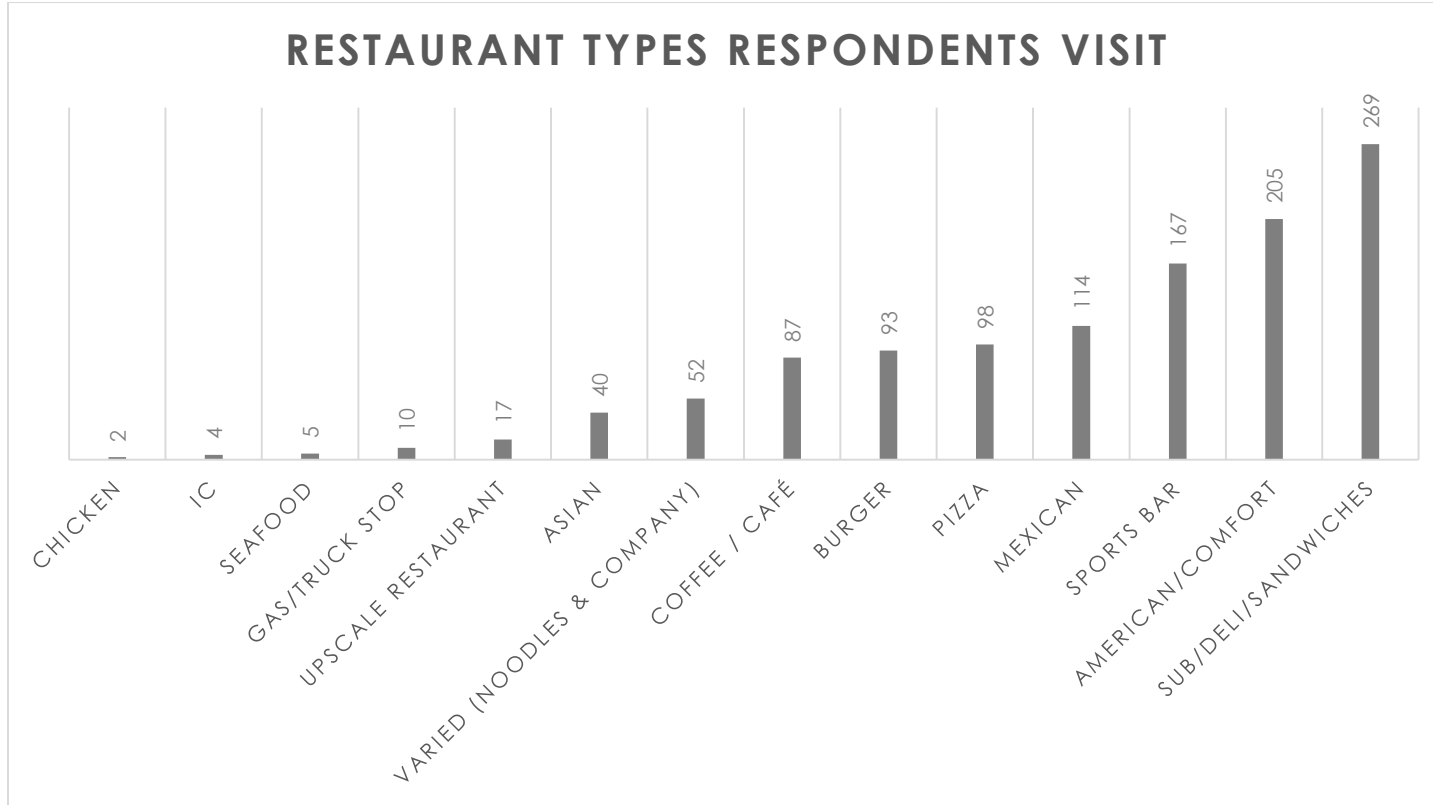


How much did you spend for your own meal the last time you purchased a meal at a restaurant OFF-CAMPUS? (all respondents)





RESTAURANT TYPES RESPONDENTS VISIT





Restaurants in Each Category:

<i>Restaurant</i>	<i>Category</i>
<i>Emerald Grill</i>	American/Comfort
<i>Olive Garden®</i>	American/Comfort
<i>Al's Grill</i>	American/Comfort
<i>Applebee's®</i>	American/Comfort
<i>Ground Round</i>	American/Comfort
<i>IHOP®</i>	American/Comfort
<i>Parrots Cay</i>	American/Comfort
<i>Perkins®</i>	American/Comfort
<i>Ruby Tuesday</i>	American/Comfort
<i>Speedway Restaurant</i>	American/Comfort
<i>Texas Roadhouse</i>	American/Comfort
<i>Dickey's</i>	American/Comfort
<i>North Side Cafe</i>	American/Comfort
<i>Valley Dairy</i>	American/Comfort
<i>China Garden</i>	Asian
<i>Chinese restaurant</i>	Asian
<i>Drunken Noodle</i>	Asian
<i>Little Bangkok</i>	Asian
<i>Panda Buffet</i>	Asian
<i>The Sushi Place Dntwn</i>	Asian
<i>Great Wall Chinese</i>	Asian
<i>Kon Neichi Wa's</i>	Asian
<i>Fuji</i>	Asian
<i>Burger King</i>	Burger
<i>Culver's</i>	Burger



<i>Five Guys®</i>	Burger
<i>McDonald's®</i>	Burger
<i>Wendy's™</i>	Burger
<i>KFC</i>	Chicken
<i>Panera Bread®</i>	Coffee Café
<i>Pita Pit and Panera Bread</i>	Coffee Café
<i>Tim Horton's</i>	Coffee Café
<i>Archives (Christus Rex)</i>	Coffee Café
<i>Coffee Company</i>	Coffee Café
<i>Starbucks</i>	Coffee Café
<i>UND Bookstore</i>	Coffee Café
<i>Big Sioux Cafe (Truckstop)</i>	Gas/Truck Stop
<i>Loaf and Jug</i>	Gas/Truck Stop
<i>Roadhouse Cafe (Simonson's)</i>	Gas/Truck Stop
<i>Truck Stop</i>	Gas/Truck Stop
<i>University gas station</i>	Gas/Truck Stop
<i>Flying J's</i>	Gas/Truckstop
<i>Cherry Berry</i>	IC
<i>The ice cream restaurant in the Columbia mall</i>	IC
<i>Mexican Village</i>	Mexican
<i>MI Mexico in east grand forks</i>	Mexican
<i>Paradiso</i>	Mexican
<i>Q'doba®</i>	Mexican
<i>Taco Bell®</i>	Mexican
<i>Taco Johns®</i>	Mexican
<i>Every Friday</i>	NA
<i>Not applicable</i>	Not applicable



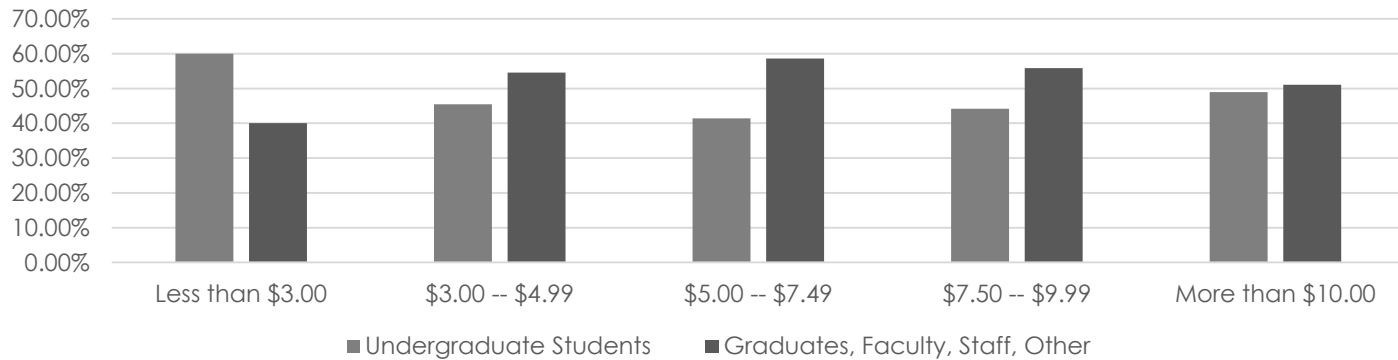
<i>Italian Moon</i>	Pizza
<i>Deek's</i>	Pizza
<i>Domino's®</i>	Pizza
<i>Happy Joe's Pizza</i>	Pizza
<i>Little Caesars</i>	Pizza
<i>Marcos</i>	Pizza
<i>Mike's Pizza (buffet)</i>	Pizza
<i>Papa John's</i>	Pizza
<i>Papa Murphys</i>	Pizza
<i>Pizza Hut</i>	Pizza
<i>Pizza Ranch</i>	Pizza
<i>Rhombus Guys™</i>	Pizza
<i>Green Mill</i>	Pizza
<i>Popolino's</i>	Pizza
<i>Mama Maria's</i>	Pizza
<i>Red Lobster</i>	Seafood
<i>Blue Moose</i>	Sports Bar
<i>Buffalo Wild Wings®</i>	Sports Bar
<i>Wild Bills</i>	Sports Bar
<i>Bonzers</i>	Sports Bar
<i>Brick and Barley</i>	Sports Bar
<i>Joe Blacks</i>	Sports Bar
<i>Arby's</i>	Sub/Deli/Sandwiches
<i>Dakota Harvest®</i>	Sub/Deli/Sandwiches
<i>Erberts & Gerberts</i>	Sub/Deli/Sandwiches
<i>Jimmy John's®</i>	Sub/Deli/Sandwiches
<i>Pita Pit®</i>	Sub/Deli/Sandwiches



<i>Quizno's</i>	Sub/Deli/Sandwiches
<i>Red Pepper</i>	Sub/Deli/Sandwiches
<i>Subway®</i>	Sub/Deli/Sandwiches
<i>Amazing Grains</i>	Sub/Deli/Sandwiches
<i>Wild Hog</i>	Sub/Deli/Sandwiches
<i>Sanders</i>	Upscale Restaurant
<i>L'Bistro</i>	Upscale Restaurant
<i>Toasted Frog</i>	Upscale Restaurant
<i>Noodles & Company®</i>	Varied



How much did you spend for your own meal the last time you purchased a meal at a restaurant OFF-CAMPUS?

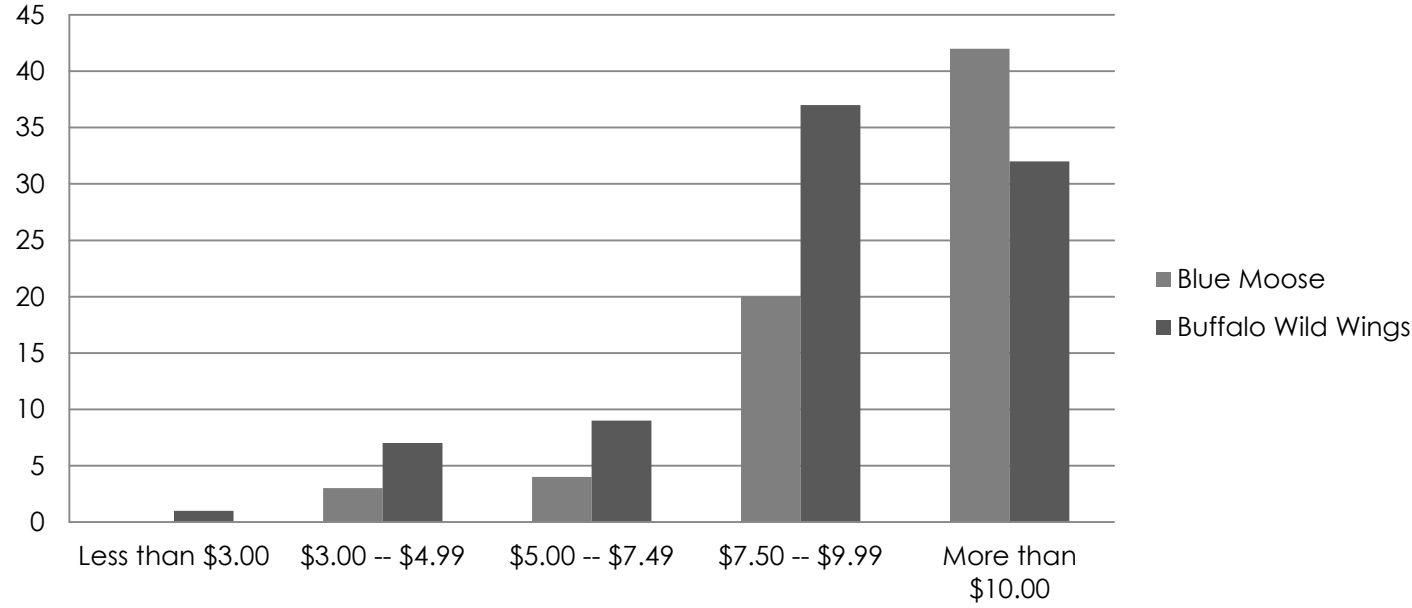


Number of people who spent less than \$3.00 on last meal and where they made their purchase:

- 1 Buffalo Wild Wings
- 2 Italian Moon
- 3 McDonalds
- 1 Olive Garden
- 2 Red Pepper
- 1 Subway
- 1 Taco Bell
- 1 Taco Johns
- 2 Wendys
- 2 Other
- 4 Not Applicable

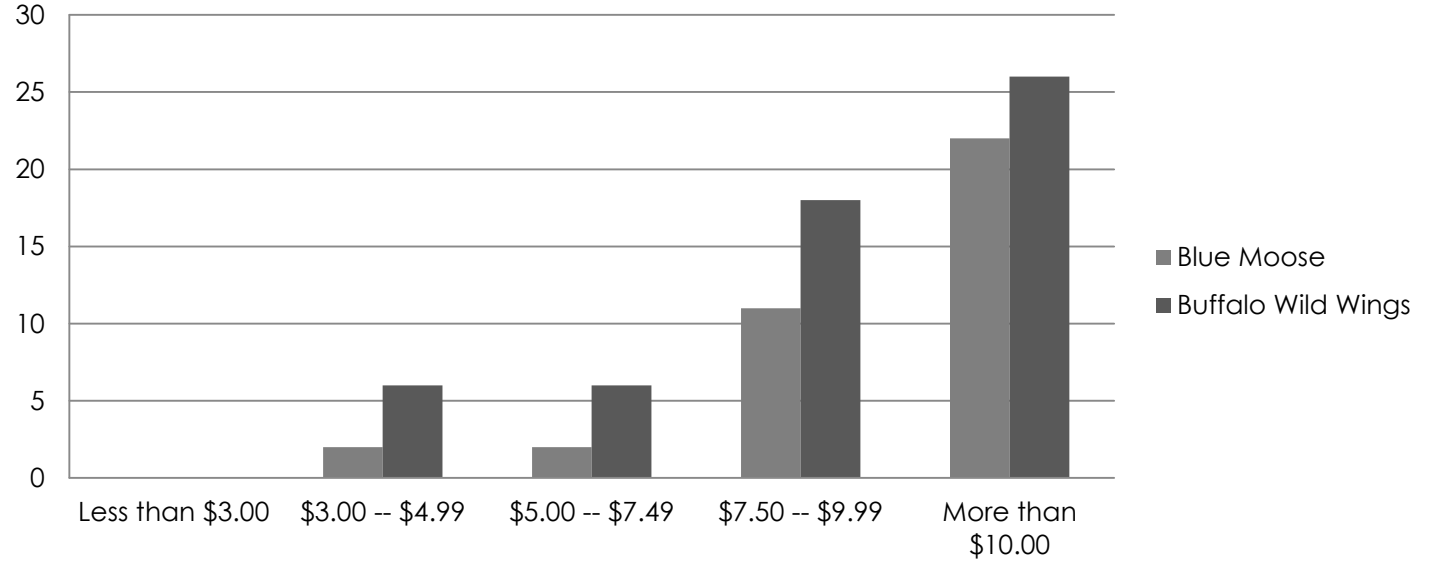


How Much Did You Spend For Your Own Meal The Last Time You Purchased a Meal At a Sports Bar - ALL RESPONDENTS



