We are pleased to present our first issue of Delivering on the Experience, our Partnership Report Card for Western Washington University Dining Services. This report provides an overview of our partnership and how we are creating exceptional student experiences on campus. In the pages that follow, you will find updates on progress made over the last six months, highlights of recent activities and events, recent financial results and successes, and a preview of things to come in winter and spring quarters.

This report highlights the five pillars of creating exceptional student experiences, with information on what we are doing in each of these areas. We have included highlights of industry trends and some of the Sodexo programs that contribute to our success at Western.

We look forward to our continued partnership and an exciting rest of the school year, focused on creating exceptional student experiences and serving the needs of the Western campus community.

Sincerely,

Ira Simon
Director of University Dining Services, Western Washington University
Sodexo shares your vision for a dynamic, student-centered environment. As your partner, we are committed to nurturing an engaging, vibrant and healthy campus community. Our mission is to help you achieve success by creating exceptional student experiences and making every day a better day on your campus. To do this, we must work together to understand your goals, challenges and situational realities, and to understand today's students and the trends that drive them. We must focus every one of our people, programs and services on creating exceptional student experiences.

Our research has identified five key areas that contribute to achieving this goal:

- **Student Insights** - Powerful research to understand your students' needs.
- **Health and Wellness** - Nurturing student wellness through healthy food and lifestyle education.
- **Environmental Focus** - A local environment commitment that is global in scope.
- **Customer Service** - Our people are your people.
- **Culinary Innovation** - Delivering outstanding food that satisfies your students.

This Partnership Report Card provides a brief overview of what Sodexo is doing in each of these areas nationwide and here at Western Washington University.
Short Term Goals

- **GOAL:** Increase volume of purchases from Growing Washington in support of sustainability and the Real Food Challenge.
  
  **UPDATE:** Resident Dining management team purchases over 100 varieties of fresh, local produce — everything they could buy — from Growing Washington. Detailed update on Real Food Challenge is on page 13.

- **GOAL:** Improve visibility and education about the Real Food Challenge in Resident Dining locations, so that students, faculty and staff will be more informed, aware and engaged in eating local products in these locations.
  
  **UPDATE:** Three highly visible posters were installed. Also presented information on table tents, Western Front ads and with direct labeling (or signage) of foods at point of service.

- **GOAL:** Open new retail dining venue inside Wilson Library by Fall 2010: Zoe’s Bookside Bagels. Feature two types of bagels: one that’s locally made from The Bagelry, and the other made with Food Alliance Certified Shepherd’s Grain.
  
  **UPDATE:** Complete and open; refinements are ongoing.

- **GOAL:** Open the newly renovated Miller Market by Fall 2010.
  
  **UPDATE:** Complete. Collaborative seating space, classrooms and offices are still under construction which is impacting customer counts.

- **GOAL:** Open the new Haggard Hideaway in Haggard Hall, and move Tony’s Coffee to Miller Market, by Fall 2010. Relocate Freshens Smoothies from The Atrium and add Natural Snack Foods from the Community Co-op for this new HH venue.
  
  **UPDATE:** Complete

- **GOAL:** Transparency
  
  Clearly posted nutrition and allergen information at point of service and online for soup and baked goods. **UPDATE:** Soup - Completed; Baked Goods have allergens indicated.
  
  Develop more gluten-free menu options and provide easier access for customers in Resident Dining locations. **UPDATE:** Items are provided in a customer-accessible refrigerator, and more is available on request.

- **GOAL:** Customer Loyalty & Satisfaction Survey results Fall ’09 to Fall ‘10
  
  **UPDATE:** All survey improvement goals have been exceeded. Detailed summary is on pages 7-10.
ANNUAL PLAN GOALS & OBJECTIVES: UPDATE

Long Term Goals (accomplished within a year)
Retail Cafes & Markets
- **GOAL:** Increase deposits of Munch Money and regular use of MM as a form of payment, such that 17% of retail sales are paid for with Munch Money by Spring 2011.
  - **UPDATE:** For the 2009-10 September - April 2010, Munch Money as a form of payment was 14% of retail sales. For the period September through November we’re at 14.8% as a percent of retail sales.

- **GOAL:** Open the new BT Station Café & Market by January 2011.
  - **UPDATE:** Opening date has been pushed out to Fall 2011.

- **GOAL:** Provide value for customers in Retail Cafes & Markets
  - No price increases except on national brands when needed.
  - Expand, rotate and promote value items as part of Retail offering.
  - **UPDATE:** Examples of providing value for our customers this fall include:
    - Mediterranean Grill: rotating special entrees for under $5
    - Chik-fil-A Meal Deal: includes chicken sandwich, fries & fountain soda for $5
    - Wedge Wednesdays: wedge sandwiches reduced price on Western Wednesdays
    - Hydration Station: provides healthy refreshment for only 79¢
    - Pizza by the Slice combo meal: 2 slices & fountain soda for $4.99

Resident Dining
- **GOAL:** Provide and promote monthly theme meals, including new special event concepts.
  - **UPDATE:** Complete and ongoing. New event concept introduced fall quarter for finals week was ‘Cram Jam Late Night Breakfast’.

- **GOAL:** Transparency in resident dining operations
  - Improve allergen labeling at the point of service and online
  - Sustainable Health display and supporting table tents will provide education and awareness to students about healthy choices in the dining commons, nutrition facts and local/sustainable products.
  - **UPDATE:**
    - Allergens such as tree nuts are consistently labeled at point of service.
    - Continue to pursue support from the web team and vendor to allow posting of allergen and nutrition facts on current menu web page.

- **GOAL:** Sell 545 ‘voluntary’ meal plans to students who reside in University apartments or off-campus.
  - **UPDATE:** Achieved and exceed the goal by selling 740 in fall quarter.

Longer Term Goals (more than a year)
- **GOAL:** Achieve 20% Real Food A & B in WWU Resident Dining by 2012
  - **UPDATE:** For October and November 2010, 19% of food purchases were Real Food A and/or B. This reflects an increase from 14% in the prior October and November 2009.
Understanding your students’ needs is absolutely essential to creating exceptional student experiences. Our in-depth research helps us delve deeper into students’ wants and needs to deliver customized solutions. From our student surveys and focus groups to our exclusive Student Board of Directors and proprietary Customer IQ process conducted in partnership with Nielsen™, we provide unparalleled levels of student insight and service solutions tailored specifically to your campus.

