EXECUTIVE SUMMARY

Since the commencement of the Chartwells Higher Ed and University of Houston partnership, together, we have achieved great successes such as the launch of a 24/7 residential dining commons, doubling the number of students served in the commons, and the completion of visual and merchandising refreshes in both residential dining halls and campus convenience stores.

This dining vision plan began in 2017 and continues to evolve. Due to the COVID-19 pandemic, plans have been adjusted and our program continues to remain flexible. Through a collaborative process and a combination of recent feedback and information, the following pages were crafted to begin a conversation about our vision for the next 6 years. While some goals are certain, others are still in process. We are focusing our efforts and resources on our core mission. Our hope is that, through perseverance and continued acclimation, we can achieve or continue many of the objectives mentioned in the following pages.

Goals of the plan include:

• Improved access to food across campus
• Expanded space to meet the growing campus population
• Increased food variety
• Modernized retail and residential dining
• Increased student engagement through design, technology, student success and career opportunities

This vision plan will serve as a benchmark from which University of Houston Dining Services will measure its progress. The realization of this vision will transform one of the most frequent services with which students engage campus while also advancing the University’s reputation.
KEY ASSUMPTIONS

ASSUMPTIONS

• Major proposals are dependent upon university review, approval and funding.

• Campus enrollment expected to grow 2.3% annually until 2030.

• Residential population has added 339 new beds in 2020 and expected to net an additional 800 new beds by 2027.

• University of Houston is expected to fund all design and construction and brand refreshes contained in the Vision Plan.

• Costs associated with individual projects or tasks are estimated and likely to change as the project evolves. Costs will be revised with every phase of progress and will remain an estimate until all final vendors/concepts are appointed and purchase order amounts entered.

• Business volumes, purchasing patterns, and e-commerce demand have all changed due to the pandemic and will continue to evolve as we enter the post COVID period.
INTRODUCTION
SITUATION ANALYSIS

Campus Master Plan Considerations (April 2021 Plan)

University of Houston expects a 2.3% average enrollment growth rate for the 2020 Master Plan.

UH Philanthropy Projects

The following new projects are expected to influence the dining program, as these projects affect and impact traffic to the existing dining venues on campus.

Texas Higher Education Coordinating Board Enrollment Projects, 2010-2030 (Jan 2017)

<table>
<thead>
<tr>
<th>Building Name</th>
<th>SF</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Medicine</td>
<td>127,000</td>
<td>Fall 2022</td>
</tr>
<tr>
<td>O’Quinn Law Center</td>
<td>179,500</td>
<td>Fall 2022</td>
</tr>
<tr>
<td>Conrad Hilton Expansion</td>
<td>59,315</td>
<td>Winter 2022</td>
</tr>
<tr>
<td>The Hub</td>
<td>*63,000</td>
<td>Spring 2024</td>
</tr>
<tr>
<td>IDEA Lab Building</td>
<td>*180,000</td>
<td>TBD - Summer/Fall 2024</td>
</tr>
<tr>
<td>**Academic Building 2 @ Sugar Land</td>
<td>150,000</td>
<td>TBD - Summer/Fall 2024</td>
</tr>
<tr>
<td>**Academic Building 2 @ Katy</td>
<td>150,000</td>
<td>TBD - Summer/Fall 2024</td>
</tr>
<tr>
<td>**Medical Research Facility (TMC 3)</td>
<td>150,000</td>
<td>TBD - Spring 2025</td>
</tr>
<tr>
<td>College of the Arts Building</td>
<td>TBD</td>
<td>TBD - Fall 2027</td>
</tr>
<tr>
<td>Student Center North Expansion</td>
<td>*34,910</td>
<td>TBD - Fall 2027</td>
</tr>
<tr>
<td>Moody Housing</td>
<td>*275,000</td>
<td>TBD - Fall 2027</td>
</tr>
<tr>
<td>Moody Dining</td>
<td>*67,600</td>
<td>TBD - Fall 2027</td>
</tr>
<tr>
<td>Football Operations Facility</td>
<td>*119,535</td>
<td>TBD - Fall 2027</td>
</tr>
</tbody>
</table>

* Tentative

Building Occupancy Analysis

Building occupancy measures will influence the potential traffic inflow and outflow to and from the building. Total potential traffic must be anticipated in support of opening new dining venues to ensure their success. An estimated number of students, as well as faculty and staff, who frequent a building that houses or is located within reasonable walking distance to a current or proposed dining location will assist in determining the potential success opportunity for those concepts.
SITUATION ANALYSIS

Student Housing & Residential Life Master Plan

UH Housing & Residential Life master plan recognizes the strong growth the University has experienced. Coupled with stable housing occupancy rates and a strategic goal of capturing 60 percent of first-year students as on-campus residents, this directly affects performance of the meal plan program. SHRL has replaced the Quad Housing complex and anticipates the replacement of Moody Towers Residential in 2027.