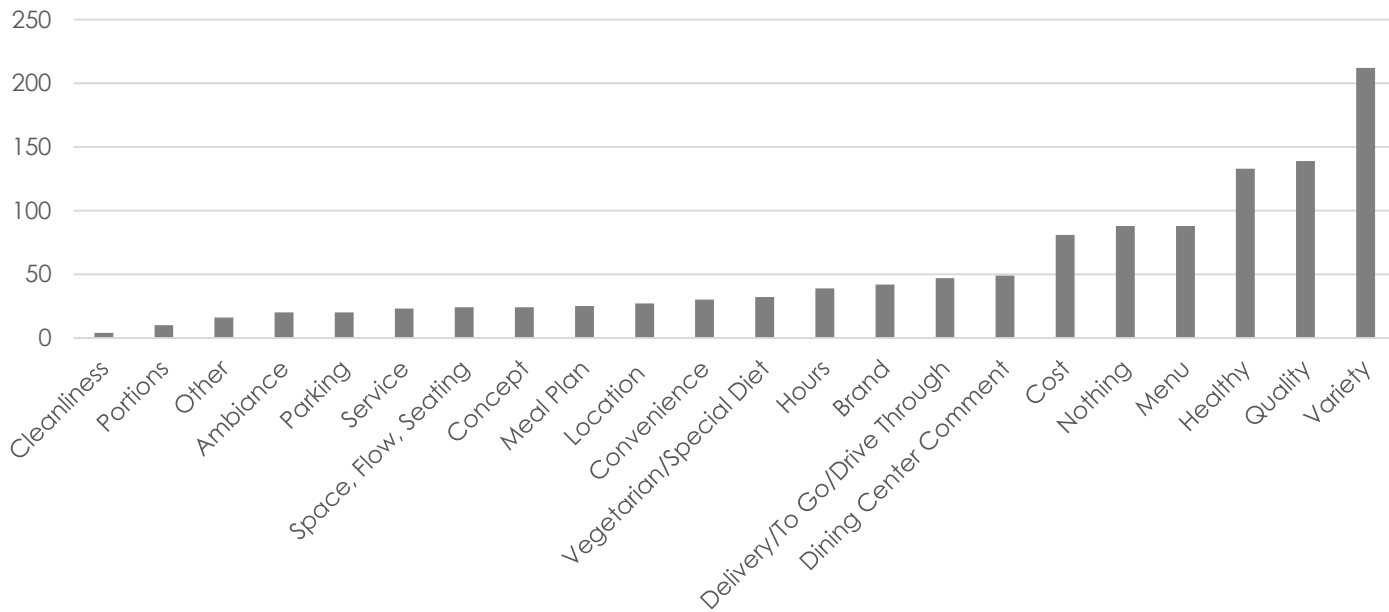


How Much Did You Spend For Your Own Meal The Last Time You Purchased a Meal At a Sports Bar - STUDENTS ONLY





Please think for a moment about the food services available on-campus compared to the options you have off-campus. What can UND do or improve to compete with the other food options available to you?





Ambience Comments:

- Campus dining still has cafeteria or traditional dining hall feel. Would be interesting to have unique dining option on campus.
- Have it not look so much like an elementary lunch room.
- I love Squires, but the Memorial Union is closer to me (shorter walk). Something like Squires, but in the Memorial Union (Terrace location, for example) would be great.
- I mostly use Stomping Grounds in the MU. This is poorly designed for the volume of business they have. Whoever designed the space didn't have a good grasp of flow of customers. Not much room for people wearing backpacks for one thing.
- I think the seating is a large issue for me. I like a place I can have a quiet conversation with a friend. The seating area is usually so full at noon (my designated lunch time). I often go to the 2nd floor, but don't like to have a conversation where students are all studying.
- I think they have good choices. Maybe a quieter atmosphere.
- Modernization of some of the dining centers.
- More of a coffee house feel rather than the grab and go coffee shop
- Provide some private spaces to meet with people in a more quiet and confidential location.
- Quiet dining space
- The atmosphere of the dining areas could be improved to make them a little more intimate and appealing, perhaps quieter spaces to eat and study. Right now everything in the Union is pushed together and very noisy. It can be unappealing and feels too much like an industrial cafeteria.
- The Union where I would go is always so crowded and busy. It'd be nice to have more private or sectioned off seating places. It'd be nice to have a welcoming place for faculty & staff and not have to compete with the busy student crowd.
- More restaurant type atmosphere where you are waited on and served
- Maybe try something that isn't fast food, but is more of a reasonably priced sit-down restaurant.
- Provide a relaxing, quiet atmosphere to escape from "Campus"
- Provide a sit-down, full-service restaurant similar to what used to be in the lower level of the Union prior to the flood.
- Restaurant - away from business and chaos. Print lower, healthier foods (now - union only has soup + yogurt type foods and expensive compared to off campus, so only use in a pinch!)
- Restaurants closer to campus would be really nice, more places that meal swipes can be used would be even better
- To me on campus dining should be not what I can get in Grand Forks already. Fast food type items don't do it for me. I want more of a dining experience with unique choices. Of course service needs to be efficient and cost reasonable. I avoid getting food in the Union because it feels like a fast food restaurant which I can get anywhere.
- We need more restaurants on campus

Brand Comments:

- Name Brand. Larger Area.
- Maybe a Starbucks with food at the Memorial Union
- To-Go or pick up foods, pizza ordering, CHIPOLTE.
- Dairy Queen, Olive Garden, Panera, Caribou Coffee
- A couple of popular national chains would be nice to have conveniently located on campus.
- Bring in a Taco Bell.
- Bring in more big names in food that are not available off campus such as Popeyes and Sonic.
- Bring in Pita Pit
- Full-time Asian food (stir-fry) and Mexican food.
- Get a Mongolian BBQ grill
- Get different pizza vendor



- Get rid of Sbarro in marketplace...yuk
- Give bigger restaurant options closer to campus. Many students- mainly freshman are without transportation. Food at the Union is sub-par. Needs more big names- i.e. Subway, Chipotle, Qdoba, Chick Fil A, Leeann Chin, Starbucks, etc.
- Have a place like Panera or Bruegger bagels, or Jamba Juice!
- Have an Arby's or McDonald's closer to campus. It would allow for students to be able to go off campus for a meal WITHOUT having to drive a car. It would allow them time with friends to walk to a meal instead of having to get into a car to go somewhere.
- Having a Quiznos or Pita Pit would be nice. I do like A&W being here.
- I personally enjoy Subway very much, so perhaps an on-campus Subway would be beneficial.
- I think having a Hispanic type place would be great, Chipotle
- I think if they changed the options at Old Main to newer and more popular restaurants then more people would eat there. I think if you keep adding variety at the dining centers people will continue to be happy.
- I think UND has an awesome selection of very tasty food. I only eat off-campus in the evenings after work. An option for Union would be something that offered boneless wings such as BWW.
- If we had a KFC that would be pretty awesome
- Keep A&W and Sbarro - they are not available anywhere else in GF
- More brand places
- More chains on campus
- Nothing against Sbarro but how about some brand names that are popular like Subway, Taco Bell, Jimmy Johns, Pizza Hut
- Open more franchises on campus
- Open the Subway at Smith Hall.
- Please get a Noodles and Company!
- Salad bar, better pizza, subs at Memorial Union i.e., Jimmy Johns, Erbert & Gerbert or Subway, taco salads, Red Pepper restaurant
- Tim Hortons and quick healthy options available.
- Different chain foods like McDonalds, or something more upscale like PF Changs!
- There are faster but health options. I would be overjoyed if we got a Panera or Noodles & Co in the union!!!
- Lower prices, or maybe even introduce chains such as Jimmy John's, Subway, Panera, etc. to the Union or similar options in the dining hall.
- A lot of students enjoy salad bar, soup, wraps, and light healthy choices like that, which are more commonly found off-campus at places like Panera, Olive Garden, and others. Maybe create something that encompasses that new trend of eating.
- It would be nice to have a Mexican food choice
- UND could offer more or variable soup options at old main. Also, bring back TCBY or an ice cream option in the union! And the vending machines are often full of baked lays, pop tarts and other "healthy" snacks no one wants-- which is probably why they're stale when you buy.
- Bring in more restaurant options/allow World Market to be open in Old Main for longer hours. It would be nice to have something besides a deli, pizza, or burgers all of the time (e.g., Qdoba, Chinese, etc.)
- Fresher ingredients, better pizza chain...Sbarro is so bad.
- I'd love to see the Subway go back to the Smith-Fulton hall complex or something that would serve the Gamble/Montgomery hall area Also, the coffee at the Stomping Grounds (Memorial Union) is terrible. It is always too weak. For a product that is more expensive than Starbucks, the quality should be just as good, if not better.
- I miss the Subway that used to be in the Union. I don't like the bread or the small sandwich sizes that are offered by the Dakota Deli. I usually end up at A&W because I think the Sbarro pizza is very greasy. I have a severe seafood allergy so A&W is one of the few places I can go in Grand Forks if I want to have French fries or chicken strips because for most of the year there is no seafood cooked in the same fryers as the rest of the food at A&W.
- The options of A&W and Sbarro are not competitive with the options off campus. The price at these locations is much higher than anywhere I would go off campus and the quality of food is much lower.



- Have more variety of food. Possibly have some off campus restaurants be available on campus.

Space, Seating and Flow Comments:

- Name Brand. Larger Area.
- I mostly use Stomping Grounds in the MU. This is poorly designed for the volume of business they have. Whoever designed the space didn't have a good grasp of flow of customers. Not much room for people wearing backpacks for one thing.
- I think the seating is a large issue for me. I like a place I can have a quiet conversation with a friend. The seating area is usually so full at noon (my designated lunch time). I often go to the 2nd floor, but don't like to have a conversation where students are all studying.
- The Union where I would go is always so crowded and busy. It'd be nice to have more private or sectioned off seating places. It'd be nice to have a welcoming place for faculty & staff and not have to compete with the busy student crowd.
- I usually go to Squires, and it gets irritating at times when it's hard to find a place to sit because it's too crowded. Otherwise the food is great and there are many choices.
- Have more restaurant style options like at the Old Main
- Have more seating availability, as well as cashiers on duty during peak lunch hours
- If you get food at Sbarro, etc., seating becomes an issue. For the dining hall variety is amazing but there will always be those people who want the same thing every day!
- Improve the flow in the Union Dining Area.
- More options, more space to spread out from other people eating, healthier options at Wilkerson on weekends
- More space, and options for healthier food!
- Need larger area with more options
- Though space is most certainly an issue, more options would most likely always be a hit with students, faculty and staff
- I don't go to food spaces outside of my area on campus because of inconvenience due to my schedule or ease to get to (parking, seating). I also work during my lunch so it has to be fast and easy and preferably healthier.
- Have more affordable off campus meal plans. Have more seating at lunch. Have more vending machines or a food stand in or near the education building. Have healthier options in the C-store.
- Delivery, no lines, parking
- Better hours, larger areas that do not get crowded easily, food that is appealing and worth staying on campus for, and for students it has to be affordable.
- Continue offering real, homemade mashed potatoes and gravy, homemade baked beans, and homemade tomato soup. They are so good at the union. Also, be conscious of keeping lines short with fast service, allowing for self service for items listed above, which we currently can't dish up ourselves and that line is always long for people who want grilled sandwiches. I don't want the sandwiches but have to stand in long line to get those items listed above.
- UND could provide additional seating in dining areas and be opened for extended hours.
- More affordable food prices and more options would be nice. There needs to be more seating in the Memorial Union, too.
- Healthier food, more/better seating
- More healthy food options. Seating area available for faculty/staff away from the students.
- More variety of foods. Better hours (for the med school cart). Better seating. Faster service.
- Ideally, it would be nice to have more options. To think that a University this size basically has 4 options at the main Non-cafeteria site (the Union - subs, pizza, A & W, and then the 4th changing option) is kind of bizarre. Also just the space (again I am thinking of the Union) - it is really claustrophobic at busy times. I also really like having some sort of "special" each day (they already do this).

Concept Ideas:

- Have more restaurant style options like at the Old Main
- More of a coffee house feel rather than the grab and go coffee shop



- More restaurant type atmosphere where you are waited on and served
- Maybe try something that isn't fast food, but is more of a reasonably priced sit-down restaurant.
- Provide a sit-down, full-service restaurant similar to what used to be in the lower level of the Union prior to the flood.
- Restaurant - away from business and chaos. Print lower, healthier foods (now - union only has soup + yogurt type foods and expensive compared to off campus, so only use in a pinch!)
- Restaurants closer to campus would be really nice, more places that meal swipes can be used would be even better
- To me on campus dining should be not what I can get in Grand Forks already. Fast food type items don't do it for me. I want more of a dining experience with unique chooses. Of course service needs to be efficient and cost reasonable. I avoid getting food in the Union because it feels like a fast food restaurant which I can get anywhere.
- We need more restaurants on campus
- Make the dining centers look more like restaurants and offer healthy and good tasting food.
- A sit down restaurant where one can use dining dollars/dining plan
- Alcohol
- Get Starbucks coffee in the Union! And train the baristas to make stronger coffee. Also provide more healthy options at Terrace. And put a vending machine in the library (for pop and energy drinks)
- Give more options. Have a nice restaurant like there used to be in the basement of the Union where they had table cloths, waiters and waitresses and great food.
- Have a faculty club with fresh food options and coffee just for faculty to meet and dine.
- Have a place where I can have a beer with my burger.
- I go to Marketplace on Main because I can get a la carte items. I would love to be able to choose an item from a buffet instead of paying the full buffet price for everything. Maybe have a per-station price, and if you go over the buffet price, you pay then. So, you pay after you make your menu selection at the buffet. I would go to Twamley more if there were healthier food options--it's a quiet place to eat study and visit. The main influence on making a choice to eat on campus is the weather--I won't leave my office on a cold day if at all possible. As I mentioned earlier in Q15, Q16 some of the answer options didn't reflect my situation. I clicked never, but eat occasionally on campus--just not 1-2x a week minimum.
- I haven't visited all of UND's dining options, so I probably can't say. Maybe some sort of table service.
- More "sit down" types of places (like the Museum Café, but bigger and less expensive). More coffee cart/food cart types of things available on nice days (or even inside buildings more often).
- More sit down restaurants, like the Museum Cafe, on campus.
- Not be a dry campus anymore. Having a beer or two would be great with a meal.
- Offer restaurant foods on special nights
- Use local vendors and producers, Cut back on prepackaged items
- A drive-through service would be nice to have on campus

Quality of Food:

Freshness

- Fresher ingredients, better pizza chain...Sbarro is so bad.
- Fresher and better quality food also the student workers in the evenings at terrace do a poor job. They are rude, slow, and don't care about your dining experience.
- Fresh food is always better than food that sits out in a food line
- Fresh food well-prepared, no steam tables
- Fresher food (2)



- Fresher, better options EVERYDAY, not day old stuff laying out for me to buy that is hard and doesn't taste good. That is what I am getting now and I am not pleased.
- Freshness and no crumbs from the bottom of a pan
- I look for quality of food. UND is too focused on quantities and not as much about fresh quality. The food is OK but I think taking the time to train on particular foods and having much healthier options. So many times I go to the Union for lunch and I look around and all I see is greasy, fried, unhealthy foods, with a dash here and there of fruits and veggies. I recently visited NDSU's food court and found the quality of the food and the culture of the food court to be much more inviting and the good looked and tasted fresh. It had a totally different feel. We need to get out of the assembly line, buffet style lunch and looks at variety and health.
- Improve quality, fresher ingredients
- Make sure the fruit/veggies are fresh and the grilled chicken could be improved.
- More fresh food made daily
- More fresh food, not frozen, fresh vegetables without the smell of preservatives from bagged produce
- More fresh, clean food.
- Prepare foods as they are ordered. Don't let things like chicken, fries, and burgers sit under a heating lamp for multiple hours?
- Food should be more fresh and more variety of dishes instead of just pasta/wings/wraps all the time. There could be soup day, a salad creation day, more meat, sea food, etc.
- Fresh foods, different types of food (Mexican, Chinese, and Vietnamese) should be available.
- Fresh options. Variety. Consistent taste. Fresher soups. Loved the addition of sushi last term
- Fresher customizable options, baked goods that haven't been sitting there all week. Lettuce that isn't brown. Pizza that isn't dried up. Quality in all respects. Healthier options at the snack bars, need fresher salads there for sure, make them each day not 3 days in advance - or put in a salad bar!
- Have a salad bar with FRESH lettuce types and vegetables. It would also be nice to have a soup possibility with the salad bar. I would like whole grain buns/bread also available at such a salad bar. I don't ever - not ever - select a salad that is in a plastic container and covered with saran wrap.
- More attentiveness to freshness, less time sitting out in warming trays. Pasta more al dente, less mushy. To be able to make more sushi and more sushi variety.
- Off campus you can get fresh food and lean meats. On campus, you get maybe one or two fruits (besides the general generic apple and maybe banana). The meat is fatty. You CAN make stew with a lean cut you know. Also, when I want spaghetti as a main meal, I don't want two tablespoons full.
- Have more healthy choices. Have fresher salads and fresher vegetable choices. Often the veggies and fruit look like they were packaged days before. Serve more variety in soups and include broth soups rather than creamy high fat choices.
- Healthier food (like the Asian food in the world market uses too much salt), fresh, done to order, like the World Market which is best in the Union, but also make it good quality
- Affordable, fresh, and a wide variety of options
- Have fresher foods and more choices. Also vary the menu week to week.
- More vegetarian. More salads that are fresh.
- Affordable, fresh, and a wide variety of options
- Have fresher foods and more choices. Also vary the menu week to week.
- More vegetarian. More salads that are fresh.