**Student Trends: Did you know...?**

Convenience, staying on campus, value and quicker service are the top four reasons students stay on campus to eat. (Source: Technomic Information Services)

One effect of the economic downturn is an increase in demand for the classic comfort foods, fresh and local ingredients and regionally authentic recipes. (Source: Sodexo)

Thirty-six percent of 18- to 24-year-olds have cut down on eating out because of their economic situation. This age group has cut back considerably more than the rest of the population on restaurant meals and snacks. (Source: Sodexo)

Nearly two-thirds of teens and twenty-somethings are “somewhat” or “very concerned” about their personal finances. Among Millennials, significantly more blacks and Hispanics than whites are worried. (Source: TRU, a division of TNS Custom Research Inc. TRU is the global leader in teens, tweens and twenty-somethings research and insights.)

Techno remains ‘king’, such as smart phones and I-Pads. Internet based ecommerce has become the vehicle of choice — from communication to couponing to connecting to caring. (Source: Sodexo)

Students are looking for fresh ingredients for health and balance:
- Veggies are everything...consistently offered as accompaniments to entrée
- More focused on knowing that food is fresh (not processed) and therefore can mean better health. (Source: Sodexo)

**Trends to Watch for 2011**
- Pop-up street food: Mexican, South American, Korean, Vietnamese, Chinese
- Mini’s: biscuit sandwiches, sliders, dessert poppers
- Home-style “comfort” foods:
  - Pies - fruit and cream
  - Cake - simple flavors, frosted
  - Biscuits and bowls
  - Artisan breads
  (Source: Sodexo)
Student Insights From Our Campus

CAMPUS DINING COMMITTEE

The Campus Dining Committee at WWU continues to be a dynamic and active resource — providing feedback on current experiences and future plans, as well as some great suggestions and new ideas. The group is made up of dining services managers, faculty and staff representatives, and numerous student representatives.

During the 2009-10 academic year, the committee was significant in solidifying plans to install three new retail dining formats and the reopening plans for Miller Market. At every meeting there is open discussion in the form of Mystery Shopper feedback, as well as updates/reports from sustainability, marketing, dietitian and operations.

Following are highlights of the fall quarter meetings.

**October**
- Dining Committee Charter; new and returning members
- Discussion of fall opening — Retail
  - New and renovated retail formats including Zoe’s Bookside Bagels, Miller Market, Haggard Hideaway and Pizza by the Slice at The Atrium.
  - New sushi product line from local vendor, Tokyo House.
- Discussion of fall opening — Resident Dining
  - Use of fresh produce from Viking Field, Sustainability Theme Dinner, and fair trade certified Aspreto Coffee now in all three locations.
- University Dietitian, Jill Kelly, reported good collaboration with University Dining Services to address gluten and dairy-free needs, as well as some soy allergies.

**November**
- Promotion ideas for the newly renovated Miller Market
- A new local vendor for pita bread, Pita King, has been contracted with to supply Mediterranean Grill
- Customer Satisfaction Survey preliminary results
- Affirmative feedback that we should pursue a My dTxt promotion next year. WWU community members will be able to opt-in with their cell phone number and then receive promotional offers from Dining Services via a text message to their phone.

**December**
- Real Food Challenge preliminary results
- Review pricing updates for national brands: Chick-fil-A and Starbucks Coffee
- Helping Hands Stop Hunger food drive results in 1175 pounds collected

More information about the committee, including minutes from our monthly meetings, is available online at http://housing.wwu.edu/dining/committee.php.
Customer Satisfaction Survey Results — Viking Commons
Based on 504 Responses

Fall 2009 Survey Results Summary
⇒ Viking Commons shows significant improvement in Overall Customer Satisfaction (+15 pts) and Quality of Food (+10 pts).
⇒ Students are more Likely to Recommend VC as a place to dine on campus (+10 pts).
⇒ Customer Service scores remained constant or steady; focus employee attention to personally connecting with our customers.

Selected Action Plan Items

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Action to be Taken</th>
<th>Assigned To</th>
<th>Complete Date</th>
</tr>
</thead>
</table>
| Friendly and helpful staff | - Reinforce importance of making eye contact & smiling at each customer  
- Train cashiers on new greeter job description | Jeremy & Kerisa | 11/15/2010  
3/11/2011 |
| Providing healthy menu options | Feature a ‘Balanced Way’ entrée each day | Culinary Team | 1/2/2011 |
| Offering a Variety of Menu Choices | - Menu Nachos for lunch once in the menu cycle  
- Offer Sausage Gravy at least 3 times per week at breakfast  
- Add Tomato Bisque to soup rotation  
- Add Vietnamese-style sandwiches to menu  
- Increase French Toast at breakfast to 3 days a week | Monica | 1/2/2011 |
| Offering new menu items with changing trends | - Added More Fresh Fruit with new whole fruit stand  
- Add More Chinese and Mexican options to menu cycle  
- Add puddings for dinner  
- Always offer Sorbet or Sherbet in ice cream cabinet  
- Offer sugar-free pudding  
- Offer new Vegan choices in 4-week cycle | - Monica  
- Monica  
- Kelly  
- Monica  
- Kelly  
- Monica | - 12/1/2010  
- 1/2/2011  
- 1/2/2011  
- 1/2/2011  
- 1/2/2011  
- 1/2/2011 |
Customer Satisfaction Survey Results — Ridgeway Commons
Based on 454 Responses

Fall 2010 Survey Results Summary

⇒ Year-over-year, Ridgeway Commons shows significant improvement in Overall Customer Satisfaction (+7pts), Likely to Recommend (+6 pts), and Quality of Food (+13 pts).
⇒ While Customer Service scores are down slightly, Ridgeway Commons continues to rate above the region average in all seven aspects of Customer Service that were rated on the survey.