As the number of filled beds decreases, participation in mandatory meal plans will decrease. It is expected that Cougar Woods Dining Commons and retail dining operations will experience increased patronage when Moody Towers closes for reconstruction. The opening of the Moody replacement dining facility will bring a substantial increase in participation in the meal plan program once again.

2027 Projected Beds: 9,008 (UH Master Plan 2021)

Bed Count By Project (SHRL Master Plan 12.12.17)
2018: INITIAL DINING FOODPRINT

2018 Campus Dining Venues

Current dining venues, including non-UH Dining locations, are shown here. Growth metrics identify 2018 retail dining footprint and baseline sales per square feet and Fall 2017 enrollment.

2018 Campus Dining Key Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Dining Gross Square Feet</td>
<td>52.6k GSF</td>
</tr>
<tr>
<td>Retail Sales Per Square Feet</td>
<td>$207/sq ft</td>
</tr>
<tr>
<td>Campus Enrollment</td>
<td>45,364</td>
</tr>
</tbody>
</table>
2020-2021: DINING FOODPRINT

2020 Campus Dining Venues

Current dining venues, including non-UH Dining locations, are shown here. Growth metrics identify 2020 retail dining footprint and baseline sales per square feet and Fall 2019 enrollment. Due to pandemic and its significant impact, we are reviewing all food service locations to ensure they are sustainable business operations as part of our rebalancing efforts for the vision plan.

2020 Campus Dining Key Metrics
Retail Dining Gross Square Feet: 52.6k GSF
Retail Sales Per Square Feet: $207/sq ft
Campus Enrollment: 47,101
2022-2026: SIGNIFICANT CHANGES TO DINING FOODPRINT

The below covers the major food service projects to occur over the next 3-4 years. This will enhance our dining program.
2027: VISION REALIZED

2027 Campus Dining Venues

The map below shows the completion of all projects proposed in the UH Dining Vision Plan.

2027 Campus Dining Key Metrics (Projected)
Retail Dining Gross Square Feet: 63.1k GSF (+/- 0 retail sq ft)
Sales Per Square Feet (retail): $240/sq ft (+2.3% each year)
Campus Enrollment: 48,183*
OUR VISION FOR UH DINING

The information presented in preceding pages outlines UH Dining’s current and future "foodprint". The following sections are recommendations for the UH Dining Vision Plan, organized into two categories: Residential Dining and Program Enhancements.

The images and concepts used in the following vision plan attempt to visualize the intended mood and conceptualize design direction. These images do not represent actual concept renderings for proposed spaces.
RESIDENTIAL DINING PROGRAM
**Cougar Woods - Fall 2018**

**International Bowl & Burrito Bar - Global Station**

As a commitment to providing an exceptional dining program with an unlimited meal plan program, an international themed bowl and burrito bar will be added to Cougar Woods Dining Commons, featuring made-to-order bowls, tacos, burritos from Latin America and South Asia.

The addition of a burrito bar is expected to improve guest satisfaction with the variety and quality of food offered. The Fall 2017 Guest Satisfaction Survey indicated "food" was the most common opportunity area, and guests often equate variety and taste as a measure of food quality.

**Guest Feedback (Dining Intercept Survey, March 2018)**

Top 2 Most Important Factors for Cougar Woods

- Food Quality/Taste
- Variety
A Complete Farm-to-Table System: Farmshelf Indoor Growing System

A smart and beautiful growing system that takes you from seed to plate on site and showcases a commitment to innovation.

Farmshelf is the size of a bookcase with glass on both sides—the plants are the star of the show. The classically sleek design includes thoughtful features such as lights that dim to your liking. Farmshelf elevates any space.