Temperature

- Marketplace pizza concept is not hot and fresh, reheated is never good. Deli is good. Coffee shops great

Appearance

- It doesn't always look appetizing.



- Just make the food tastier, served with a smile, and more appealing to look at.
- Make it look better. Presentation is important. Also stop advertising an all you can eat meal plan and then have your employees harass us for taking what we want. What a rip-off. I go to get served not to be lectured about something I paid for.

Greasy

- I miss the Subway that used to be in the Union. I don't like the bread or the small sandwich sizes that are offered by the Dakota Deli. I usually end up at A&W because I think the Sbarro pizza is very greasy. I have a severe seafood allergy so A&W is one of the few places I can go in Grand Forks if I want to have French fries or chicken strips because for most of the year there is no seafood cooked in the same fryers as the rest of the food at A&W.
- International food that is not greasy, better soup selections and variety, not the same things all the time, more high protein choices (meaty entries)
- Fewer "grilled, greasy, meat" options, add a salad bar to make my own salads; provide non-red meat items like fish and soy-vegetarian meat options; include things like buffalo burgers and turkey burgers and non-beef hot dogs, polish sausage, etc.; Fries that are cooked in soy or peanut oil (no lard or animal fat); clearly label ingredients and items as vegan, vegetarian, etc. Across the board, and be SMART about it (don't assume pasta sauce or pizza sauce is vegetarian--animal products are often used like mono and diglycerides, monosodium stearate, etc.--do your homework and let us KNOW you have done your homework).

Taste

- Get Starbucks coffee in the Union! And train the baristas to make stronger coffee. Also provide more healthy options at Terrace. And put a vending machine in the library (for pop and energy drinks)
- I'd love to see the Subway go back to the Smith-Fulton hall complex or something that would serve the Gamble/Montgomery hall area Also, the coffee at the Stomping Grounds (Memorial Union) is terrible. It is always too weak. For a product that is more expensive than Starbucks, the quality should be just as good, if not better.
- Provide tasty choices without skimping on a serving. If someone wants jalapenos, do not count out three and put them on the plate. College kids deserve hearty meals, not something you feel you need to get a second helping of to feel satisfied.
- I use to like the chili in the Old Main sandwich board but now it is too watery and too spicy. I liked it because of the amount of protein...I could make a meal out of it with some carrot sticks. Now it's grossly watery and too spicy.
- Make tastier food, have workers who are clean & hygienic, such as takes showers & doesn't use their hands to pick up food
- Make the Asian food taste like it comes from an Asian restaurant
- Make the food taste better without adding more spice.
- Make the food taste good and not like it has been prepared in giant meals and then rewarmed
- Make the food tastier. Have entrees that allow the student to customize it to their preferences.
- The cooks really do not know how to cook - they need to taste what they are preparing to know if it is good or tasteless - you cannot add salt and pepper after the food is cooked to get an authentic taste! I have ordered grilled fish and it will have no salt/taste.
- Food prep more closely aligned with commercial restaurants-- in other words, while buffets are convenient, food often tastes like food prepared in bulk with less taste or flavor than foods in commercial restaurants
- Have good flavor consistently; be more like home cooking than just opening packages, boxes, etc.
- Higher focus on the healthy options and foods that are cooked properly and flavorful
- More flavor, tastes better, feels like I receive good food for the money vs. Mediocre. The food is more enjoyable to eat than on-campus food.
- Better service and more tasty food
- Provide more options that are tasty and convenient.



General Quality

- The options of A&W and Sbarro are not competitive with the options off campus. The price at these locations is much higher than anywhere I would go off campus and the quality of food is much lower.
- Better hours, larger areas that do not get crowded easily, food that is appealing and worth staying on campus for, and for students it has to be affordable.
- Better food, better quality of the food. Such as the pizza in the old market place needs to be better. And the pasta in the dining centers are terrible
- The experience and the ability to have options, I suppose, are the main reasons why I choose to eat off campus so often. I have an unlimited meal plan, which I try to use at the Wings Cafe every day for lunch. I'll use it reluctantly at the dining centers. Being winter, and cold, I feel that if I am going to go outside and endure the cold just to get a meal, I might as well enjoy it. I find the Wilkerson Dining center to be repulsive. The atmosphere and decor resemble a retirement home, the food is never anything to write home about, and it being my only option during the weekends, is never open when I'm in the mood for lunch (around 3PM). Squires has the best environment, but it is inconvenient to park in the metered lot. Terrace - I have no substantial complaints except that it is the same low-quality food that is found elsewhere. I don't cook at home because I don't have a kitchen and thus I eat out. I feel frustrated and depressed eating at Terrace or Wilkerson. I've been spoiled by my upbringing where food was prepared by someone who wanted to make it and took their time to do it right and cook it with pride in the proper manner. The commercially prepared options that I have to 'choose' from are disgraceful. Vegetables should not be dripping, beef should be eaten raw or as close to raw as desired, other meats should remain juicy and flavorful - just the other day I tried the fried chicken at Terrace and, with each bite, I could not tell if I was eating the breading, the chicken, or the cartilage and bone - pizza is an all-around disappointment in the States and I've conceded that one, lasagna should always contain meat - the list goes on...
- Drive thru option, offer better food choices at the Hughes besides just a snack machine
- UND's food is much worse quality for the amount charged compared to off campus options. Paying \$8.00 per person for fast food is not appealing.
- Better prices and improved quality
- Better quality of food at a fair price. My biggest frustration is paying the same or more for a soggy salad on campus when I can get a better tasting, fresher and sometimes larger salad off campus. I understand paying for the convenience of the food on campus, but when it suffers quality it is annoying!
- Better Quality to Cost ratio. The campus deli beats Jimmy John's on cost, but it's a smaller sandwich that I have to go get compared to a big, slightly better tasting sandwich that Jimmy John's delivers. The other options in the Market are overpriced for the quality of food they serve. I don't mind paying 10 dollars for a quick lunch, but I only ever hit the market when I absolutely must eat something and I can't get off campus or order in to my office.
- Better quality, more variety, and healthier options
- Better quality/better value.
- Good deals, good meals, late night on weekends
- Marketplace is excessively expensive for extremely mediocre food. The reason I go there is I don't have time to go to residence dining rooms or off-campus. So convenience trumps quality or value. They try but I can go downstairs and pay less and get more/better food.
- Bring in more my cultural food and use better ingredients. Give us our money worth.
- I think UND is doing a great job of competing for value and quality
- - greater serving size, better tasting food, fresh food, healthy options, good prices
- Better portions and quality for the price or reduce cost
- An improvement in quality of certain foods would be an option, unless the improvement would increase the cost of the meal plan. I, and most all students, would rather have the food stay at the same quality than have the price of the meals go up. The cost is already high as it is.
- Better food quality, Different types of meats. Steak? Better pizza
- Better fruits/vegetables
- BETTER INGREDIENTS. EVERYTHING is super bland; it gets old really fast. Spice things up a bit!
- Better pizza, better subs - ask for a little bit of something and still get what other sub shops would consider a double portion. Asian food day would be better if it was a Mongolian grill style.
- Better pizza. Better bread options for sandwiches.
- Better quality fast food



- Better quality food (4)
- Better quality food and recipes
- Better quality.
- Better shit
- Better tasting food
- Better tasting food
- Better tasting warmer food
- Get better ranch.
- Have higher quality food, I would eat off campus everyday if it was more convenient.
- Have higher quality fruit, healthier options.
- Have more appealing food ore often
- Higher quality food, more meatless options
- Higher quality foods, less salty.
- Hot meals can taste better
- I like the variety at the Old Main, "World Market Grill" stand. The sandwiches are great. However, the Asian food is horrible. Leaving it in the steam table makes it mushy and very unappealing to eat. I threw my entire meal away. If you're going to continue to offer Asian cuisine, which I think is a great option, why not allow customers to build their own stir fry and freshly grill it? The veggies remain crisp and customers can control the flavor and amount of spice, etc.
- Improve quality while staying cheap
- Improve the quality and price
- Improve the quality of food, make it less expensive than dining out.
- Increased variety. Increased quality - subs in Old Main Market are good, pizza is OK but everything else could be improved.
- It's good food
- Love the Mediterranean salad and hummus options at Twamley. Prepared lettuce salads are slimy (the cheese dissolves into the lettuce) and are not as fresh as those you get from Target. Or as good. Check out Target salads - they are wonderful.
- Make them fully cooked. Speed up service times.
- Maybe be better with their burger making abilities? They're really dry and the main reason I go off campus to eat is to get a nice burger.
- My favorite food is pizza. Sbarro in the Union Marketplace is awful. I have eaten at Sbarro franchises in airports and food courts in other places, and it tasted fine. Practically since it opened at UND, I have considered that pizza inedible. Crust is overcooked, toppings undercooked. Fix the disgusting pizza, and get pizza into Twamley, and I will be happy.
- Offer higher quality food. Right now the quality of the food that's out every day feels average/mediocre most days, especially the salad.
- Quality
- Quality of food
- Quality of food and providing more options can help compete with off campus food options
- Quality, freshness. Taste. Maybe trying too hard to be 'quick', lacking variety.
- Raise the quality of food.
- Sbarro is not very good pizza. I would much rather eat Dominos or Pizza Hut. UND does not have decent Asian food. I feel like Asian food needs to be done by a chain, not in house.
- Sbarro is pretty bad. I've given that place many chances but the pizza is always "old" and doesn't have that fresh, hot, character that I love about pizza. It would be good to get a different pizza place on campus. I would also love to see more "restaurant" style options on the west end of campus as well.
- Serve real mayo on subs and chicken sandwiches at A&W. Don't serve dried out food at Sbarro's and old bread for subs.
- Simply making the quality of some of the foods better. Cooked more appealing.
- Stop serving terrible awful whitewashed crappy Mexican food. Come on people get yo shizit together



- The bread at the Dakota deli is always dry, you only get a small piece of meat on the bun. Sbarro pizza is gross, usually over cooked.
- The home cooked meals should be a little bit more appealing
- The last time I ate at the union, I got sick. Won't be back.
- The lattes @ Stomping Grounds (MU) are not strong enough or warm enough, the one @ University Place is slow. The best place in Market Place is the one most often closed
- Thinner sliced ham in the sandwich bar.
- Throw out stale bread, shorten expiration dates on salads and sandwiches
- UND can improve on quality hot breakfast food items such as omelets and meats.
- Have more appealing food as well as more options for vegetarian. Be able to take out food to take back to room more often. Pay attention when cooking/preparing the food as I have found plastic in my food multiple times.
- Have some good restaurant quality foods.
- Make good food not just good food choices made poorly
- More appealing and diverse food options.
- Offer better Mexican food choices. Overall better Asian food. Get rid of Sweet Potato fries
- Better quality food and healthier options. Salads shouldn't just have ice berg lettuce in them!
- Have a higher quality of food, and friendly service is provided.
- Diversify, better food, app with menu
- Have more healthy options- that taste good. Salads are often overpriced for what you get- iceberg lettuce and very few veggies. The hummus grab-and-go is hardly any food for too much money. The soups are heavy in cheese or cream. Vegetarian or healthy grab-and-go options are generally overpriced and the variety is dismal. Vegetarian means more that carrot sticks. Having brown rice or noodle bowls (or healthy bowls with lean meats) that i can take back to the office and heat up would be ideal.
- Healthier and more appealing.
- More variety and quality foods, but still are doing a good job
- Wider variety of higher quality food
- I find that the food provided by U.N.D is superior to most other dining options available in Grand Forks in regards to quality, availability, and price. The only aspect I would like to see improved is the overall selection of foods.
- New options...haven't eaten at the Union for over a year. Don't like the pizza....sandwich buns are often dry, A&W food is not fresh....prepared ahead of time. For the amount you pay...should be able to provide better options.
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- New options...haven't eaten at the Union for over a year. Don't like the pizza....sandwich buns are often dry, A&W food is not fresh....prepared ahead of time. For the amount you pay...should be able to provide better options.
- The meal choices that are currently on campus are EXTREMELY unappealing. The options in the Memorial Union are fast food -- and poor fast food, at that. High quality, healthy, tasty, diverse meals (ethnically) would be very appealing. Also, having a dining option on the west side of campus would be very useful so I wouldn't have to drive somewhere for lunch.

Convenience:

- Drive thru option, offer better food choices at the Hughes besides just a snack machine
- Have a broader range of to go hours.
- Online ordering, delivery, late night hours, price
- Close by, delivery, not too spendy for lunch, variety and healthy
- Have it be delivered, better hours, and have tunnels to get to the places.



- Marketplace is excessively expensive for extremely mediocre food. The reason I go there is I don't have time to go to residence dining rooms or off-campus. So convenience trumps quality or value. They try but I can go downstairs and pay less and get more/better food.
- Provide more options that are tasty and convenient.
- To-Go or pick up foods, pizza ordering, CHIPOLTE.
- I don't go to food spaces outside of my area on campus because of inconvenience due to my schedule or ease to get to (parking, seating). I also work during my lunch so it has to be fast and easy and preferably healthier.
- Continue offering real, homemade mashed potatoes and gravy, homemade baked beans, and homemade tomato soup. They are so good at the union. Also, be conscious of keeping lines short with fast service, allowing for self service for items listed above, which we currently can't dish up ourselves and that line is always long for people who want grilled sandwiches. I don't want the sandwiches but have to stand in long line to get those items listed above.
- I would like to have variety of cuisine at the same time I would like to have to go option. I live in Squires and they don't have to go option here and it is very cold outside that I don't want to go there after 7 just to get my to go food. I just get an hour in a day to watch TV, therefore, I would like to enjoy my food while watching TV. The one thing I would really appreciate that if to go option for dinner would be available for Squires as well.
- A night time food shuttle.
- Allow easier ways to take food to work/class, have fresh produce and allow for customizations
- Always have food ready and available.
- Always having a to-go option available.
- Fast and on the go
- Faster service in the grill line.
- Faster service, something on the west side of campus with parking for staff and faculty
- Faster service.
- Faster service. Noon hour is wretched to eat and get seated.
- Food options are not close to my building and parking garage changes mean no close places to park at the Union. When you need a quick lunch, or when it is negative temperatures, eating on campus is a "no deal"
- Have a menu in advance
- I think that it would be great to have a more efficient way of getting food.
- It would be nice to have a "To Go" Area for students to get food through their meal plan by the Union when I don't want to spend money on the items in the marketplace.
- It's more about the convenience of drive through off campus that I like.
- Let me get take out any time of day.
- Maybe add a quick lunch option in the halls during the 12 to 1pm time
- I eat at UND because of the location and it is convenient.
- I think the options and prices are good. I just like a good meal at a fair price.
- Important to me is convenience. I am staff and don't leave campus for lunch, so I like different options, choices. Get bored when it's the same thing over and over.