Key Indicators of Customer Satisfaction

- % Responding "Excellent" or "Very Good"

<table>
<thead>
<tr>
<th>Overall Satisfaction</th>
<th>Likely to Recommend</th>
<th>Overall Customer Service</th>
<th>Overall Quality of Food</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2009</td>
<td>Fall 2010</td>
<td></td>
<td></td>
</tr>
<tr>
<td>52%</td>
<td>59%</td>
<td>68%</td>
<td>74%</td>
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<tr>
<td></td>
<td></td>
<td>71%</td>
<td>69%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>44%</td>
<td>31%</td>
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</thead>
<tbody>
<tr>
<td>Friendly and helpful staff</td>
<td>- Reinforce importance of making eye contact &amp; smiling at each customer&lt;br&gt;- Train cashiers on new Dining By Design greeter job description</td>
<td>Nate/Thomas</td>
<td>11/15/2010&lt;br&gt;1/2/2011</td>
</tr>
<tr>
<td>Providing healthy menu options</td>
<td>Feature a &quot;Balanced Way&quot; Entrée each day</td>
<td>Culinary Team</td>
<td>1/2/2011</td>
</tr>
<tr>
<td>Offering a Variety of Menu Choices</td>
<td>- Add Vietnamese-style Sandwiches&lt;br&gt;- New Soup Cycle for Winter Quarter</td>
<td>- Andy/Charise</td>
<td>1/2/2011&lt;br&gt;1/2/2011</td>
</tr>
<tr>
<td>Offering new menu items with changing trends</td>
<td>- More Chinese and Mexican-style foods in the menu cycle</td>
<td>- Andy/Charise</td>
<td>1/2/2011</td>
</tr>
<tr>
<td>Management seeks feedback from students</td>
<td>Make sure comment cards on board are no older than two weeks</td>
<td>Charise</td>
<td>1/2/2011</td>
</tr>
<tr>
<td>Being receptive to my suggestions</td>
<td>Develop a follow through program to identify requests honored through comments and identifying their addition to the operation</td>
<td>Charise</td>
<td>1/2/2011</td>
</tr>
<tr>
<td>Offering / recommending complement to meal</td>
<td>Improve on grouping foods together better to improve flow (example: offer complementary entrees, sides and toppings at same station).</td>
<td>Andy</td>
<td>1/2/2011</td>
</tr>
<tr>
<td>Friendly and helpful staff</td>
<td>Train cashiers on new Dining By Design greeter job description</td>
<td>Nate/Thomas</td>
<td>1/2/2011</td>
</tr>
<tr>
<td>Offering new menu items with changing trends</td>
<td>- Offer hot sandwich 2x/week @ grill (in addition to grilled cheese &amp; burger)&lt;br&gt;- Mashed potato bowl Bar/burrito bar/fry bar change up&lt;br&gt;- Add more fresh fruit with new whole fruit stand</td>
<td>Andy/Charise&lt;br&gt;Andy&lt;br&gt;Andy</td>
<td>1/2/2011&lt;br&gt;1/2/2011&lt;br&gt;1/2/2011</td>
</tr>
</tbody>
</table>
Customer Satisfaction Survey Results — Fairhaven Commons
Based on 439 Responses

Fall 2010 Survey Results Summary
⇒ Year-over-year, Fairhaven Commons shows significant improvement in Overall Customer Satisfaction (+9pts) and Overall Food Quality (+18pts).
⇒ Likely to Recommend (+4pts) and Overall Customer Service (+2pts) also showed improvement.
⇒ Fairhaven Commons continues to be the highest rated resident dining location on the WWU campus, and also rated higher than the region average in almost all aspects of the survey.

Selected Action Plan Items

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Friendly and helpful staff</td>
<td>- Reinforce importance of making eye contact &amp; smiling at each customer</td>
<td>Tyree, Dan and Kim Moore</td>
<td>1/15/2010</td>
</tr>
<tr>
<td></td>
<td>- Train staff on new greeter job description</td>
<td>Kim Moore</td>
<td>3/11/2011</td>
</tr>
<tr>
<td>Maintaining a clean seating area</td>
<td>Add extra table wiper during peak service times</td>
<td>Kim Moore</td>
<td>1/2/2011</td>
</tr>
<tr>
<td>Offering new menu items with changing trends</td>
<td>- New Vegan Choices in 4 week cycle</td>
<td>Dan Law</td>
<td>1/2/2011</td>
</tr>
<tr>
<td></td>
<td>- More variety of Whole Fresh Fruit</td>
<td>Dan Law</td>
<td>1/2/2011</td>
</tr>
<tr>
<td></td>
<td>- Start made-to-order sandwich station during dinner</td>
<td>Dan &amp; Tyree</td>
<td>2/10/2011</td>
</tr>
<tr>
<td>Providing healthy menu options</td>
<td>Feature a “Balanced Way” entree each day</td>
<td>Culinary Team</td>
<td>1/2/2011</td>
</tr>
<tr>
<td>More available gluten free options instead having to ask every time</td>
<td>Develop a gluten-free program for Fairhaven customers</td>
<td>Dan and Tyree</td>
<td>2/14/2011</td>
</tr>
<tr>
<td>More dessert pizza</td>
<td>Serve dessert pizza every Wednesday at Late Night</td>
<td>Dan Law</td>
<td>1/5/2011</td>
</tr>
<tr>
<td>Offering a variety of menu choices</td>
<td>Start a daily specialty pizza program</td>
<td>Dan and Tyree</td>
<td>2/1/2011</td>
</tr>
</tbody>
</table>
Customer Satisfaction Survey Results — Viking Union Market & Café
Based on 534 Responses

Fall 2010 Survey Results Summary
⇒ Year-over-year, scores for Food Quality have significantly improved at VU Market & Café (+ 9 pts).
⇒ Other key indicators of customer satisfaction have remained steady year-over-year, but still rate at or above the region average for retail cafés and markets.