Plug Farmshelf into a standard wall outlet and connect to WiFi. Farmshelf is on wheels and is not plumbed, making installation convenient. Select from a variety of crops, then watch seeds become leafy greens and herbs. Custom LEDs and a controlled environment create the optimal plant ecosystem.
Continued investment in the overall dining experience supports the UH Mission to create student engagement commons and drive guest satisfaction with the dining program. The Cougar Woods refresh will incorporate relevant trends in food service operations. Communal seating will encourage relationships and collaboration while maximizing seating opportunities. We will enhance the efficiency of guest service by removing the horseshoe shaped service counters for better flow through and an elevated guest experience.

Cougar Woods is currently Green Restaurant Certified and has received an A on PETA’s Vegan Report Card. We will continue our trajectory toward sustainability by striving for Green Restaurant Association Level 2 Certification and by working to retain our Vegan Report Card status. As we march forward, our team is implementing additional sustainability efforts such as plant forward menuing, highlighting vegan and vegetarian meals with at least 15 grams of protein.

The Green Restaurant Association is a United States non-profit organization that provides certification for restaurants to become more environmentally responsible. Since 1990, the GRA has been building an extensive database of environmental goals for the restaurant industry.

PETA assesses completed questionnaires and dining hall menus of thousands of colleges and universities across the country and grades accordingly. PETA recognizes and commends the University of Houston for going above and beyond to provide all students with exceptional vegan food.
2022-2023 Residential District - Cougar Woods
To maintain the availability of convenience items to the residential population while maximizing labor resources, a smart market with 24/7 access was launched offering students, premium sandwiches and salads, personal items, medicines and a core snack selection.

Product will be kept stocked and to the flexibility of 24/7 access without the need for a dedicated attendant.
New Moody 2025-2027
Although circumstances are uncertain, our vision is to reconstruct the dining commons in the Moody Towers building. This will give us the opportunity to revitalize and enhance the University's 24/7 dining program and create a state of the art dining commons.

Station concepts will feature trendy and unique identities, creating a visual sense of variety and freshness. Menus will be displayed using digital menu screens with nutrition values and relevant marketing messages to inform guests of other resources and offers on campus.

Additional Seating
The new Moody Towers Dining Commons will hold 750 seats (34% increase from 2018 seating) to accommodate the significant increase in participation in meal plans that began in 2017.

Multi-Purpose Space
Feedback from the 2018 charrette indicated multi-purpose space was a large need on campus. Since, UH Dining has activated outdoor seating at Cougar Woods and is continually evaluating new spaces within dining. Moody Towers Dining Commons will also feature multi-purpose space for group meetings and events.

Guest Feedback (Dining Intercept Survey, March 2018)
Top 3 Most Important Factors for Moody Towers

- Portion Size
- Total Experience
- Location/Convenience
2025-2027 Residential District - Moody Towers Concepts
Meal Plans

Commitment to a 24/7 Unlimited Residential Dining Experience

Meal Plan Structure

UH Dining is committed to a 24/7, unlimited dining experience during the fall and spring semesters.

<table>
<thead>
<tr>
<th>Plan</th>
<th>Meals</th>
<th>Cougar Cash</th>
<th>Meal Exchanges</th>
</tr>
</thead>
<tbody>
<tr>
<td>24/7 Platinum</td>
<td>Unlimited</td>
<td>$500</td>
<td>1/day</td>
</tr>
<tr>
<td>24/7 Gold</td>
<td>Unlimited</td>
<td>$300</td>
<td>1/day</td>
</tr>
<tr>
<td>24/7 Silver</td>
<td>Unlimited</td>
<td>$150</td>
<td>3/week</td>
</tr>
<tr>
<td>24/5 Bronze</td>
<td>Unlimited</td>
<td>$150</td>
<td>1/week</td>
</tr>
</tbody>
</table>

Meal Plan Growth Strategies

UH Dining will grow meal plan sales by consistently delivering an experience that is fueled by innovation, constantly improving efficiency, effectiveness, and guest experience. It is our vision to continue providing 24/7 service, authentic and flavorful cuisine, engaging programming, and a socially responsible approach in all we do. By increasing our face time with incoming students and guardians and enhancing our presence in virtual orientations, on-campus housing campaigns, and student events, we expect to create an increase in meal plan awareness and participation. Our goal is to deliver a dining program that is unmatched by any in the state.

Guest Feedback (Focus Groups, February 2018)

Meal Plan Options

Price and size are the biggest concerns for students. Students want to be able to choose a plan that best fits their needs and budget.
Fall 2021 - Central District - Additions to Central District

Asado
Asado is proposed to replace Freshii in Student Center South as the first completely mobile ordering retail location. Asado is a Mexican inspired culinary experience. Through Boost and Starship, guests can customize their rice bowls, salads and burritos to their specifications and pick up orders through contactless food lockers.