Drive Through, To Go and Delivery:

- Drive thru option, offer better food choices at the Hughes besides just a snack machine
- Have a broader range of to go hours.
- Online ordering, delivery, late night hours, price
- Close by, delivery, not too spendy for lunch, variety and healthy
- Have it be delivered, better hours, and have tunnels to get to the places.
- A drive-through service would be nice to have on campus



- Provide some drive through options.
- Have more appealing food as well as more options for vegetarian. Be able to take out food to take back to room more often. Pay attention when cooking/preparing the food as I have found plastic in my food multiple times.
- Delivery, better food. An example of what not to be is Wilkerson. The food there is disappointing
- Delivery, no lines, parking
- Deliver
- Deliver
- Deliver pizza
- Deliver/to go
- Delivery
- Delivery
- Delivery
- Delivery
- Delivery is what's convenient...
- Delivery on campus would be a huge plus!!
- Delivery service
- Delivery service
- Delivery service would be a great addition. I often can't justify leaving my office for long enough to dine elsewhere, so I either bring food from home or occasionally order out. This would also be a benefit in cold weather.
- Delivery service would be a nice concept
- Delivery service would be awesome, or call ahead option.
- Delivery would be outstanding!
- Delivery. If you only have one option within your building next door in the cold winter months, you either pack a lunch, eat within your building, or get in the car and leave to go somewhere else. Delivery from other places on campus would be beneficial. I know of several people who order Jimmy Johns and it's quickly delivered versus walking across campus to get a sub in the Union.
- I think it is fine, but a delivery service would be nice, and catering to student organizations and delivering the pizza or sandwiches would be nice
- Offering a delivery service would be fantastic.
- I prefer places that deliver, as I often eat at my desk between meetings.
- I think delivery would help. When I eat on campus I eat at Marketplace in the Union and it's the same thing it seems every day, it would kind of be nice to have more options than that. I've heard several complaints from other students about their dining hall hours especially on weekends and such where they are forced to order from off-campus places.
- Make them available for delivery to your dorm
- On the bitter days delivery is important to me. Otherwise I am already pleased with the options on campus. I like the "regional specialties"--stir fry days at Squires, Taco Salad Thursday at Twamley.
- Affordability and delivery
- If there was a location closer to the college of nursing, or one that delivered here from campus I would eat there more frequently.
- More available hours or having food to go through terrace, a dining hall,
- Stay open later and offer drive-through options
- Be open later, deliver
- I would like to see a food option on the west side of campus. I teach in Odegard Hall and there is nothing over her - I do go to U-Place often. If U-Place delivered food, I may purchase lunch there instead of ordering out to Jimmy John's.



- As a staff member I have and like the meal plan available. However, I really wish I could use it in Twamley. I work in Twamley and often do not have enough time to make the trip to Squires or Terrace to use my meal plan. If staff could use the meal plan at Twamley, customers should get the same kinds of benefits, buffet option with several choices. If the meal plan option will not be available in Twamley, allowing staff to have a to go option through Squires or Terrace would be extremely helpful and I would consider using those dining centers more often. It is also important that if this to go option comes to fruition that it not provide less food than what is currently available. I like a large salad plus my entree and dessert for the price I currently pay through the plan. You just don't get that with off-campus fast food places.
- A place to park - spend most of time finding a parking spot. Delivery is okay, but I prefer to see what I'm purchasing before I purchase.
- Parking options for pick up / take out
- Larger portions and more options for the TO-GO food. Offer ACTUAL juices and other options of beverage that are organic and healthy. Offer healthy foods at the convenience stores and not just junk food. Offer different fruits, such as pears, grapefruits, etc. Provide actual strawberry jam not the fake gross little packets.
- Healthier Options with Flavor & Variety. Not a sandwich person - prefer fresh salads, homemade soups and/or hot options. Would be better about eating a hot breakfast if easily accessible/available on main level of Memorial Union. Taco Bar available in Twamley would also be a hit in the Memorial Union (in my opinion). Also times where you need a meal that is easily transportable and functional to grab and go when attending meetings.
- Fine for lunch. Maybe add more healthy take away options and more interesting takeaway sandwiches
- More fresh items at to-go stations
- Having more breakfast options at the Union would be nice. I often go through a drive through since the food court is not open for breakfast. There are limited options at Stomping Grounds for breakfast.

Cost:

- Close by, delivery, not too spendy for lunch, variety and healthy
- Marketplace is excessively expensive for extremely mediocre food. The reason I go there is I don't have time to go to residence dining rooms or off-campus. So convenience trumps quality or value. They try but I can go downstairs and pay less and get more/better food.
- Affordability and delivery
- Improve quality while staying cheap
- Improve the quality and price
- More flavor, tastes better, feels like I receive good food for the money vs. Mediocre. The food is more enjoyable to eat than on-campus food.
- I find that the food provided by U.N.D is superior to most other dining options available in Grand Forks in regards to quality, availability, and price. The only aspect I would like to see improved is the overall selection of foods.
- The options of A&W and Sbarro are not competitive with the options off campus. The price at these locations is much higher than anywhere I would go off campus and the quality of food is much lower.
- Better hours, larger areas that do not get crowded easily, food that is appealing and worth staying on campus for, and for students it has to be affordable.
- UND's food is much worse quality for the amount charged compared to off campus options. Paying \$8.00 per person for fast food is not appealing.
- Better prices and improved quality
- Better quality of food at a fair price. My biggest frustration is paying the same or more for a soggy salad on campus when I can get a better tasting, fresher and sometimes larger salad off campus. I understand paying for the convenience of the food on campus, but when it suffers quality it is annoying!
- Better Quality to Cost ratio. The campus deli beats Jimmy John's on cost, but it's a smaller sandwich that I have to go get compared to a big, slightly better tasting sandwich that Jimmy John's delivers. The other options in the Market are overpriced for the quality of food they serve. I don't mind paying 10 dollars for a quick lunch, but I only ever hit the market when I absolutely must eat something and I can't get off campus or order in to my office.
- Better quality/better value.
- Cheaper price and healthier options besides just the salad bar because that gets old
- Good Prices and Good deals.



- Good deals, good meals, late night on weekends
- Bring in more my cultural food and use better ingredients. Give us our money worth.
- I think UND is doing a great job of competing for value and quality
- - greater serving size, better tasting food, fresh food, healthy options, good prices
- Better portions and quality for the price or reduce cost
- An improvement in quality of certain foods would be an option, unless the improvement would increase the cost of the meal plan. I, and most all students, would rather have the food stay at the same quality than have the price of the meals go up. The cost is already high as it is.
- Improve the quality of food, make it less expensive than dining out.
- Have more healthy options- that taste good. Salads are often overpriced for what you get- iceberg lettuce and very few veggies. The hummus grab-and-go is hardly any food for too much money. The soups are heavy in cheese or cream. Vegetarian or healthy grab-and-go options are generally overpriced and the variety is dismal. Vegetarian means more that carrot sticks. Having brown rice or noodle bowls (or healthy bowls with lean meats) that i can take back to the office and heat up would be ideal.
- Affordable, fresh, and a wide variety of options
- Restaurant - away from business and chaos. Print lower, healthier foods (now - union only has soup + yogurt type foods and expensive compared to off campus, so only use in a pinch!)
- To me on campus dining should be not what I can get in Grand Forks already. Fast food type items don't do it for me. I want more of a dining experience with unique chooses. Of course service needs to be efficient and cost reasonable. I avoid getting food in the Union because it feels like a fast food restaurant which I can get anywhere.
- I go to Marketplace on Main because I can get a la carte items. I would love to be able to choose an item from a buffet instead of paying the full buffet price for everything. Maybe have a per-station price, and if you go over the buffet price, you pay then. So, you pay after you make your menu selection at the buffet. I would go to Twamley more if there were healthier food options--it's a quiet place to eat study and visit. The main influence on making a choice to eat on campus is the weather--I won't leave my office on a cold day if at all possible. As I mentioned earlier in Q15, Q16 some of the answer options didn't reflect my situation. I clicked never, but eat occasionally on campus--just not 1-2x a week minimum.
- More "sit down" types of places (like the Museum Café, but bigger and less expensive). More coffee cart/food cart types of things available on nice days (or even inside buildings more often).
- Lower prices, or maybe even introduce chains such as Jimmy John's, Subway, Panera, etc. to the Union or similar options in the dining hall.
- More affordable food prices and more options would be nice. There needs to be more seating in the Memorial Union, too.
- The actual price of meals at the dining centers is ridiculously high. I realize that it's a person can eat as much food as they want, but the price for dinner is over eleven dollars! I don't usually eat that much at dinner, and if I need to use my dining dollars for that meal, it really starts to wipe my funds out.
- Affordability
- Affordability
- I think most of the food on campus is overpriced for the amount you get.
- If the food was super affordable I would always eat there. Even when you purchase a meal plan you are still paying the same amount as if you were to pay as you go. I doesn't save money to purchase a meal plan.
- Keep prices reasonable so it is a better option to eat on campus.
- Keep the prices low.
- Lower prices
- Lower prices at the snack bar. They are too high. Or offer a one-price salad bar in the snack bar.
- lower prices would be nice
- Lower the prices some in the Twamley Snack Bar.
- Lower their prices
- Make it cheaper.



- Match prices
- More reasonable prices (lower).
- Offer dollar items menu
- On campus price is too high for sub-par quality food.
- Prices are a bit too high on-campus. Some of the grab-and-go stuff at the Union is pretty expensive for what you get, but often it's the most convenient, particularly when lines are long.
- Seems fine now and I sure do not want to pay as much as I paid outside.
- UND can be more expensive
- By being cheaper than the off campus alternatives.
- Cheaper is always better, I know that you can feed us students for free, but cheaper is better :)
- Cost - too expensive
- For me, the choices on campus are accommodating to my eating habits. Maybe some prices would be the only thing that could use some adjustment.
- Fountain Pop at Twamley is priced very high for the amount you get!
- Give free refills on pop in Twamley
- More "on a tight budget" meals would be great; value menu options!
- More reasonable prices for healthy options
- More specials/Great Deals with Healthier Options
- Offer more affordable priced items to college students. Offer foods that are somewhat similar to what we can find off campus or foods that are different and unique that we can't find off campus.
- Provide less expensive options. National chains tend to be less expensive.
- The food is pretty expensive considering the portion sizes and the quality of the food. I can get a much better sandwich at a lower place elsewhere.
- Twamley Snack Bar Cost is way too high.... mark-ups are not acceptable
- Good food for cheaper prices
- Keep things affordable while still being healthy and appealing to eat
- Lower prices. Seriously, we are broke college kids. More options directly on campus. They don't necessarily have to even be affiliated with UND dining. Just let some freaking restaurants open. We are hungry.
- Make it more affordable, and also have more of the basic things all the time like chicken strips.
- Offer "specials" - on a consistent basis. Consider a day of the week to have a "new" item for people to try and provide input. Liked the "punch cards" School of Medicine had where you earned a "free" meal once purchased 10-12 meals.
- Reasonable prices and more meal options in Twamley
- Offer more choices. Lower prices
- Better prices, more healthy options
- Cheaper, more choices, open longer.
- The major factor for me is location. I don't want to walk all the way to the Union for lunch, especially in the winter. Twamley snack bar is fine, but choices are limited and it's rather expensive.
- Cheaper meal plans
- Asian Options for cheap price
- Price and variety are factors.
- UND does a great job at providing a good variety of food including healthy options with convenient hours. I know I ate much less healthy when I didn't have a meal plan this summer. Only minor complaint would be cost, while not expensive it's not cheap either. That said I'd rather pay a slight premium for the variety we get now than to have a more constricted menu or lower quality food.
- More healthy options in Twamley. Better prices. More variety. For "value meals," why is "chips" the only side option? Why can't fruit/veggies be substituted?



- Better selection for a better price. We are college students not professionals yet we don't have the money for expensive meals on a regular basis.
- Cheap, and a wide consistent selection

Hours of Operation:

- Better hours, larger areas that do not get crowded easily, food that is appealing and worth staying on campus for, and for students it has to be affordable.
- Good deals, good meals, late night on weekends
- Cheaper, more choices, open longer.
- UND does a great job at providing a good variety of food including healthy options with convenient hours. I know I ate much less healthy when I didn't have a meal plan this summer. Only minor complaint would be cost, while not expensive it's not cheap either. That said I'd rather pay a slight premium for the variety we get now than to have a more constricted menu or lower quality food.
- Have a broader range of to go hours.
- Have it be delivered, better hours, and have tunnels to get to the places.
- I think delivery would help. When I eat on campus I eat at Marketplace in the Union and it's the same thing it seems every day, it would kind of be nice to have more options than that. I've heard several complaints from other students about their dining hall hours especially on weekends and such where they are forced to order from off-campus places.
- More available hours or having food to go through Terrace, a dining hall,
- Stay open later and offer drive-through options
- Be open later, deliver
- UND does an excellent job with what it offers to us students and the times they are available to us. Due to my schedule and personal involvement I sometimes am not able to make it to the dining center to ready and need to go off campus to eat. Also, a lot of times when I eat the dining centers on the weekends, the food seems cold and dry and not nearly as good as the week.
- UND could provide additional seating in dining areas and be opened for extended hours.
- More variety of foods. Better hours (for the med school cart). Better seating. Faster service.
- Change times centers are open
- Be open for longer hours at Squires and have Squires open on the weekends
- It would be super fantastic to have Terrance be open on the weekends, as I am a resident of Swanson Hall. However, I have had it explained to me why this is not possible. I am waiting on the shuttle times between Swanson and Wilkerson to become more concrete before riding. Otherwise, I'm going to continue to drive myself over there.
- Better hours, better options, more options in a meal, have any dining center but Wilkerson open on the weekend
- Being open more hours---particularly at the SMHS.
- Extend hours of availability, even if it's just the To Go cafes.
- Hour/ more customizable options
- 24/7
- Actually have food on campus that has a lot of hours being open
- Admit people to the dinning centers during all hours of operation even if it isn't serving food
- Be open more hours
- Have something available in the Memorial Union evening hours and weekends for graduate students who attend classes evening, Saturday and Sunday.
- Hours of operation for on campus options are TERRIBLE. There is no place open 24 hours. This makes this campus extremely unfriendly to students who are forced to spend a fortune on a dining plan that traps students to being forced to get delivery on weekend nights or else just not eat.
- Hours of operation. But I wouldn't expect campus dining to be open when I get off work at midnight.
- Longer weekend hours.



- Make more convenient hours
- More options between 3:00 and 6:00pm.
- Stay open late-night
- The hours of some of the better places to eat are sometimes not convenient.
- UND can have later hours on the weekends.
- UND can have more food services opened later that are closer to everybody.
- Weekend hours something closer to Ryan hall.
- Better hours, more variety of options, more healthy options
- Med School Food Cart is only open when students are here; I'd appreciate it if it was open even when the medical students weren't here.
- Later hours on Friday and Saturday nights. More variety instead of just a two week rotation of all the same things.
- Since I am mainly at the Medical School the choices are very limited, plus the food cart closes by 1:30 pm and is not open during breaks or in the summer leaving faculty and staff without.