Selected Action Plan Items

<table>
<thead>
<tr>
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<th>Complete Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easily finding food/beverage items I want</td>
<td>Assure that products are arranged properly, logically and with correct pricing and signage. Train employees to be knowledgeable of all products in their unit.</td>
<td>All VUM/VUC Staff w/ help of Marketing team</td>
<td>Winter 2011</td>
</tr>
<tr>
<td>Friendly and helpful staff</td>
<td>Properly train all staff on Sodexo Experience — smile, greet, etc. Also, dedicate a portion of safety meetings to customer service training.</td>
<td>All VUM/VUC Staff</td>
<td>Winter 2011</td>
</tr>
<tr>
<td>Prepared in a clean/sanitary environment</td>
<td>Closely monitor cleanliness front &amp; back of house and in dining room. Immediately take action to clean any problem areas.</td>
<td>All VUM/VUC Staff</td>
<td>Immediately &amp; ongoing</td>
</tr>
<tr>
<td>Having an appealing presentation</td>
<td>Marketing, culinary &amp; retail teams will improve product placement, placement, pricing, and promotion</td>
<td>Marketing, Culinary &amp; Retail Teams</td>
<td>Winter 2011</td>
</tr>
<tr>
<td>Prepared with high-quality, fresh ingredients</td>
<td>Assess product upon delivery to ensure freshness and quality. Refuse, return or otherwise remove products below our standards.</td>
<td>All VU employees</td>
<td>Immediately &amp; ongoing</td>
</tr>
<tr>
<td>Served at the right temperature</td>
<td>Insure all HACCP logs are current &amp; accurate</td>
<td>All VUM/VUC Staff</td>
<td>Winter 2011</td>
</tr>
<tr>
<td>Consistent food quality</td>
<td>Ensure consistent high standards for ingredients, food prep, recipes, and final product. Conduct random quality control inspections.</td>
<td>All VU Staff</td>
<td>Winter 2011</td>
</tr>
</tbody>
</table>
Our health and wellness initiatives focus on helping students make the right decisions to lead healthy lifestyles. Programs like Balance, Mind, Body and Soul and The Balanced Way adhere to a holistic approach that makes healthy eating simple and delicious. Customized menus, engaging promotions and comprehensive online resources are just a few of the tools we provide to keep health and wellness a priority in students’ lives. We are dedicated to the overall wellness of your students, and to advancing the health and wellness of your entire campus community.

The Balanced Way — Coming this Winter

As a result of having been raised in a society with conflicting nutrition messages and a focus on dieting, many of today’s students lack even the most basic knowledge of what constitutes good nutrition. The Balanced Way is an innovative approach to wellness that focuses on how to eat, rather than on how to diet.

The Balanced Way provides sound educational tools and satisfying daily food options that make it easy to eat healthy. The program features meals, desserts and snacks that meet current nutritional science recommendations for a well-balanced diet. For example, a plate served "The Balanced Way" consists of 50% nutrient-dense fruits and vegetables, 25% lean protein-rich foods and 25% wholesome grain and fiber-rich foods. Preparing meals with the right ratios of food groups while also minimizing fat, sugar and sodium makes it possible for customers to enjoy their favorite foods and still "eat right."

The Balanced Way takes a proactive approach to healthy eating by making it easy to find nutritious offerings. Signage in the dining area invites students to choose from daily Balanced Way featured plates and additional promotional materials helps to educate students about the benefits of dining The Balanced Way. Eating meals prepared The Balanced Way can help students feel energized, satisfied and empowered, both mentally and physically. However, the benefits don’t stop there. This program also supports retention and increased enrollment by assuring parents and students that nutritious, delectable, well-balanced meals are readily available on campus. No sacrifice, no diets. It’s a simplistic program that makes healthy eating simple and delicious.

The Balanced Way Guidelines

**Feature Meals Contain:**
- ≤ 600 calories
- ≤ 35% of calories from fat
- At least 3 grams of fiber
- ≤ 800 mg sodium

**Feature Desserts, Sides & Snacks Contain:**
- ≤ 300 calories
- ≤ 35% calories from fat
- At least 1 gram of fiber
- ≤ 250 mg sodium
Health & Wellness On Our Campus

New Gluten-Free options in Resident Dining
In partnership with University Dietitian, Jill Kelly, and our student customers who are seeking a gluten-free diet, we introduced a selection of gluten-free items — some are available at will in a designated customer refrigerator and others are prepared upon request (by asking the manager or supervisor on duty). A personalized eating plan can be structured if student desires, by meeting in advance with the dietitian and our chef manager. Examples of gluten-free items available include:
- Bread, Corn Tortilla, Pizza Crusts
- Quinoa Pasta, Tamari (Gluten Free Soy Sauce)
- Waffles, Rice Chex Cereal
- Chicken Nuggets
Soups and entrees on the regular menu may also be gluten-free; students are encouraged to review ingredients and allergen information as posted or ask our server.

Sustainable Health display in Resident Dining
First introduced in Fall, 2009, the Sustainable Health display continued as a prominent program element in resident dining. (example photo at right)
- Daily Healthy Feature menu items
- Nutrition & Lifestyle shares expert advice with students
- Local Connection spotlights fresh, local items, as well as other sustainable practices

Enhanced Fresh Fruit Merchandising in Resident Dining & Retail
With an emphasis on freshness and farm-to-campus, we are proud to introduce new fresh fruit merchandising.
- Multiple types of fruit are offered, such as apples, pears, bananas, oranges.
- Within a type, we’ve expanded to offer new varieties. For example, customers may find Jonagold, Red Delicious and Fuji apples.
Sodexo has adopted an all-encompassing commitment to environmental awareness and sustainability that is global in scope. Many of our environmental initiatives, such as weigh the waste, trayless dining, composting and recycling, involve students directly. Implementing management practices such as energy conservation, waste reduction, local sourcing and environmentally-friendly disposables are just some of the ways we work to make every day a better day – today and for the future.

**Viking Field — WWU’s Source for Farm-to-Campus Fresh Produce**

Thanks to additional dedicated acreage in the form of ‘Viking Field’ (diagram shown below), University Dining Services has significantly increased the amount of fresh, seasonal produce we purchase from Growing Washington.

Growing Washington is a local, non-profit cooperative of new generation farmers based in Everson, WA, just 20 miles from WWU. University Dining Services first began purchasing from Growing Washington in fall of 2009.

According to Clayton Burrows, director of Growing Washington, “What is going on at WWU right now represents the largest, most active Farm to School project in the state [of Washington], and is certainly a model that is gaining a lot of interest from other institutions. WWU also now represents Growing Washington’s single biggest customer…and has ordered over 100 varieties of food over the last year.”

According to the Sustainability update at the November Campus Dining Committee, “We’re doing very well purchasing Growing Washington, Fair Trade and organic products. By end of month, we’ll have a good idea of the exact percentages. We do know that right now we’re up over last year.”
Farm-to-Campus at Western Washington University
Real Food Challenge

University Dining Services is using the “Real Food Challenge” as a standard way to measure sustainable food purchases. “Real food” is food which truly nourishes producers (i.e. farmers, laborers), consumers, communities and the earth. Therefore, WWU’s sustainable food purchases during October and November, 2009 and 2010, were assessed using these four criteria associated with the Real Food Calculator: local, fair, humane and ecologically sound.

Our goal is to achieve a total of 20% Real Food (total of Real Food A & B) by the end of 2012. The latest results are encouraging, as shown in the charts below. Due to the limited overlap of the academic year at WWU and the growing season, as well as for consistency, we measure total food purchases during the months of October and November, in the three resident dining commons at WWU.

October - November, 2009: 14% Real Food
October - November, 2010: 19% Real Food

[The] Real Food Challenge started as a class project of the Campus Planning Studio in 2009. Emmett Codd, Dining Sustainability Coordinator, was trained by those students and is documenting the measurements this year. Alyson (last year’s Sustainability Coordinator) audited this year’s results to make sure our process this year is the exact same as last year.

Oct & Nov 2009 Results: 14% Real Food

Oct & Nov 2010 Results: 19% Real Food
'Viking Field' Sustainability Theme Dinner
On October 14, all three resident dining commons (Viking, Ridgeway and Fairhaven) hosted our fall Sustainability Theme Dinner. This fall, the event was focused on the bounty of harvest from Growing Washington and Viking Field.

**VIKING FIELD DINNER**
Featuring freshly harvested local produce
Viking, Ridgeway, Fairhaven Commons
Thursday, October 14 • 5p - 7p

**Soups**
- Broccoli Cheddar
- Vegetable Beef

**Bread**
- Shepherd’s Grain Dinner Rolls

**Salads**
- Viking Field)
  - Local Wild Greens w/ Raspberries
  - Cherries & Sunflower Seeds
  - Local Beet Salad
  - Local Cucumber, Dill and Tomato Salad

**Eclectic Eats**
- Chicken Chile Verde
- Spanish Rice
- Corn Flour Tortilla

**Vegetarian**
- Local Spaghetti Squash with Basil & Parmesan Cheese

**Vegan**
- Chickpeas with Garlic Tomato Sauce

**Pizza**
- Chicken, Pesto, Tomato and Arugula Flat Bread Pizza
- Pepperoni Pizza
- Cheese Pizza

**Home Cookin**
- Sage Rubbed Pork Loin
- Local Market Vegetables and Potatoes

**Local Vegetable Sides**
- Viking Field)
  - Glazed Local Carrots
  - Fresh Local Corn on the Cob
  - Local Collard Greens
  - Roasted Potatoes

**Pasta Bar**
- Sage Butternut Squash Alfredo Sauce
- Meat Marinara
- Veg Marinara

**Desserts**
- Washington Apple Crisp with Edelweiss Vanilla Ice Cream
- Local Blueberry Cheesecake
Our people are your people. Sodexo employees are part of your campus family, and they are vital to our ability to create exceptional student experiences. One of the most important commitments we can make is to provide our people the training, development and opportunities to exceed expectations. Internal programs such as The Sodexo Experience help us maintain a consistent focus on outstanding service and creating exceptional experiences.

The Sodexo Experience

The Sodexo Experience is an important piece of how we bring Creating Exceptional Student Experiences to life. This program:

- Supports our growth by providing a foundation of excellent customer service delivered by a motivated team,
- Reinforces our customer service focus and ties to the principles and training in the Circle of Customer Excellence,
- Adds more opportunity for recognition - giving us even more ways to showcase our team members who deserve a round of applause, and
- Supports our efforts to improve employee engagement by enhancing communication and building team spirit.

The Sodexo Experience focuses on three key elements:

1. 11 Simple Things Customers Expect - Our customers have high expectations and we've identified the 11 Simple Things that meet these expectations. For example, customers want to see a smile, be greeted in a friendly manner, and receive fast service.

2. Recognition – Our employee engagement surveys and focus groups tell us people want simple and frequent recognition. Companies often recognize the top 20 percent of employees. Our intent is to recognize the top 80 percent - those who need good behavior reinforced and those who are exceeding expectations.

3. Team Huddles - To bring all of this together, we need two-way communication with our frontline employees. Team Huddles are short employee meetings held at least once a day to talk about recognition, customer service and other key issues. Many businesses - like Starbucks, Target, Sodexo and just about every great company you've heard of - use daily huddles as part of their formula for success.
Creating Exceptional Customer Experiences On Our Campus

At WWU, We’re Actively Engaged in The Sodexo Experience

University Dining Services employees are actively engaged in recognizing each other, as evidenced by the increasing number of Exceptional Experience Cards exchanged.

<table>
<thead>
<tr>
<th>Exceptional Experience Cards at WWU</th>
</tr>
</thead>
<tbody>
<tr>
<td>September - October</td>
</tr>
<tr>
<td>2009</td>
</tr>
<tr>
<td>2010</td>
</tr>
</tbody>
</table>

The morale and team spirit that results from this is evident in continually improving customer service and customer satisfaction.

Delivering exceptional experiences to our customers comes from training and reinforcing The Sodexo Experience expectations at our fall employee orientation and on a daily basis in dining units across campus. All WWU Dining Services team members are shown The Sodexo Experience training video, which was produced locally in 2009.

The Sodexo Experience training video produced at WWU was launched nationwide to Sodexo’s Education Division in January, 2010. It is now being adapted for roll-out to the company’s Facilities Division in the coming year.
Creating Exceptional Customer Experiences On Our Campus

Resident Dining: Theme Events
While our teams strive every day to exceed our customer's expectations, the monthly Theme Events in our three resident dining commons are particularly memorable. In addition to the Sustainable 'Viking Field' Dinner described on page 11, students also enjoyed three additional theme events during the fall quarter.

<table>
<thead>
<tr>
<th>Theme Event</th>
<th>Viking Commons</th>
<th>Ridgeway Commons</th>
<th>Fairhaven Commons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Viking Field Sustainability Dinner</td>
<td>996</td>
<td>741</td>
<td>806</td>
</tr>
<tr>
<td>Halloween Dinner</td>
<td>1,016</td>
<td>816</td>
<td>751</td>
</tr>
<tr>
<td>Thanksgiving Dinner</td>
<td>1,108</td>
<td>824</td>
<td>912</td>
</tr>
<tr>
<td>Cram Jam Late Night Breakfast</td>
<td>416</td>
<td>478</td>
<td>290</td>
</tr>
</tbody>
</table>