Location:

- Close by, delivery, not too spendy for lunch, variety and healthy
- The major factor for me is location. I don't want to walk all the way to the Union for lunch, especially in the winter. Twamley snack bar is fine, but choices are limited and it's rather expensive.
- Food options are not close to my building and parking garage changes mean no close places to park at the Union. When you need a quick lunch, or when it is negative temperatures, eating on campus is a "no deal"
- I eat at UND because of the location and it is convenient.
- If there was a location closer to the college of nursing, or one that delivered here from campus I would eat there more frequently.
- I would like to see a food option on the west side of campus. I teach in Odegard Hall and there is nothing over her - I do go to U-Place often. If U-Place delivered food, I may purchase lunch there instead of ordering out to Jimmy John's.
- The meal choices that are currently on campus are EXTREMELY unappealing. The options in the Memorial Union are fast food -- and poor fast food, at that. High quality, healthy, tasty, diverse meals (ethnically) would be very appealing. Also, having a dining option on the west side of campus would be very useful so I wouldn't have to drive somewhere for lunch.
- Give bigger restaurant options closer to campus. Many students- mainly freshman are without transportation. Food at the Union is sub-par. Needs more big names- i.e. Subway, Chipotle, Qdoba, Chick Fil A, Leeann Chin, Starbucks, etc.
- Can UND make a dining center next to the on campus apartment, doesn't have to be too big just a place to go so we don't have to walk all the way to Wilkerson to eat our food and then come back to our apartment, especially when we don't have cars.
- Have a food cart at the EERC. If I'm going to have to leave the building to eat, there is no parking near the Union, so I won't go there.
- Have kiosks in more buildings.
- Have options closer to Odegard. Better parking options to make it more convenient to go to the Memorial Union to grab lunch
- Improve locations of places to eat. I eat at U-Place Stomping Grounds because it is most convenient but there are hardly any food options there. Also increase the variety of food items offered.
- Location location location
- More locations on campus
- More locations on West end of campus
- More locations delivery the cold weather makes you want to stay at the office
- Need more services on the West campus (Aerospace complex)
- Not have any close by competitors.
- Provide a service to the west end of campus



- Rather than having all the Brand name Fast-food stations in one building, spread around campus. Offer McDonalds or Taco Bell in U-Place
- The only thing is that is available in a walking distance.
- The west side of campus is sparse for full-fledged food options. Like how Red Pepper is within walking distance of Clifford Hall, even during the winter. Burgers on the Blvd. is a solid event during the summer, but during the rest of year, I don't consider the options at that cafe good enough to trump red pepper, Jimmie John's etc.
- UND needs an option like Old Main Marketplace on the west side of campus.
- Move them to Twamley
- Provide more locations on the west end of campus.
- I think throughout campus there is a wide enough variety for people to choose from. Would be nice if there was something more for the west side of campus

Portion Sizes:

- Greater serving size, better tasting food, fresh food, healthy options, good prices
- Better portions and quality for the price or reduce cost
- Larger portions and more options for the TO-GO food. Offer ACTUAL juices and other options of beverage that are organic and healthy. Offer healthy foods at the convenience stores and not just junk food. Offer different fruits, such as pears, grapefruits, etc. Provide actual strawberry jam not the fake gross little packets.
- Provide tasty choices without skimping on a serving. If someone wants jalapenos, do not count out three and put them on the plate. College kids deserve hearty meals, not something you feel you need to get a second helping of to feel satisfied.
- Larger Portion Sizes
- Portions could be a little larger.
- The portion sizes are way too small, it's awful.
- You can serve more food. Sometimes when they have like a bucket of food or something like that they give you two tiny pieces of chicken and it's just like what? That wouldn't be enough to fill up my 3 year old brother. I hate having to walk back into the dining center to get more food multiple times.
- Healthy, home-cooked type of meals. I like the Twamley Snack Bar because they have these types of options on their menu. Also sometimes portions are so big...I would like options like "half a salad" or "half a sandwich" etc....
- UND needs to provide more healthy options: Smoothie Bar, low carb meals, diet friendly options, such as gluten free, smaller portion sizes, variety of options. Staff should be able to eat for a lower price on the meals or food options and/or have a punch card to receive a free meal for purchasing food on campus.

Menu Variety:

- I think UND has a great selection, and doesn't need to change much. I eat off-campus only because I work at a restaurant and I work around mealtimes.
- I think UND is doing well to compete with other food options. I only eat off-campus for a special occasion.
- I think you do a good job. I especially like the different options you have each day at the World Market.
- Nothing, I love the variety we have available
- Not much, I rarely purchase food on campus. My colleague does and he would like more variety.
- As a staff member I have and like the meal plan available. However, I really wish I could use it in Twamley. I work in Twamley and often do not have enough time to make the trip to Squires or Terrace to use my meal plan. If staff could use the meal plan at Twamley, customers should get the same kinds of benefits, buffet option with several choices. If the meal plan option will not be available in Twamley, allowing staff to have a to go option through Squires or Terrace would be extremely helpful and I would consider using those dining centers more often. It is also important that if this to go option comes to fruition that it not provide less food than what is currently available. I like a large salad plus my entree and dessert for the price I currently pay through the plan. You just don't get that with off-campus fast food places.
- Close by, delivery, not too spendy for lunch, variety and healthy



- The meal choices that are currently on campus are EXTREMELY unappealing. The options in the Memorial Union are fast food -- and poor fast food, at that. High quality, healthy, tasty, diverse meals (ethnically) would be very appealing. Also, having a dining option on the west side of campus would be very useful so I wouldn't have to drive somewhere for lunch.
- I think throughout campus there is a wide enough variety for people to choose from. Would be nice if there was something more for the west side of campus
- Cheaper, more choices, open longer.
- UND does a great job at providing a good variety of food including healthy options with convenient hours. I know I ate much less healthy when I didn't have a meal plan this summer. Only minor complaint would be cost, while not expensive it's not cheap either. That said I'd rather pay a slight premium for the variety we get now than to have a more constricted menu or lower quality food.
- I think delivery would help. When I eat on campus I eat at Marketplace in the Union and it's the same thing it seems every day, it would kind of be nice to have more options than that. I've heard several complaints from other students about their dining hall hours especially on weekends and such where they are forced to order from off-campus places.
- More variety of foods. Better hours (for the med school cart). Better seating. Faster service.
- Better hours, better options, more options in a meal, have any dining center but Wilkerson open on the weekend
- Hour/ more customizable options
- Better hours, more variety of options, more healthy options
- Later hours on Friday and Saturday nights. More variety instead of just a two week rotation of all the same things.
- Since I am mainly at the Medical School the choices are very limited, plus the food cart closes by 1:30 pm and is not open during breaks or in the summer leaving faculty and staff without.
- Better environment in Wilkerson and Terrace. More hours at Squires. More food options like Squire's food options at Wilkerson.
- I find that the food provided by U.N.D is superior to most other dining options available in Grand Forks in regards to quality, availability, and price. The only aspect I would like to see improved is the overall selection of foods.
- Bring in more my cultural food and use better ingredients. Give us our money worth.
- Affordable, fresh, and a wide variety of options
- More affordable food prices and more options would be nice. There needs to be more seating in the Memorial Union, too.
- Lower prices. Seriously, we are broke college kids. More options directly on campus. They don't necessarily have to even be affiliated with UND dining. Just let some freaking restaurants open. We are hungry.
- Make it more affordable, and also have more of the basic things all the time like chicken strips.
- Reasonable prices and more meal options in Twamley
- Offer more choices. Lower prices
- Price and variety are factors.
- More healthy options in Twamley. Better prices. More variety. For "value meals," why is "chips" the only side option? Why can't fruit/veggies be substituted?
- Better selection for a better price. We are college students not professionals yet we don't have the money for expensive meals on a regular basis.
- Cheap, and a wide consistent selection
- Provide more options that are tasty and convenient.
- I would like to have variety of cuisine at the same time I would like to have to go option. I live in Squires and they don't have to go option here and it is very cold outside that I don't want to go there after 7 just to get my to go food. I just get an hour in a day to watch TV, therefore, I would like to enjoy my food while watching TV. The one thing I would really appreciate that if to go option for dinner would be available for Squires as well.
- I think the options and prices are good. I just like a good meal at a fair price.
- Important to me is convenience. I am staff and don't leave campus for lunch, so I like different options, choices. Get bored when it's the same thing over and over.
- Having more breakfast options at the Union would be nice. I often go through a drive through since the food court is not open for breakfast. There are limited options at Stomping Grounds for breakfast.



- The experience and the ability to have options, I suppose, are the main reasons why I choose to eat off campus so often. I have an unlimited meal plan, which I try to use at the Wings Cafe every day for lunch. I'll use it reluctantly at the dining centers. Being winter, and cold, I feel that if I am going to go outside and endure the cold just to get a meal, I might as well enjoy it. I find the Wilkerson Dining center to be repulsive. The atmosphere and decor resemble a retirement home, the food is never anything to write home about, and it being my only option during the weekends, is never open when I'm in the mood for lunch (around 3PM). Squires has the best environment, but it is inconvenient to park in the metered lot. Terrace - I have no substantial complaints except that it is the same low-quality food that is found elsewhere. I don't cook at home because I don't have a kitchen and thus I eat out. I feel frustrated and depressed eating at Terrace or Wilkerson. I've been spoiled by my upbringing where food was prepared by someone who wanted to make it and took their time to do it right and cook it with pride in the proper manner. The commercially prepared options that I have to 'choose' from are disgraceful. Vegetables should not be dripping, beef should be eaten raw or as close to raw as desired, other meats should remain juicy and flavorful - just the other day I tried the fried chicken at Terrace and, with each bite, I could not tell if I was eating the breading, the chicken, or the cartilage and bone - pizza is an all-around disappointment in the States and I've conceded that one, lasagna should always contain meat - the list goes on...
- Better quality, more variety, and healthier options
- Better food quality, Different types of meats. Steak? Better pizza
- I like the variety at the Old Main, "World Market Grill" stand. The sandwiches are great. However, the Asian food is horrible. Leaving it in the steam table makes it mushy and very unappealing to eat. I threw my entire meal away. If you're going to continue to offer Asian cuisine, which I think is a great option, why not allow customers to build their own stir fry and freshly grill it? The veggies remain crisp and customers can control the flavor and amount of spice, etc.
- Improve the quality of Wilkerson food, it's only on the weekends that I would eat out.
- Increased variety. Increased quality - subs in Old Main Market are good, pizza is OK but everything else could be improved.
- Quality of food and providing more options can help compete with off campus food options
- Quality, freshness. Taste. Maybe trying too hard to be 'quick', lacking variety.
- Food should be more fresh and more variety of dishes instead of just pasta/wings/wraps all the time. There could be soup day, a salad creation day, more meat, sea food, etc.
- Fresh foods, different types of food (Mexican, Chinese, and Vietnamese) should be available.
- Fresh options. Variety. Consistent taste. Fresher soups. Loved the addition of sushi last term
- More appealing and diverse food options.
- More attentiveness to freshness, less time sitting out in warming trays. Pasta more al dente, less mushy. To be able to make more sushi and more sushi variety.
- Diversify, better food, app with menu
- More variety and quality foods, but still are doing a good job
- Wider variety of higher quality food
- New options...haven't eaten at the Union for over a year. Don't like the pizza....sandwich buns are often dry, A&W food is not fresh....prepared ahead of time. For the amount you pay...should be able to provide better options.
- Have fresher foods and more choices. Also vary the menu week to week.
- Give more options. Have a nice restaurant like there used to be in the basement of the Union where they had table cloths, waiters and waitresses and great food.
- I think if they changed the options at Old Main to newer and more popular restaurants then more people would eat there. I think if you keep adding variety at the dining centers people will continue to be happy.
- A lot of students enjoy salad bar, soup, wraps, and light healthy choices like that, which are more commonly found off-campus at places like Panera, Olive Garden, and others. Maybe create something that encompasses that new trend of eating.
- Have more variety of food. Possibly have some off campus restaurants be available on campus.
- More options, more space to spread out from other people eating, healthier options at Wilkerson on weekends
- Need larger area with more options
- Though space is most certainly an issue, more options would most likely always be a hit with students, faculty and staff



- Ideally, it would be nice to have more options. To think that a University this size basically has 4 options at the main Non-cafeteria site (the Union - subs, pizza, A & W, and then the 4th changing option) is kind of bizarre. Also just the space (again I am thinking of the Union) - it is really claustrophobic at busy times. I also really like having some sort of "special" each day (they already do this).
- Variety. Mix up available options more. Better atmosphere in Wilkerson.
- More variety throughout the week, which they have been working on in Terrace fairly well.
- Add buffet to Memorial Union. Buffet in Squires has best salad bar in town.
- Hire friendlier workers and have more options in Wilkerson.
- Have more options in the dining centers that are available every day and also for lunch and dinner. Most days the lunches are more appealing than the dinners.
- I would like to see more food options available in the breakfast time in Squires Dining Center
- More options in dining halls.
- More variety with less of a "school food" feel.
- Offer more of a variety--I feel that the food at the Dining Center is really repetitive.
- Offer more selections of food at Squires.
- Wider variety of options at Terrace Dining Hall.
- To improve food options available to UND students on campus, I would suggest changing up the menu more often. Last semester, it seemed like meals were the same on a weekly basis. Tacos were always offered for lunch on Mondays, etc. I love going to the dining centers and seeing new foods that they haven't offered before such as the broccoli tortellini.
- Weekly or monthly changes in available options.
- A better choice selection, not so much 'fast food' choices.
- A breakfast option, like Subway breakfast sandwiches or breakfast pizza even.
- A hot breakfast option at the union would be nice
- Add better selections so bigger buffet type like the University of Iowa
- Add more main dish options
- Adding more fruits to the bar lines
- Additional ethnic foods.
- I like the variety the Marketplace has now. You can get brand name foods, build your own sandwich, pick up separates as you want, etc. That variety is nice to have available because you never know what mood you'll be in when you're looking for food, i.e., comfort food vs. Something healthy, also depends on the amount of time you have available for lunch, etc. You can't make everyone happy -- but what they currently offer is great.
- Have more options and be able to make the specialty bar food faster
- Have more options available with a clean appearance.
- Just keep offering diverse meal options.
- Add in some new items at the Medical School Food Cart. Seems same stuff served just on different days and less salty items for people who have to watch their salt intake.
- Give us more options, healthier options, more variety. I want more salad options and fresh food options than greasy options.
- Have a lot more options and a lot healthier foods for main courses and meals.
- Have more options!! I feel as if it is the same stuff all the time. Not very many healthy food choices.
- I feel that they already do a good job at offering variety to compete with off campus venues. The one thing that might be missing but goes against the campus philosophy of healthier eating is a bigger selection of "junk fried foods" or comfort foods in retail operations like mashed potatoes and gravy or macaroni and cheese
- I think they are doing a great job of offering a variety of foods and healthy options
- More healthy choices, and more variation.



- More choices also more employees because it gets to be slow at times
- A bigger variety of food available more often.
- A greater variety of food options and have them available in more areas on campus. I am very hesitant to walk to the union from Starcher in the cold just to get lunch. My car is closer and I can use it to get more variety.
- A little more variety would be nice.
- A little more variety
- Adequate choice available
- Be consistent about variety
- Better choices
- Better selection
- Better weekend options
- Bigger variety of food
- Bigger variety of options
- Greater variety
- Greater variety week to week
- Have a better variety
- Have a greater variety of foods.
- Have a larger variety of restaurants on campus otherwise the meal plan food is very good especially for college dining hall food. Better than all other colleges i have eaten at.
- Have a wider variety of choices each day. Have more fruits and vegetables available.
- Have more choices for soup in the winter....like Erbert and Gerberts. I love the choices of sandwiches there too.
- Have more full-menu service on the West end of campus.
- Have more options at the Medical School.
- Have more options because it is the same thing every other day
- Have more options because the food is very good, but it gets repetitive.
- Have more variety at Market Place in the union
- Have more variety, or make different menus each month.
- Have more variety.
- I think more variety is needed, I've been eating lunch on campus for five years now and most of the meals are still the exact same. They need to change it up. I'm really tired of the food.
- Increase selection
- It would be nice to see more variety of salads and dressings. Ex.-chicken oriental lettuce salads, soups,
- Make more good choice available. I get tired if the same thing over and over again.
- More choice to pick from
- More choices
- More choices.
- More food choices
- More food options other than Wilkerson on the weekends that we can pay for with our meal plan.
- More food options than Twamley Snack Bar.
- More food variety
- More of a variety and bigger portion for the amount paid.
- More of a variety of foods.