Resident Dining: Late Night Meals
Participation in late night dining is up 7% on average this fall versus fall of 2009.
*Sunday late night meals began in fall of 2009.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall '10 average:</td>
<td>808</td>
<td>831</td>
<td>1171</td>
<td>765</td>
<td>1135</td>
<td>4711</td>
</tr>
<tr>
<td>Fall '09 average:</td>
<td>754</td>
<td>848</td>
<td>1090</td>
<td>767</td>
<td>938</td>
<td>4397</td>
</tr>
<tr>
<td>Fall '08 average:</td>
<td>n/a</td>
<td>872</td>
<td>853</td>
<td>842</td>
<td>749</td>
<td>3316</td>
</tr>
<tr>
<td>% change '09 to '10</td>
<td>7%</td>
<td>(2%)</td>
<td>7%</td>
<td>(0.3%)</td>
<td>21%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Authentic Recipes on the Menu
Our chefs in the resident dining commons have integrated entrees into our regular weekly menu, such as authentic preparations from the Mai Pham Collection (Thai and Vietnamese) and American Regional Classics.
Food is our passion, and one of the most obvious ways we can create exceptional student experiences. We understand the importance of providing what students want, when and where they want it. Our culinary teams are focused on providing enticing dining selections that are fresh, healthy, delectable and authentic. They are supported by an innovative portfolio of more than 4,500 recipes, an expansive roster of national and proprietary brands, and a global network of culinary resources and celebrity chefs.

**Simply To Go**

Our customers’ dining habits continue to evolve. Today, student customers may consume three meals and a combination of two to three snacks throughout the day.

Simply To Go is Sodexo’s innovative approach to meeting customer needs for grab and go dining. The Simply To Go retail brand combines healthy meal options with beverage and snack offers. The brand includes a series of offerings, including Impulse, Fresh Food, Blendable Yogurt, Organic and Natural, Energy, Cold Beverage and Side Items. Each of these modules is designed by a team of chefs, culinary experts and our director of wellness together with many of our valued vendor partners. All Simply To Go products are packaged with nutritional labeling and allergen statements to help customers make good choices about their nutritional needs.

Simply To Go is a retail strategy that blends nutrition, sustainability and popular, on-trend items in our retail operations and resident dining facilities. Our goal is to make the Simply To Go brand the retail offering that customers know, love and choose when they walk into a dining location.
Culinary Innovation On Our Campus

Zoe’s Bookside Bagels

- Kiosk format - 170 sq. ft, inside Wilson Library
- Adjacent to collaborative seating area inside Wilson Library
- Naming: Over 800 submissions were received. An advisory committee chose the name which acknowledges the first librarian, Mabel ‘Zoe’ Wilson. Logo design followed.
- Custom format and menu developed for WWU, featuring two styles of bagels -
  - Local from The Bagelry (traditional style)
  - Pinks Bakery bagels made with Food Alliance Certified Shepherd’s Grain flour

### Average Customer Counts, Daily Sales and Average Check

<table>
<thead>
<tr>
<th>Typical day average</th>
<th>Customer Count</th>
<th>Sales ($)</th>
<th>Average Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday 9a – 11p</td>
<td>674</td>
<td>3,650.09</td>
<td>3.84</td>
</tr>
<tr>
<td>Tuesday 9a – 11p</td>
<td>616</td>
<td>3,395.47</td>
<td>3.85</td>
</tr>
<tr>
<td>Wednesday 9a – 11p</td>
<td>635</td>
<td>3,494.13</td>
<td>3.78</td>
</tr>
<tr>
<td>Thursday 9a – 11p</td>
<td>609</td>
<td>3,366.78</td>
<td>3.87</td>
</tr>
<tr>
<td>Friday 8a – 5p</td>
<td>478</td>
<td>2,396.27</td>
<td>4.07</td>
</tr>
<tr>
<td>Saturday 11a – 5p</td>
<td>135</td>
<td>832.42</td>
<td>4.22</td>
</tr>
<tr>
<td>Sunday 12p – 11p</td>
<td>300</td>
<td>2,026.99</td>
<td>3.88</td>
</tr>
<tr>
<td>Weekly</td>
<td>3,447</td>
<td>19,162.15</td>
<td>3.88</td>
</tr>
<tr>
<td>Fall Quarter Total</td>
<td>37,466</td>
<td>207,820.29</td>
<td>3.85</td>
</tr>
</tbody>
</table>

### Financial Results
(Sept - Nov 2010, since opening 9/14/10)

<table>
<thead>
<tr>
<th></th>
<th>Dollars ($)</th>
<th>As a Percent of Sales (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>166,785</td>
<td></td>
</tr>
<tr>
<td>Food Cost</td>
<td>71,046</td>
<td>42.6%</td>
</tr>
<tr>
<td>Labor Cost</td>
<td>49,983</td>
<td>30.0%</td>
</tr>
<tr>
<td>Controllable Costs</td>
<td>20,585</td>
<td>12.3%</td>
</tr>
<tr>
<td>Non-Controllable Costs</td>
<td>15,137</td>
<td>9.1%</td>
</tr>
<tr>
<td>Field Contribution</td>
<td>10,034</td>
<td>6.0%</td>
</tr>
</tbody>
</table>
Culinary Innovation On Our Campus

Pizza by the Slice
Based on an objective of offering the campus community greater value and variety in pizza at The Atrium, Pizza Hut Express was replaced by a brand new local, custom format: Pizza by the Slice.

- Quicker speed of service, and higher volume throughput.
- Different price point options for greater value to customers.
- Reduced packaging from pizza box to compostable paper plate.
- Net outcome has been increase in customers served and total sales, without increasing hours of operation.

<table>
<thead>
<tr>
<th>Fall Quarter</th>
<th>Customer Count</th>
<th>Sales $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pizza Hut - 2009</td>
<td>13,520</td>
<td>$ 53,678.62</td>
</tr>
<tr>
<td>Pizza by the Slice - 2010</td>
<td>14,299</td>
<td>$ 54,260.91</td>
</tr>
</tbody>
</table>

Haggard Hideaway
Freshens Smoothies was relocated from The Atrium to this new format in Haggard Hall. The primary purpose was to create better speed of service at The Atrium Espresso Bar. So far, we’ve seen a 20% increase in number of customer transactions and a 25% increase in sales dollars.

A new partnership with the local Community Co-op added a variety of natural and bulk foods to the menu offering at Haggard Hideaway. Tony’s Coffee, formerly in HH, was relocated to the renovated Miller Market, replacing Starbucks Coffee.

<table>
<thead>
<tr>
<th>Haggard Hideaway</th>
<th>Sales $</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Quarter, 2010</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural Foods &amp; Beverages</td>
<td>$ 9,062.47</td>
<td>22%</td>
</tr>
<tr>
<td>Freshens Smoothies</td>
<td>$ 32,317.20</td>
<td>77%</td>
</tr>
<tr>
<td>Bottled Water</td>
<td>$ 297.33</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Total Sales</td>
<td>$ 41,730.74</td>
<td>100%</td>
</tr>
</tbody>
</table>
### Retail Sales Revenue

<table>
<thead>
<tr>
<th>Retail Sales $ (Fall 2009)</th>
<th>VU</th>
<th>UGCH</th>
<th>Miller</th>
<th>Concess</th>
<th>Atrium</th>
<th>Haven</th>
<th>Tony’s HH</th>
<th>Rock’s Edge</th>
<th>BT Market</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept '09</td>
<td>99,174</td>
<td>8,029</td>
<td>46,210</td>
<td>1,450</td>
<td>59,120</td>
<td>7,628</td>
<td>9,774</td>
<td>8,060</td>
<td></td>
<td>239,445</td>
</tr>
<tr>
<td>Oct '09</td>
<td>197,208</td>
<td>23,661</td>
<td>83,110</td>
<td>1,323</td>
<td>182,779</td>
<td>20,312</td>
<td>31,616</td>
<td>22,191</td>
<td></td>
<td>562,200</td>
</tr>
<tr>
<td>Nov '09</td>
<td>167,281</td>
<td>20,658</td>
<td>73,420</td>
<td>1,615</td>
<td>150,280</td>
<td>20,558</td>
<td>28,562</td>
<td>19,347</td>
<td></td>
<td>481,721</td>
</tr>
<tr>
<td>3-mo Total</td>
<td>463,663</td>
<td>52,348</td>
<td>202,740</td>
<td>4,388</td>
<td>392,179</td>
<td>48,498</td>
<td>69,952</td>
<td>49,598</td>
<td>CLOSED</td>
<td>1,283,366</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Retail Sales $ (Fall 2010)</th>
<th>VU</th>
<th>UGCH</th>
<th>Miller</th>
<th>Concess</th>
<th>Atrium</th>
<th>Haven</th>
<th>Haggard Hideaway</th>
<th>Rocks Edge</th>
<th>Zoe’s (New)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept '10</td>
<td>115,414</td>
<td>6,505</td>
<td>30,816</td>
<td>734</td>
<td>61,078</td>
<td>9,137</td>
<td>5,349</td>
<td>8,001</td>
<td>22,618</td>
<td>259,652</td>
</tr>
<tr>
<td>Oct '10</td>
<td>205,825</td>
<td>21,868</td>
<td>88,628</td>
<td>1,597</td>
<td>193,262</td>
<td>22,157</td>
<td>18,079</td>
<td>26,256</td>
<td>68,586</td>
<td>646,258</td>
</tr>
<tr>
<td>Nov '10</td>
<td>166,458</td>
<td>18,523</td>
<td>69,770</td>
<td>2,621</td>
<td>156,128</td>
<td>21,837</td>
<td>12,367</td>
<td>20,504</td>
<td>75,581</td>
<td>543,789</td>
</tr>
<tr>
<td>3-mo Total</td>
<td>487,697</td>
<td>46,896</td>
<td>189,214</td>
<td>4,952</td>
<td>410,468</td>
<td>53,131</td>
<td>35,795</td>
<td>54,761</td>
<td>166,785</td>
<td>1,449,699</td>
</tr>
</tbody>
</table>

**Notes:**
- Tony’s Coffee is no longer in Haggard Hall; it has replaced Starbucks Coffee in Miller Market
- Haggard Hideaway consists of Freshens Smoothies and Natural Snack Foods, including those from the local Community Co-op
- BT Market is closed for renovation. The new BT Station Market & Café is expected to re-open Fall, 2011.
Marketing Campaign—Fall 2010

- Targeted WWU Faculty, Staff & Administrators
- Sent out a series of three postcards sent via campus mail; approx. 2,200 each
- Incentive offer: Free Meal Coupon awarded for each Munch Money deposit of $50
- Coupon also generated trial of Resident Dining when redeemed
  - Distributed 1,084 coupons with expiration date of June, 2011
  - Redemption to date is 29%
Munch Money Deposits are up 14.8% and Sales are up 15.7% versus prior year.

### Munch Money Deposits—Campus-wide

<table>
<thead>
<tr>
<th></th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>4 Month Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior Year (2009)</td>
<td>$116,638</td>
<td>$81,952</td>
<td>$57,599</td>
<td>$24,486</td>
<td>$279,793</td>
</tr>
<tr>
<td>Current Year (2010)</td>
<td>$127,688</td>
<td>$96,580</td>
<td>$71,966</td>
<td>$37,346</td>
<td>$321,349</td>
</tr>
<tr>
<td>Change</td>
<td>+ $11,049</td>
<td>+ $13,596</td>
<td>+ $15,001</td>
<td>+ $12,860</td>
<td>+ $41,556</td>
</tr>
</tbody>
</table>

+ 14.8%

### Munch Money Sales—Campus-wide

When a customer pays for a purchase with Munch Money in campus dining locations, café or market, this is recorded as a Munch Money Sale. All other tender includes cash, credit cards, guest meals and employee meals.

<table>
<thead>
<tr>
<th></th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>4 Month Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior Year (2009)</td>
<td>$32,700</td>
<td>$92,608</td>
<td>$78,589</td>
<td>$41,519</td>
<td>$245,416</td>
</tr>
<tr>
<td>Current Year (2010)</td>
<td>$35,382</td>
<td>$107,856</td>
<td>$92,624</td>
<td>$47,928</td>
<td>$283,909</td>
</tr>
<tr>
<td>Change</td>
<td>+ $2,682</td>
<td>+ $15,250</td>
<td>+ $14,152</td>
<td>+ $6,409</td>
<td>+ $38,493</td>
</tr>
</tbody>
</table>