- More options
- More options at Wings Café.
- More options available.
- More options every meal
- More options.
- More options. Less repetitive.
- More variation
- More variety (12)
- More variety and ethnic food options.
- More variety and more ethnic food choices
- More variety at the "branch" places like the medical school food cart.
- More variety at Twamley Snack Bar.
- More variety for entrees
- More variety in the meals you offer, on a day to day basis that is.
- More variety in the types of food served.
- More variety, especially at Wilkerson.
- More variety, more healthy options. Pre-made salads at to go would be awesome
- More Variety, not so scheduled. The same meals every week gets old.
- More variety, offer a balanced meal with vegetables, salad, soup, fruit
- My only opinion would be that I would like as many options as possible. However, I do feel like there are many options already available.
- Nice to have a variety of options, i.e., Mexican, Italian, sandwiches, etc.
- Offer a bit more variety i.e. Soups (at least two) and maybe a couple hot or cold dishes
- Offer a different meal each day. For example, western, Asian, Latin , Italian,
- Offer a good variety of food.
- Offer a greater local selection also be less salty
- Offer greater variety.
- Offer more variety. Marketplace offers the same food all of the time with the exception of the World Market which only offers ethnic foods 2-3 days per week. It would be nice to have more healthy food options other than pre-made salads. Organic foods would also be appreciated.
- Offer variety for low price authentic vs processed
- Provide more choices for menus
- They can offer a bigger variety of types of foods.
- Twamley needs more options.
- UND needs a much greater variety of choices/cuisines/options
- Variety is important to me, as long as there is a variety I am ok. I do prefer home style cooking.
- Variety menu; make your own salad; make your own pasta dish
- Variety of food
- Variety of foods, gluten free food
- Variety of options
- Variety. Right now it's Burgers, subs, and pizza/pasta.
- Variety. Terrace and Old Main Market Place serves the same thing week after week. Bringing different and healthier options, especially at Old Main, is greatly needed!
- Vary the options



- Bring in different foods that can change weekly so it's not as repetitive
- By having a wide variety of different types of foods throughout the day.
- Change chains more often. I have been eating in the union for many years and the food choices have been the same for years.
- Change up the menu sometimes from week to week.
- Get more variety of food. Seems like the same food is served a lot.
- I really wish we had more options. I would like to see the soup & sandwich option offered more regularly than just Wednesdays.
- I think the Old Main Marketplace should have a few more options. Especially during the evening hours.
- I think the salad bar and fruit is great! The foods get really repetitive. Maybe instead of having a weekly schedule of foods they could change it to monthly and throw more variety in!
- I understand the snack bars are small and only a few staff but a wider variety of foods would be nice. Sometimes hamburgers, pizza or other favorites would be nice.
- It's always the same food over and over. When I eat off-campus it's because nothing at the dining center appeals to me during that mealtime.
- Keep up the varieties and new options they introduce each semester or year so it's not always the same options for years and years.
- Larger selection of soups
- More diverse selection available. The Union has the "same old tired food choices"
- More food options that don't require a microwave at the airport. It seems that very often the fresh food is sold out and all that remains is microwaveable food packed with preservatives.
- More quick full meal options
- More things at med school!!!
- Offering more whole food options
- Rotate the types of food. Sometimes I get tired of the same foods over and over again.
- Serve a variety of different foods
- There is more variety around Grand Forks than at UND
- There needs to be a wider variety of food available for students that do not have a meal plan. Example: chicken breast, pizza, etc.
- Different meal options at Twamley Snack Bar because they are open year around. It seems to be the same routine. Taco Salad is great but more variety in soups and hot options would be great.
- Mix it up more
- More choices and location in new med school
- Offer more food options near the athletics venues where I work (Betty Englestad/Ralph Englestad Arenas)
- See what kinds of foods most students like. I think certain specials are a lot more popular than others and it doesn't make sense to have food if most of the students don't like it.
- Have more variety and choices. I love going out to eat because there are so many different options you can get. Yes, there are many options at the dining centers, but I rarely eat the specialty bar or the hot meal line because the choices in my eyes one, are not healthy, and two are always the same every other week.
- Have variety and convenience
- Give us better options for Late Night

Menu Suggestions:

- Ideally, it would be nice to have more options. To think that a University this size basically has 4 options at the main Non-cafeteria site (the Union - subs, pizza, A & W, and then the 4th changing option) is kind of bizarre. Also just the space (again I am thinking of the Union) - it is really claustrophobic at busy times. I also really like having some sort of "special" each day (they already do this).
- Nothing. I love the food on campus. I would like to see more homemade soups. But, the soup that they do serve is great.



- Lower prices at the snack bar. They are too high. Or offer a one-price salad bar in the snack bar.
- Asian Options for cheap price
- Continue offering real, homemade mashed potatoes and gravy, homemade baked beans, and homemade tomato soup. They are so good at the union. Also, be conscious of keeping lines short with fast service, allowing for self service for items listed above, which we currently can't dish up ourselves and that line is always long for people who want grilled sandwiches. I don't want the sandwiches but have to stand in long line to get those items listed above.
- On the bitter days delivery is important to me. Otherwise I am already pleased with the options on campus. I like the "regional specialties"--stir fry days at Squires, Taco Salad Thursday at Twamley.
- More fresh items at to-go stations
- Offer better Mexican food choices. Overall better Asian food. Get rid of Sweet Potato fries
- Salad bar, better pizza, subs at Memorial Union i.e., Jimmy Johns, Erbert & Gerbert or Subway, taco salads, Red Pepper restaurant
- It would be nice to have a Mexican food choice
- UND could offer more or variable soup options at old main. Also, bring back TCBY or an ice cream option in the union! And the vending machines are often full of baked lays, pop tarts and other "healthy" snacks no one wants-- which is probably why they're stale when you buy.
- Bring in more restaurant options/allow World Market to be open in Old Main for longer hours. It would be nice to have something besides a deli, pizza, or burgers all of the time (e.g., Qdoba, Chinese, etc.)
- More healthy food options. Seating area available for faculty/staff away from the students.
- Get rid of the creepy chandeliers in Wilkerson, better food that doesn't all taste the same, get rid of sweet potato fries, waffles available all day, have brunch as a theme night.
- I think that Pita pockets should be available. Also I think that there should be a blender or blender bar to make smoothies in the dining centers. There should also be Kale available in the dining centers.
- Get the off campus food and serve them in Wilkerson
- Have more customizable food choices such as the pasta bar at Squires.
- Offer gold peak teas at Wilkerson
- A baked potato bar would be great
- Have Indian food as an option
- It would be nice to have a salad bar.
- Made-to-order sandwiches with fresh ingredients
- More comfort foods
- More ethnic cuisine
- More ethnic food
- More organic food.
- More organic foods and more vegetarian options
- More patty melts! And popcorn shrimp. Play music in Wilkerson too.
- More popular food options
- Overall I think they do a great job. I'd like to see more meals that are like something you'd make at home.
- Sandwich specialty bar
- Serve biscuits and gravy more.
- Stomping Grounds could have breakfast sandwich options.
- SUSHI!!! It's healthy and easy to make.
- UND has a variety of foods with almost all options available, but it does not serve 1% milk in any dining center. I think it would be nice to see that available.
- UND should have more Thai food options.
- Would enjoy salad bar in Twamley. Would like to build own salad and sandwiches.



- Although it would be impractical from a cost standpoint, more food like steaks and premium/seasoned burgers would be awesome...but the burgers and Phillies, etc. are already great!
- Bring back the Greek station for World Market. Rio Rojo is alright, but does not need two days in a row.
- Bring back the Mongolian grill!
- Buffet style possibly Asian.
- Buffet would be nice
- Different types of burgers
- Have brunch more often
- Have less taco world days
- Have more pasta
- Have more pasta nights.
- I love sandwiches, so do more with whole grain breads.
- I would like a regular/daily source of Mexican food.
- I would like to see a salad bar
- It would be great if Twamley had a salad bar.
- It would be nice to add an additional option of hot sandwiches, within the deli. I know they offer this option once a week, but it would be nice to have it all the time. A huge improvement would be to add a salad bar that is available every day. I don't like the prepared salads in the deli. More seating in the dining area at the Union would be great.
- More apple pie
- More Asian bar, less Pasta Bar
- More choices of soups and pasta sauces.
- More interesting, high quality sandwiches and pizza and homemade soups
- More Mexican food choices
- More salads
- More tacos
- Offer more Mexican food.
- Offer some kind of smoothie bar... Where you can choose the contents and have someone blend it for you. Another option would be to just get blenders for students and staff to use.
- One thing that really bothers me is that the vegetable choices in the salad bar can vary day to day. Specifically green onions are not there every day and it drives me nuts. Speaking of nuts, I think peanuts, cashews, or almonds would be cool choices to munch on
- Open salad bar, make your own salad concept.
- Some additional "home-style" entrees available all the time. Would like to have sandwiches on bread (not grilled, not on sub buns or wraps). Like a BLT, or a clubhouse, tuna on rye, etc.
- Steak. More sauce choices with wings
- Stir fry!
- Twamley snack bar needs a salad bar.
- Usually eat at Old Main. Add more soups made from broth, not thick soups. Like the options of Oriental foods with lots of vegetables (stir fry) Salads are usually generous, but are in too small containers (food falls all over) Love the walking taco.
- Be sure to have lots of good salad makings, and offer salmon often.
- Don't have so much exotic food. Simple and lightly seasoned "normal" food would be better than something that has 500 spices on it, and have spices available for students to do themselves.
- Environmental concerns: PACKAGING!!! BOTTLED WATER!!! Salad bar would be nice.



- Have soups that are available at University Place Stomping Grounds online. I work right across the street, and sometimes skip lunch rather than wanting to walk across the road in the cold to find out what kinds of soup they have. If it was online I would frequent there more often as would many others in our building.
- I like having the option to buy loaves of bread at Dakota Harvest and there is no fresh bread for purchase outside of the dining halls.
- Kosher food
- Premixed, variety salads. Example- Dark green salad with carrots and red cabbage.
- Cleaner grills, more specialty bars.
- I think the food choices are good and I like that there are healthy options. I also like that the World Cafe in the Union changes its choices frequently. I love that the salad bar is there and my order is made fresh. Some more international cuisine would be great - Indian? Thai?
- More selection with healthy food, some Asian foods, Tex Mex, salads
- More variety and healthier choices. More ingredients on sandwiches, less bread. Lower prices.
- I usually go home to eat however there are times when I have to stay on campus and I prefer not to eat fried foods or pizza so I usually have a sandwich from Marketplace. Grilled Cheese day seems to be VERY popular.
- Offer more soups would be good...some days there are 4-5 cream based soups. Why not some vegetable or non-creamed? More foods that appeal to people watching weight.
- Have a fresh and varied salad bar with fruits and vegetables
- Have a good salad bar and more organic food.
- More variety of seafood would be nice and different ravioli with the oodles of noodles days.
- More fresh veggies and fresh fruit or a better quality of what is already provided. I prefer to eat a lot of veggies with my main course so this would help me to stay healthy as well!
- More fresh fruit varieties
- More fresh fruits and vegetables
- Continue to offer menu options that are unique (when compared to other restaurants around town).

Healthy Options:

- I think the food choices are good and I like that there are healthy options. I also like that the World Cafe in the Union changes its choices frequently. I love that the salad bar is there and my order is made fresh. Some more international cuisine would be great - Indian? Thai?
- More selection with healthy food, some Asian foods, Tex Mex, salads
- More variety and healthier choices. More ingredients on sandwiches, less bread. Lower prices.
- Close by, delivery, not too spendy for lunch, variety and healthy
- The meal choices that are currently on campus are EXTREMELY unappealing. The options in the Memorial Union are fast food -- and poor fast food, at that. High quality, healthy, tasty, diverse meals (ethnically) would be very appealing. Also, having a dining option on the west side of campus would be very useful so I wouldn't have to drive somewhere for lunch.
- UND does a great job at providing a good variety of food including healthy options with convenient hours. I know I ate much less healthy when I didn't have a meal plan this summer. Only minor complaint would be cost, while not expensive it's not cheap either. That said I'd rather pay a slight premium for the variety we get now than to have a more constricted menu or lower quality food.
- Better hours, more variety of options, more healthy options
- More healthy options in Twamley. Better prices. More variety. For "value meals," why is "chips" the only side option? Why can't fruit/veggies be substituted?
- Better quality, more variety, and healthier options
- A lot of students enjoy salad bar, soup, wraps, and light healthy choices like that, which are more commonly found off-campus at places like Panera, Olive Garden, and others. Maybe create something that encompasses that new trend of eating.
- More options, more space to spread out from other people eating, healthier options at Wilkerson on weekends



- Add in some new items at the Medical School Food Cart. Seems same stuff served just on different days and less salty items for people who have to watch their salt intake.
- Give us more options, healthier options, more variety. I want more salad options and fresh food options than greasy options.
- Have a lot more options and a lot healthier foods for main courses and meals.
- Have more options!! I feel as if it is the same stuff all the time. Not very many healthy food choices.
- I feel that they already do a good job at offering variety to compete with off campus venues. The one thing that might be missing but goes against the campus philosophy of healthier eating is a bigger selection of "junk fried foods" or comfort foods in retail operations like mashed potatoes and gravy or macaroni and cheese
- I think they are doing a great job of offering a variety of foods and healthy options
- More healthy choices, and more variation.
- More variety, more healthy options. Pre-made salads at to go would be awesome
- Offer more variety. Marketplace offers the same food all of the time with the exception of the World Market which only offers ethnic foods 2-3 days per week. It would be nice to have more healthy food options other than pre-made salads. Organic foods would also be appreciated.
- Have more variety and choices. I love going out to eat because there are so many different options you can get. Yes, there are many options at the dining centers, but I rarely eat the specialty bar or the hot meal line because the choices in my eyes one, are not healthy, and two are always the same every other week.
- There is nothing that comes to mind. UND food service allows for countless healthy options that also taste good.
- I don't go to food spaces outside of my area on campus because of inconvenience due to my schedule or ease to get to (parking, seating). I also work during my lunch so it has to be fast and easy and preferably healthier.
- Easy place to park. Healthy options, quick and friendly service. I would eat more often at the Union but it is difficult to find a place to park (coming from Skalicky).
- Greater serving size, better tasting food, fresh food, healthy options, good prices
- Larger portions and more options for the TO-GO food. Offer ACTUAL juices and other options of beverage that are organic and healthy. Offer healthy foods at the convenience stores and not just junk food. Offer different fruits, such as pears, grapefruits, etc. Provide actual strawberry jam not the fake gross little packets.
- Healthy, home-cooked type of meals. I like the Twamley Snack Bar because they have these types of options on their menu. Also sometimes portions are so big...I would like options like "half a salad" or "half a sandwich" etc....
- UND needs to provide more healthy options: Smoothie Bar, low carb meals, diet friendly options, such as gluten free, smaller portion sizes, variety of options. Staff should be able to eat for a lower price on the meals or food options and/or have a punch card to receive a free meal for purchasing food on campus.
- Have more affordable off campus meal plans. Have more seating at lunch. Have more vending machines or a food stand in or near the education building. Have healthier options in the C-store.
- Good Prices and Good deals.
- Have more healthy options- that taste good. Salads are often overpriced for what you get- iceberg lettuce and very few veggies. The hummus grab-and-go is hardly any food for too much money. The soups are heavy in cheese or cream. Vegetarian or healthy grab-and-go options are generally overpriced and the variety is dismal. Vegetarian means more that carrot sticks. Having brown rice or noodle bowls (or healthy bowls with lean meats) that i can take back to the office and heat up would be ideal.
- Restaurant - away from business and chaos. Print lower, healthier foods (now - union only has soup + yogurt type foods and expensive compared to off campus, so only use in a pinch!)
- More specials/Great Deals with Healthier Options
- Keep things affordable while still being healthy and appealing to eat
- Better prices, more healthy options



- Have more appealing food as well as more options for vegetarian. Be able to take out food to take back to room more often. Pay attention when cooking/preparing the food as I have found plastic in my food multiple times.
- Healthier options with flavor & variety. Not a sandwich person - prefer fresh salads, homemade soups and/or hot options. Would be better about eating a hot breakfast if easily accessible/available on main level of Memorial Union. Taco Bar available in Twamley would also be a hit in the Memorial Union (in my opinion). Also times where you need a meal that is easily transportable and functional to grab and go when attending meetings.
- Fine for lunch. Maybe add more healthy take away options and more interesting takeaway sandwiches
- Get Starbucks coffee in the Union! And train the baristas to make stronger coffee. Also provide more healthy options at Terrace. And put a vending machine in the library (for pop and energy drinks)
- Have higher quality fruit, healthier options.
- Fewer "grilled, greasy, meat" options, add a salad bar to make my own salads; provide non-red meat items like fish and soy-vegetarian meat options; include things like buffalo burgers and turkey burgers and non-beef hot dogs, polish sausage, etc.; Fries that are cooked in soy or peanut oil (no lard or animal fat); clearly label ingredients and items as vegan, vegetarian, etc. Across the board, and be SMART about it (don't assume pasta sauce or pizza sauce is vegetarian--animal products are often used like mono and diglycerides, monosodium stearate, etc.--do your homework and let us KNOW you have done your homework).
- Fresher customizable options, baked goods that haven't been sitting there all week. Lettuce that isn't brown. Pizza that isn't dried up. Quality in all respects. Healthier options at the snack bars, need fresher salads there for sure, make them each day not 3 days in advance - or put in a salad bar!
- Have a salad bar with FRESH lettuce types and vegetables. It would also be nice to have a soup possibility with the salad bar. I would like whole grain buns/bread also available at such a salad bar. I don't ever - not ever - select a salad that is in a plastic container and covered with saran wrap.
- Better quality food and healthier options. Salads shouldn't just have ice berg lettuce in them!
- Have more healthy choices. Have fresher salads and fresher vegetable choices. Often the veggies and fruit look like they were packaged days before. Serve more variety in soups and include broth soups rather than creamy high fat choices.
- Healthier and more appealing.
- Healthier food (like the Asian food in the world market uses too much salt), fresh, done to order, like the World Market which is best in the Union, but also make it good quality
- Make the dining centers look more like restaurants and offer healthy and good tasting food.
- Even more options! Healthier food. Wilkerson needs better pizza (like squires)
- Tim Hortons and quick healthy options available.
- There are faster but health options. I would be overjoyed if we got a Panera or Noodles & Co in the union!!!
- More space, and options for healthier food!
- Healthier food, more/better seating
- Offer a larger variety of healthy food and less comfort food in the dining halls. Also offer more fish compared to beef or chicken.
- Most of the food offerings (hot meals and sandwiches) are really high in sodium, and most taste quite salty. I have curtailed how often I use food service for this reason.
- Bring amazing grains foods to campus. Not enough healthy options.
- Have a healthy variety of food choices
- Have a wide range of healthy options. Bring some of these "off-campus" options on-campus.
- Have a wide variety of healthy options other than subs.
- Have healthier/fresh options available.
- Have healthy selections that aren't expensive.
- Having fresh healthy food, with several options would be nice.
- Healthier choices all around. Sodium content is huge in some of the meals! Better flavor in some of the meals.
- Healthier choices, prepared salads, such as cobb, taco, etc.



- Healthier food
- Healthier meals
- Healthier meals with grilled chicken!
- Healthier options (4)
- Healthier options rather than only the salad bar
- Healthier options with a better weekly variety
- Healthier, more real food options. Less processes. No hydrogenated oils. Use real eggs. Always offer a whole grain option for pasta and rice.
- Healthy breakfast. Greek yogurt
- Healthy choices in the snack bars
- Healthy choices!! Too many carb foods are offered.
- Healthy food choices
- Healthy food with lots of flavor for a competitive price.
- Healthy light offerings - soups, steamed vegetables (not cooked in oil or sauces).
- Healthy options in the c-stores
- Healthy options. More gluten free.
- Healthy options. Pita Pit, salads
- I want something healthy and tasty not fast food.
- I would like more warm health options available. In the winter, you want to warm up and a salad just doesn't do that.
- I would like to have healthy, varied options at a place that is quick and easily accessible over the noon hour (i.e. Bookstore), or be more aware of options like this if they already exist for faculty (?Dining hall)
- I would like to see more healthy options in the Union.
- I would like to see the three star system implemented at the food court, as well - I found that helpful in making healthy selections when I ate at the Terrace Cafeteria.
- I would really like to see non-sugary breakfast options in the case at Stomping Grounds. I would go there more often in the morning when I want some coffee if I could also get a breakfast sandwich. Caribou Coffee is a good model for such options (<http://www.cariboucoffee.com/page/1/food.jsp>).
- It would be really nice to have more fresh/health foods available. The Memorial Union has Dakota Harvest, which is nice for the health factor, and packs of veggies, which is also nice - but the rest of the food options are VERY calorie-laden. The Med school cart has very limited healthy food choices and often doesn't carry any of the fresh fruit/veggie snacks at all. I do like most of the meal choices they have there, though. It also has very limited hours and closes down when students are gone.
- Less fast food and more healthy options.
- Low carb options
- Make healthier meals available. Make more of a selection, especially in Terrace; they don't have enough fruit there. Healthier meals is a top priority.
- Make the food options more healthy and less fattening
- More choices, healthier options
- More healthy alternatives - campus catering has alternative options so it should be easy for the on campus options such as the union to have healthy choices. Selecting soups, sandwiches, A & W, and Pizza is not what I consider healthy. Let's get some tasty healthy salads, pitas, and quinoa fruit salads!
- More healthy and good tasting options-- healthy is often just raw vegetables or fruit. Having healthy dishes would be great. Especially if they have a reasonable amount of calories. The meals provided for staff/faculty events by dining services are too caloric and high in sugar and fat.
- More healthy choices
- More healthy choices and dairy free items.
- More healthy choices available.
- More healthy choices-- organic, less greasy/fatty/processed junk



- More healthy choices rather than so much fried and processed food options
- More healthy foods available
- More healthy options
- More healthy options
- More healthy options for less money (salads and other grab and go options are about twice as much as they would be off campus)
- More healthy options would be great.
- More healthy options.
- More natural sugar free options in drinks and food
- More quick and healthy offerings, more gluten free alternatives
- More veggie/soup/healthy options, less burgers/fries, more Asian
- Need more healthy options.
- Offer fresh, healthy options that are made to order and affordable and fast.
- Offer more low fat, healthy food options
- Offer more of the popular fast healthy food choices.
- Offer options that are healthier and still filling (i.e., not just salads).
- Provide healthy eating options.
- Replicate more of the restaurant foods, yet still healthy options.
- Serve healthier food and offer more of a selection
- There's no really healthy food. Food always has a lot of sugar, salt and preservatives.
- They can offer more choices along the healthy lines of food. Less carbs and more choices in rice and fish.
- I think UND has done a great job with their dining services. I like being able to look at the menu online before I go to a dining center so I can choose what I want to eat and see the nutrition information. I prefer eating on campus compared to going to a restaurant or a fast food restaurant because in my opinion it is healthier, more convenient, and I can look up ingredients along with nutrition information. I can choose a healthy low calorie option or I can treat myself and know exactly what I am eating.
- Choice of food. Healthiness of food
- Fresh, healthy but flavorful options, non-fast food choices, salad bar (at the Med School) with a wide variety of topping choices - (not pre-packaged iceberg lettuce salads, mayonnaise based salads, macaroni salads, etc.); Good variety of soups that have substance, but aren't necessarily cheese or cream based;
- Have more variety of food, more healthy choices.
- Make the choices healthier and have them made in front of you.
- Healthier quick options. Pizza is not a good idea, nor is A & W. A more diverse array of food would be wonderful.
- Need a better variety of healthy options. I would really like to see healthier options of sandwiches (a little more gourmet style) in the union.
- Offer healthier food of greater variety, and make it affordable
- Offer more Gluten free, dairy free, preservative free foods. We want natural. Another way for the UND community to be healthier.
- Offer more healthy choices all the time as well as variety rather than the same healthy choices every day.
- Have a greater variety of healthy, appealing items. Love having affordable fresh fruit available, Real stir fry (not what is currently offered in Memorial Union), baked potato bar, salad bar,
- Provide better tasting, nutritional options. For Question 48 - I eat frequently at the Campus Bookstore. I do not see that on the list below.

Service:

- Fewer "grilled, greasy, meat" options, add a salad bar to make my own salads; provide non-red meat items like fish and soy-vegetarian meat options; include things like buffalo burgers and turkey burgers and non-beef hot dogs, polish sausage, etc.; Fries that are cooked in soy or peanut oil (no lard or animal fat); clearly label ingredients and items as vegan, vegetarian, etc. Across the board, and be SMART about it (don't assume pasta sauce or pizza sauce



is vegetarian--animal products are often used like mono and diglycerides, monosodium stearate, etc.--do your homework and let us KNOW you have done your homework).

- More variety of foods. Better hours (for the med school cart). Better seating. Faster service.
- Hire friendlier workers and have more options in Wilkerson.
- Have more options and be able to make the specialty bar food faster
- More choices also more employees because it gets to be slow at times
- Make it look better. Presentation is important. Also stop advertising an all you can eat meal plan and then have your employees harass us for taking what we want. What a rip-off. I go to get served not to be lectured about something I paid for.
- Fresher and better quality food also the student workers in the evenings at terrace do a poor job. They are rude, slow, and don't care about your dining experience.
- Higher focus on the healthy options and foods that are cooked properly and flavorful
- Just make the food tastier, served with a smile, and more appealing to look at.
- Have a higher quality of food, and friendly service is provided.
- Better service and more tasty food
- Keep the soup filled at Wilkerson
- Sometimes at the dining centers towards dinner time or at late night they run out of main dishes, along with actual dishes, such as bowls and little plates, specifically at Wilkerson.
- Try to have the staff be more friendly and not threaten to throw people down the stairs at Wilkerson when talking to other staff members
- Clean and Careful Cooking. Monitor Staff Serving... I have seen a lot of staff do things while cooking that made me lose my appetite.
- Have people working that actually want to be working
- Having the same amount of quality food available at the end of a meal period. For example if the kitchen closes at 6pm, I should be able to come at 4:30pm and get food. Usually, you're already out and not replenishing the outs.
- Hire more capable people and provide better training so that they are more secure in their role in meeting my needs
- Less Student Orientated, more General Public Orientated.
- Letting us know what is being served
- Make sure there's enough meals at the meal cart at the med school. There are certain meals that are favorites and tend to run out quickly (example: Taco salads).
- More competent employees serving food in Old Main
- Omelet bar is incredibly slow.

Vegetarian, Vegan, Gluten Free, Special Diet:

- Have more options!! I feel as if it is the same stuff all the time. Not very many healthy food choices.
- UND needs to provide more healthy options: Smoothie Bar, low carb meals, diet friendly options, such as gluten free, smaller portion sizes, variety of options. Staff should be able to eat for a lower price on the meals or food options and/or have a punch card to receive a free meal for purchasing food on campus.
- Have more healthy options- that taste good. Salads are often overpriced for what you get- iceberg lettuce and very few veggies. The hummus grab-and-go is hardly any food for too much money. The soups are heavy in cheese or cream. Vegetarian or healthy grab-and-go options are generally overpriced and the variety is dismal. Vegetarian means more that carrot sticks. Having brown rice or noodle bowls (or healthy bowls with lean meats) that i can take back to the office and heat up would be ideal.
- Have more appealing food as well as more options for vegetarian. Be able to take out food to take back to room more often. Pay attention when cooking/preparing the food as I have found plastic in my food multiple times.
- Healthy options. More gluten free.
- Variety of foods, gluten free food



- More gluten free options or a website where I can see gluten free options and advertise the website. I would like an un-wich at the sandwich bar. Sandwich fixings wrapped in lettuce. A light but satisfying meal. Gluten free pizza would be great sometimes. If there was better parking on campus for off campus guests. I would eat at the Old Main more.
- I miss the Subway that used to be in the Union. I don't like the bread or the small sandwich sizes that are offered by the Dakota Deli. I usually end up at A&W because I think the Sbarro pizza is very greasy. I have a severe seafood allergy so A&W is one of the few places I can go in Grand Forks if I want to have French fries or chicken strips because for most of the year there is no seafood cooked in the same fryers as the rest of the food at A&W.
- More vegetarian. More salads that are fresh.
- Have more options for people with special diets.
- I need lots of gluten free choices so I don't have to eat the same thing every time I want to eat on campus
- I would like to see healthier options (i.e. High protein, vegetarian/vegan, fresh produce)
- More gluten free options that are clearly marked and widely available
- Healthier, organic, gluten free and vegetarian options! Not just salads! Gluten free veggie wraps and vegan soups made of healthy ingredients! The food I have had at Memorial Union has been very disappointing!
- Offer more healthy and gluten free options
- Offer more options for healthy foods and wheat or gluten free. Most foods contain wheat and there are limited choices which leaves you with salad!
- Provide more gluten free options, healthy options, provide weight watchers points for menu options
- Provide better dietary restrictions options.
- Provide healthy, vegetarian soup options every day. Not run out of things in the takeaway sections.
- The food choices in GF are not great. If you offer a variety of foods that look and taste good that is first step.
- More vegan and vegetarian foods.
- More vegan options please
- More vegetarian and vegan options; national brand coffee - Starbucks
- More vegetarian options.
- Need more vegan options and need better labeling of vegan vs non-vegan options. I get really tired of vegetable wraps at the Marketplace. P.S. This is North Dakota. Lunch is Dinner and Dinner is Supper. You might want to revise this questionnaire next time you send it.
- Offer more vegetarian/vegan friendly foods. Like bean or veggie burgers
- Variety of vegetarian pasta
- Flexibility in options - I'm vegetarian
- Good vegetarian food
- Have more vegetarian food.
- Have more vegetarian options
- Better variety, more spice and interesting recipes, hot food options for vegetarians, something to relieve the monotony of winters! :-)

Cleanliness:

- Cleaner grills, more specialty bars.
- Have more options available with a clean appearance.
- Make tastier food, have workers who are clean & hygienic, such as takes showers & doesn't use their hands to pick up food
- Clean the windowsills in Old Main more often. Dust and dead flies are not very appetizing and they are often both in the windowsills.

Parking:



- I don't go to food spaces outside of my area on campus because of inconvenience due to my schedule or ease to get to (parking, seating). I also work during my lunch so it has to be fast and easy and preferably healthier.
- Faster service, something on the west side of campus with parking for staff and faculty
- Delivery, no lines, parking
- A place to park - spend most of time finding a parking spot. Delivery is okay, but I prefer to see what I'm purchasing before I purchase.
- Parking options for pick up / take out
- Availability of parking.
- Ease of parking, in and out quickly
- Get Parking outside the Union to be 45 minutes. You can't get your food and eat in within the 30 minutes.
- Hardly any of these places have parking available if I did want to go there, lunch is short if 1/2 of it is spent finding a place to park (or paying for a place to park) I may as well go home.
- Have parking available so I can meet with my off campus students without searching in vain for a parking space. It really has nothing to do with food it is parking for the students coming to campus.
- Make more available parking at Union
- More free parking near eating places
- Parking
- Parking at the Union not many spots if you want to run in and grab some food.
- Parking is a problem...there either isn't any parking or the hang tag needed is different than the one I have.
- Parking to get to these places is important so it's easy to run in and out. We only get a 1/2 hour for lunch. I would like to see a healthy salad bar in a more convenient place for a reasonable price.
- Provide parking to faculty/staff
- Unfortunately, it will be difficult to fix, but easy parking for on and off campus visitors would be key.
- Easy place to park. Healthy options, quick and friendly service. I would eat more often at the Union but it is difficult to find a place to park (coming from Skalicky).
- More gluten free options or a website where I can see gluten free options and advertise the website. I would like an un-wich at the sandwich bar. Sandwich fixings wrapped in lettuce. A light but satisfying meal. Gluten free pizza would be great sometimes. If there was better parking on campus for off campus guests. I would eat at the Old Main more.