Note: Data is rounded to the nearest dollar. + 15.7%

Munch Money Campus-wide Marketing, Fall 2010
- Waived online transaction fee
- Outdoor wind signs strategically located throughout campus
- Message on bottom of register receipts
- Cashiers tell cash/credit customers about saving 18.5% with Munch Money (versus paying with cash or credit)
- Featured on web site home page
- Western Front newspaper & Digital signage ads
<table>
<thead>
<tr>
<th>Meal Plan Participation</th>
<th>October 2009</th>
<th>October 2010</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unlimited Meals</td>
<td>1244 32%</td>
<td>1084 26%</td>
<td>(12%)</td>
</tr>
<tr>
<td>125 Meals/quarter</td>
<td>1204 31%</td>
<td>1281 31%</td>
<td>+ .6%</td>
</tr>
<tr>
<td>100 Meals/quarter</td>
<td>786 21%</td>
<td>882 22%</td>
<td>+ 12%</td>
</tr>
<tr>
<td>75 Meals/quarter</td>
<td>349 9%</td>
<td>395 10%</td>
<td>+ 13%</td>
</tr>
<tr>
<td>Commuter meals/week</td>
<td>5</td>
<td>498 12%</td>
<td>+ 71%</td>
</tr>
<tr>
<td>TOTAL On and Off-campus Students</td>
<td>3875</td>
<td>4140</td>
<td>+ 7%</td>
</tr>
<tr>
<td>Voluntary Meal Plans</td>
<td>495 13%</td>
<td>740 18%</td>
<td>+ 49%</td>
</tr>
<tr>
<td>Off-Campus Students</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

“All plans include $150 Dining Dollars per quarter, in addition to the all-you-care-to-eat meals in the Resident Dining commons.”

Marketing to generate Voluntary Meal Plan Sales for Fall 2010

- Began in spring quarter in three Resident Dining locations to retain current customers, most of whom typically move off campus the next year
- Followed in Summer with a mailing to approx. 11,000 off-campus students
- Fall reinforcement targeted to students living off campus:
  - Email
  - Web (incl. cross-marketing on other sites)
  - Signage/promotion throughout campus
University Catering Performance Update

Catering Sales
Goal: Increase top line sales by 8% for 2010-11 versus prior year (as stated in our Annual Plan).

<table>
<thead>
<tr>
<th></th>
<th>July 1—Dec 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$361,059</td>
</tr>
<tr>
<td>2010</td>
<td>$312,926</td>
</tr>
</tbody>
</table>

Update: Sales year-to-date are down 13% or $48,133 versus prior year. Due to Washington State budget cuts, University Catering continues to see a decrease in campus events. Some events are being cancelled or postponed, while others are downsized in order to decrease costs.

Gifts From Home
Goal: Increase number of orders to 150 for the 2010-11 year.

<table>
<thead>
<tr>
<th># of Orders</th>
<th>July 1—Dec 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>5</td>
</tr>
<tr>
<td>2010</td>
<td>55</td>
</tr>
</tbody>
</table>

Update: Gifts from Home was originally launched in the summer of 2009 with little traction. For 2010, the catering and marketing teams worked together to improve awareness and sales among parents, families and on-campus clients.

- Focal display at SummerStart info fairs in Summer 2010
- Improved visibility on our web site, including photos of most common gift packages
- Direct mail postcards to families of WWU students (as shown below)
- Exposure in news student services and family outreach online newsletter

As a result, YTD sales of Gifts from Home are up by 13 times.

Notable Catering Events

President’s Club BBQ
August 10, 2010
300 people
Private Residence

Viking Night 2010
September 16, 2010
500 people
Carver Gym

Welcoming Convocation Reception
September 21, 2010
100 people
Wilson Library Sky Bridge

Holiday Open House
December 1-4, 2010
50-100 people each night
President Shepard’s Residence
Migrant Youth Leadership Conference
University Dining Services supported this conference by donating design and printing of a commemorative poster for the event. Each of the more than 100 attendees received a poster to take home.

Stop Hunger & Bellingham Food Bank Vertically Integrated Partnership
On September 15th, the Vertically Integrated Partnership (including Annie's Fun, Sodexo, Hirai Farms, and National Frozen Foods) donated 15,000 pounds of potatoes, and on October 20th they donated 8,000 pounds of sweet corn.

- Many students from Western Washington University, as well as volunteers from University Dining Services and Sodexo were on hand to help unload these donations.
- Both donations were delivered to the Bellingham Food Bank, for distribution throughout Whatcom County.

Helping Hands Stop Hunger Food Drive (November 8 - 19)
University Dining Services’ annual food drive called Helping Hands Across America came to WWU campus in November. We sponsored this food drive in conjunction with the Sodexo Foundation and the STOP Hunger initiative, as well as through teaming up with our local Vet Corps, WWU's Veteran Community and the Associated Students Veteran’s Outreach Center to support their Vet Corps Food Drive. All food collected from both food drives was donated to the Combat Veteran's International Food Bank (in Ferndale, WA) to benefit our community's homeless veterans.

“Be Our Guest” Dinner at Viking Commons
University Dining Services’ resident dining team at Viking Commons joined the Student Homeless Outreach Team in welcoming about 200 homeless or hungry people from the local Bellingham community. Students hosted these guests using their meal plan Guest Meals, Dining Dollars or remaining block meals. Noticeable among the guests this year was the large number of families with children.

Toys for Tots
University Dining Services would like to thank the Western Washington University for your generous donations to our annual Toys for Tots collection effort, which ran December 1st through 9th in on-campus markets and dining halls. Hundreds of toys were collected. (See photo at right of toys collected at WWU campus in December 2010)
Employment

<table>
<thead>
<tr>
<th>Fall 2010 Student Employment as of 12/01/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hires: 272</td>
</tr>
<tr>
<td>Returning: 301</td>
</tr>
<tr>
<td>Total Students: 573</td>
</tr>
</tbody>
</table>

Full and part-time, non-student employee retention continues to be strong.

- New hires this fall were 11, compared with 7 last fall. However, this included openings created by internal promotions and new full-time positions that were created with opening of a new retail location, Zoe’s Bookside Bagels.

Employee Training & Development

- 541 Student Employees were welcomed and trained at our annual fall Student Employment Day
- 121 Full and Part-time non-student employees were welcomed and trained at our annual Fall Employee Orientation
- 44 Student Managers and Supervisors participated in our annual fall Leadership Training Week (see photos below)
- Three WWU students who graduated in 2010 were promoted to full-time employment with University Dining Services:
  - Joel Allison is now a Retail Supervisor based out of the Viking Union, supporting multiple locations
  - Brooke Loisel is now our Human Resources Specialist
  - Jeremy Honey is now a Resident Dining Supervisor at Viking Commons

Student Managers participated in classroom style training held at Fairhaven Commons Chartroom. Guest presenters included JoAnne Demark from WWU’s Leadership Advantage.

Managers, student managers and supervisors engaged in communication and trust-building at Lakewood; activities were facilitated by leaders from the WWU Edge program.