Meal Plans:

- The actual price of meals at the dining centers is ridiculously high. I realize that it's a person can eat as much food as they want, but the price for dinner is over eleven dollars! I don't usually eat that much at dinner, and if I need to use my dining dollars for that meal, it really starts to wipe my funds out.
- If the food was super affordable I would always eat there. Even when you purchase a meal plan you are still paying the same amount as if you were to pay as you go. I doesn't save money to purchase a meal plan.
- Cheaper meal plans
- It would be nice to have a "To Go" Area for students to get food through their meal plan by the Union when I don't want to spend money on the items in the marketplace.
- As a staff member I have and like the meal plan available. However, I really wish I could use it in Twamley. I work in Twamley and often do not have enough time to make the trip to Squires or Terrace to use my meal plan. If staff could use the meal plan at Twamley, customers should get the same kinds of benefits, buffet option with several choices. If the meal plan option will not be available in Twamley, allowing staff to have a to go option through Squires or Terrace would be extremely helpful and I would consider using those dining centers more often. It is also important that if this to go option comes to fruition that it not provide less food than what is currently available. I like a large salad plus my entree and dessert for the price I currently pay through the plan. You just don't get that with off-campus fast food places.



- Make it look better. Presentation is important. Also stop advertising an all you can eat meal plan and then have your employees harass us for taking what we want. What a rip-off. I go to get served not to be lectured about something I paid for.
- Restaurants closer to campus would be really nice, more places that meal swipes can be used would be even better
- A sit down restaurant where one can use dining dollars/dining plan
- Have more affordable off campus meal plans. Have more seating at lunch. Have more vending machines or a food stand in or near the education building. Have healthier options in the C-store.
- I think students are most displeased with having to pay for food they don't eat. Many students don't take advantage of breakfast, to go, or extended dinner, but they still end up paying for it. Very few options for on campus students, dinner is expensive --personally why I don't want meal plan for next year.
- I think the meal plans are overpriced.
- It would be wonderful if UND could make meal plans cheaper in price.
- Make meal plan more affordable
- Make meal plans more affordable
- Make prices cheaper since it's a lot to pay to have just one meal in a dining center
- Make the plans cheaper, in turn making us want to eat on campus.
- Provide a 4-5 Meal per week plan. I would get that if it was available next year.
- The meal plans at UND are expensive, so UND could improve by lowering their prices. There are plenty of food options available at UND.
- UND meal plans are way more expensive than if I would buy my groceries or even eat out
- The selection of food is better on-campus but the meals are very expensive (and most meal plans actually cost more than individually buying the meals). Making the meals or meal plans cheaper would allow me to eat more on-campus.
- Better meal plans such as dining dollars with the 3 or 6 meals a week meal plans
- Allow freshman not to get the unlimited meal access plan.
- Be able to use your meal plan in Memorial Union dinner places.
- It would be nice if the meal plans for students living off campus had dining dollars. That way if I was out of meals for the week, was only free during a time that the most convenient dining center was closed, or simply wanted a break from the dining centers for a meal I would still have the option of eating at Market Place, or the like, without having to pay out of pocket. I'm not really asking for a lot of dining dollars here, \$50 would be enough to prove convenient in my opinion.
- Coffee purchasable with dining dollars located somewhere between U Place and the Memorial Union.

Dining Center Comments:

- Better environment in Wilkerson and Terrace. More hours at Squires. More food options like Squire's food options at Wilkerson.
- Campus dining still has cafeteria or traditional dining hall feel. Would be interesting to have unique dining option on campus.
- I actually am pleased with the Terrace Dining Center and Squires Dining Center plus look forward to the improvements planned for Wilkerson Dining Center because all that is wrong there is the dreadful lack of ambiance.
- Get rid of the creepy chandeliers in Wilkerson, better food that doesn't all taste the same, get rid of sweet potato fries, waffles available all day, have brunch as a theme night.
- I usually go to Squires, and it gets irritating at times when it's hard to find a place to sit because it's too crowded. Otherwise the food is great and there are many choices.
- Make the dining centers look more like restaurants and offer healthy and good tasting food.
- Variety. Mix up available options more. Better atmosphere in Wilkerson.
- More variety throughout the week, which they have been working on in Terrace fairly well.



- I would like to have variety of cuisine at the same time I would like to have to go option. I live in Squires and they don't have to go option here and it is very cold outside that I don't want to go there after 7 just to get my to go food. I just get an hour in a day to watch TV, therefore, I would like to enjoy my food while watching TV. The one thing I would really appreciate that if to go option for dinner would be available for Squires as well.
- Change times centers are open
- Extend squire's hours
- Be open for longer hours at Squires and have Squires open on the weekends
- Have places like Squires open more often
- Have Squires be open late.
- Have Squires open later-happening in fall 2014
- It would be super fantastic to have Terrance be open on the weekends, as I am a resident of Swanson Hall. However, I have had it explained to me why this is not possible. I am waiting on the shuttle times between Swanson and Wilkerson to become more concrete before riding. Otherwise, I'm going to continue to drive myself over there.
- Keep Dining Center open longer and on more days.
- Open Squires on the weekend. The entire East side of campus has to walk outside through blizzards to eat at a dining center.
- Open Squires on weekends
- UND does an excellent job with what it offers to us students and the times they are available to us. Due to my schedule and personal involvement I sometimes am not able to make it to the dining center to ready and need to go off campus to eat. Also, a lot of times when I eat the dining centers on the weekends, the food seems cold and dry and not nearly as good as the week.
- Better hours, better options, more options in a meal, have any dining center but Wilkerson open on the weekend
- Add buffet to Memorial Union. Buffet in Squires has best salad bar in town.
- I think that Pita pockets should be available. Also I think that there should be a blender or blender bar to make smoothies in the dining centers. There should also be Kale available in the dining centers.
- Get the off campus food and serve them in Wilkerson
- Have more customizable food choices such as the pasta bar at Squires.
- Offer gold peak teas at Wilkerson
- Remind staff they can eat at a dining center for any meal.
- Better food, better quality of the food. Such as the pizza in the old market place needs to be better. And the pasta in the dining centers are terrible
- I love salad and the lettuce at the dining halls is almost never fresh. It is unappetizing.
- I think they are doing a good job - rarely, I go off-campus to eat. Some foods could be kept hotter/fresher at some dining centers.
- Improve the quality of the food at Wilkerson
- Pay attention to detail more. The food is great at the dining centers if it is prepared correct. Most of the time, however, it is not.
- Wilkerson food is gross
- Fresher and better quality food also the student workers in the evenings at terrace do a poor job. They are rude, slow, and don't care about your dining experience.
- The experience and the ability to have options, I suppose, are the main reasons why I choose to eat off campus so often. I have an unlimited meal plan, which I try to use at the Wings Cafe every day for lunch. I'll use it reluctantly at the dining centers. Being winter, and cold, I feel that if I am going to go outside and endure the cold just to get a meal, I might as well enjoy it. I find the Wilkerson Dining center to be repulsive. The atmosphere and decor resemble a retirement home, the food is never anything to write home about, and it being my only option during the weekends, is never open when I'm in the mood for lunch (around 3PM). Squires has the best environment, but it is inconvenient to park in the metered lot. Terrace - I have no substantial complaints except that it is the same low-quality food that is found elsewhere. I don't cook at home because I don't have a kitchen and thus I eat out. I feel frustrated and depressed eating at Terrace or Wilkerson. I've been spoiled by my upbringing where food was prepared by someone who wanted to make it and took their time to do it right and cook it with pride in the proper manner. The commercially prepared options that I have to 'choose' from are disgraceful. Vegetables



should not be dripping, beef should be eaten raw or as close to raw as desired, other meats should remain juicy and flavorful - just the other day I tried the fried chicken at Terrace and, with each bite, I could not tell if I was eating the breading, the chicken, or the cartilage and bone - pizza is an all-around disappointment in the States and I've conceded that one, lasagna should always contain meat - the list goes on...

- Hire friendlier workers and have more options in Wilkerson.
- Keep the soup filled at Wilkerson
- Sometimes at the dining centers towards dinner time or at late night they run out of main dishes, along with actual dishes, such as bowls and little plates, specifically at Wilkerson.
- Try to have the staff be more friendly and not threaten to throw people down the stairs at Wilkerson when talking to other staff members
- Even more options! Healthier food. Wilkerson needs better pizza (like squires)
- Offer a larger variety of healthy food and less comfort food in the dining halls. Also offer more fish compared to beef or chicken.
- Have more options in the dining centers that are available every day and also for lunch and dinner. Most days the lunches are more appealing than the dinners.
- I would like to see more food options available in the breakfast time in Squires Dining Center
- More options in dining halls.
- More variety with less of a "school food" feel.
- Offer more of a variety--I feel that the food at the Dining Center is really repetitive.
- Offer more selections of food at Squires.
- Wider variety of options at Terrace Dining Hall.
- To improve food options available to UND students on campus, I would suggest changing up the menu more often. Last semester, it seemed like meals were the same on a weekly basis. Tacos were always offered for lunch on Mondays, etc. I love going to the dining centers and seeing new foods that they haven't offered before such as the broccoli tortellini.

Other:

- More gluten free options or a website where I can see gluten free options and advertise the website. I would like an un-wich at the sandwich bar. Sandwich fixings wrapped in lettuce. A light but satisfying meal. Gluten free pizza would be great sometimes. If there was better parking on campus for off campus guests. I would eat at the Old Main more.
- Need more vegan options and need better labeling of vegan vs non-vegan options. I get really tired of vegetable wraps at the Marketplace. P.S. This is North Dakota. Lunch is Dinner and Dinner is Supper. You might want to revise this questionnaire next time you send it.
- Fewer "grilled, greasy, meat" options, add a salad bar to make my own salads; provide non-red meat items like fish and soy-vegetarian meat options; include things like buffalo burgers and turkey burgers and non-beef hot dogs, polish sausage, etc.; Fries that are cooked in soy or peanut oil (no lard or animal fat); clearly label ingredients and items as vegan, vegetarian, etc. Across the board, and be SMART about it (don't assume pasta sauce or pizza sauce is vegetarian--animal products are often used like mono and diglycerides, monosodium stearate, etc.--do your homework and let us KNOW you have done your homework).
- Have more affordable off campus meal plans. Have more seating at lunch. Have more vending machines or a food stand in or near the education building. Have healthier options in the C-store.
- Get Starbucks coffee in the Union! And train the baristas to make stronger coffee. Also provide more healthy options at Terrace. And put a vending machine in the library (for pop and energy drinks)
- I think UND has done a great job with their dining services. I like being able to look at the menu online before I go to a dining center so I can choose what I want to eat and see the nutrition information. I prefer eating on campus compared to going to a restaurant or a fast food restaurant because in my opinion it is healthier, more convenient, and I can look up ingredients along with nutrition information. I can choose a healthy low calorie option or I can treat myself and know exactly what I am eating.



- Offer more Gluten free, dairy free, preservative free foods. We want natural. Another way for the UND community to be healthier.
- UND could offer more or variable soup options at old main. Also, bring back TCBY or an ice cream option in the union! And the vending machines are often full of baked lays, pop tarts and other "healthy" snacks no one wants-- which is probably why they're stale when you buy.
- More organic foods and more vegetarian options
- Environmental concerns: PACKAGING!!! BOTTLED WATER!!! Salad bar would be nice.
- Diversify, better food, app with menu
- Use local vendors and producers, Cut back on prepackaged items
- Surveys to see what foods students want to eat
- Reduce prices at Archives, it's the best place to eat. Offer more variety there.
- The last place I ate off campus was Altru Hospital, and believe me, I was not there for the food, but rather a doctor's appointment ran long and I needed to eat. Altru Hospital is the main place I have purchased meals off campus, for similar reasons. It is not a destination for fine dining!
- I don't take another option, unless a pro bar is in order, usually an emergency type of reason.

Nothing:

- I think UND is doing a great job of competing for value and quality
- N/A, nothing, no response, unknown, unsure (33)
- Given my choices and style nothing at this point.
- Good as is
- Happy with what's available now
- I am pleased with my food options on campus.
- I am satisfied.
- I do not eat on campus enough to know what they do or do not offer in order to compare them.
- I think it's great
- I think they do a fine job
- I think UND has a great selection, and doesn't need to change much. I eat off-campus only because I work at a restaurant and I work around mealtimes.
- I think UND is doing well to compete with other food options. I only eat off-campus for a special occasion.
- I think you do a good job. I especially like the different options you have each day at the World Market.
- I think you guys are doing a great job
- It is fine.
- It is pretty comparable
- Nothing, I love the variety we have available
- Nothing, I love the food on campus. I would like to see more homemade soups. But, the soup that they do serve is great.
- You're doing well.
- You're good.
- I don't typically eat off campus.
- I leave campus to have lunch with someone - staying on campus is not an option.
- I think UND Dining does a great job however I leave campus on my lunch break to either run errands or go home to prepare dinner for my family so I don't have to after work.
- Not much, I usually like to get off campus during my lunch hour
- Not much; I usually bring my own lunch from home.
- There is nothing it can do to compete in my opinion. UND dining halls are very good.
- There is nothing that comes to mind. UND food service allows for countless healthy options that also taste good.



- There is really no reason why I do not use the on-campus food service options. When I do use them, I'm happy with them.
- They already do a great job.
- They do a good job!
- UND's food service is second to none, there is nothing I would change about it. Surveys such as this one provide all the feedback and change that is needed.
- From what I can tell the services provided on campus seem to be working for the target area that is being supported.
- It was an easier choice to eat at a diner when dining with friends that are off campus.
- Maybe make those sources somehow available on campus.
- The reason I eat off campus is to get away from campus due to how much time I do spend in dining halls, study halls, and classrooms. If I don't have class on a week day then I'm hanging out with friends and we go somewhere to eat. For breakfast, I will eat cereal or a granola bar in my room that I purchased elsewhere and brought home because with 8am classes it's tough to get up early enough to get ready, go to dining hall and eat there, then walk to class without rushing and stressing about being late. Mornings that I don't have to be up early, I'd like to sleep in until 9am at the latest, and by then breakfast is not being served at the dining hall so I eat in my room.
- Not much, I rarely purchase food on campus. My colleague does and he would like more variety.
- I don't go to food spaces outside of my area on campus because of inconvenience due to my schedule or ease to get to (parking, seating). I also work during my lunch so it has to be fast and easy and preferably healthier.
- Faster service, something on the west side of campus with parking for staff and faculty
- Delivery, no lines, parking
- A place to park - spend most of time finding a parking spot. Delivery is okay, but I prefer to see what I'm purchasing before I purchase.
- Parking options for pick up / take out
- Availability of parking.
- Ease of parking, in and out quickly
- Get Parking outside the Union to be 45 minutes. You can't get your food and eat in within the 30 minutes.
- Hardly any of these places have parking available if I did want to go there, lunch is short if 1/2 of it is spent finding a place to park (or paying for a place to park) I may as well go home.
- Have parking available so I can meet with my off campus students without searching in vain for a parking space. It really has nothing to do with food it is parking for the students coming to campus.
- Make more available parking at Union
- More free parking near eating places
- Parking
- Parking at the Union not many spots if you want to run in and grab some food.
- Parking is a problem...there either isn't any parking or the hang tag needed is different than the one I have.
- Parking to get to these places is important so it's easy to run in and out. We only get a 1/2 hour for lunch. I would like to see a healthy salad bar in a more convenient place for a reasonable price.
- Provide parking to faculty/staff
- Unfortunately, it will be difficult to fix, but easy parking for on and off campus visitors would be key.
- Easy place to park. Healthy options, quick and friendly service. I would eat more often at the Union but it is difficult to find a place to park (coming from Skalicky).

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