Apex Food Lockers
This Locker Solution is a double-sided food locker which allows operators to load food at one end and alert the customer to pick up at the other end.

MD Anderson Library
Students are now able to create their own customized salad with the touch of a button! Sally the Salad Robot is filled daily with 22 farm fresh ingredients and can craft 8-component meals in 90 seconds. Sally the Salad Robot is anticipated to be available during regular campus library building hours.

Guest Feedback (Focus Groups, February 2018)
Top Takeaway:

Variety & Healthy Food
(Increase healthy brands on campus with customizable meals.)
Cashierless Market

This cashierless market is a convenience retail environment that blends operational, digital and physical elements to create a dynamic customer experience. A cashier-less market creates an adaptable c-store solution with a variety of snacks, beverages & fresh food in a commercially, socially and environmentally balanced store. Experience Market Next where it is easy for our guests to nourish, thrive and connect.
Einstein Bros. Bagels - Fall 2022

Central District will feature a fully licensed Einstein Bros. Bagel operating during the Fall and Spring semesters, featuring the full line of bagels, coffees and hot foods. Einstein Bros. Bagels is a prominent brand on campus and will receive a complete refresh and enhanced look in the library lounge.
The Food Hall is a special experience as it puts cooks back in the stations, eliminates machine made food and pulls together all the elements of locality, socialization, technology and worldly culinary experiences that are so important to Gen Z. Offering an open floor plan where freshly prepared food is made directly in front of guests, food halls provide action seating and an authentic experience. Post-industrial interiors and local food concepts provide authenticity and the environment this generation seeks out.

The popularity of foods halls in Houston and the State of Texas has created excitement and opportunity in the food industry. The first food hall opened its doors in 2007 and experts see this new type of food venue rapidly expanding over the next several years. The City of Houston itself has several food halls open now.

The UH Food Hall
The UH Food Hall will build on this trend to bring a unique retail environment to campus, featuring modern architectural designs and engaging environmental features both inside and out.

Cuisine Variety
Incorporating a diverse set of food concepts is essential to the success of the food hall. UH Dining will introduce international cuisine through internal and local brands. Strong national brands may serve as anchor brands to drive the success of the venue.

Opportunities exists to incorporate additional Chartwells branding and internal concepts.

Retirement of SC Satellite Dining
Student Center Satellite closed Spring 2019 to make way for this exciting food hall which will bring new experiences to campus.
Community Tables
Large tables that allow students to connect with their peers in large groups and maximize both the look and feel of the seating area.

Scenic Views
Located near the Arts District, the Food Hall will have outdoor patio seating that will offer students the most scenic views of the UH campus. Guests can enjoy the vibrant outdoor space while gathering around a meal.

Action Seats
Seating areas built around the cooking that offer a view of the action and enhanced transparency allowing students to view how their meal is prepared.

Sustainability
Sustainability is far more than a color (green), it’s about people, the choices they make and how our efforts condition student behavior. The Food Hall will be a hub of sustainability efforts that will be visible and one of the primary story lines of the new space.

Purchasing decisions, building materials and packaging selections all have a sustainability cause and effect. The story behind all these decisions must be front and center. At the Food Hall, this story will be told in a very public way; from signage, dashboards and markers within the physical space to posts, blogs and pics on social media.
2023 - Central District - The Hub

Coffee Shop

This local concept will provide a barista focused coffee experience with a full selection of espressos, iced, and blended beverages. UH Dining hopes to offer alumni-owned businesses the opportunity to be involved with this new internal brand.

Market Research (Nielsen Data, 2018)

Cuisine Preferences

Sports Bar/Coffee House

College students frequent sports bar-type restaurants and coffee houses more than the local market.

Market Next (frictionless retail)

The Hub will include state of the art retrofitted, completely touchless, and check-out free retail store. This market will offer coffee, on-trend snacks and food options. Frictionless retail will allow for extended hours of operation and is a revolutionary new system, where students can walk in, take what they like, and simply walk out - without ever having to scan anything or wait in line to pay.
2023 - Central District - The Hub

South Asian Concept (Halal)
Authentic Indian cuisine, focusing on the flavor of the spices and incorporating core products is the root of the Masala brand. Each recipe features traditional spices and ingredients from the main regions of India, providing a great customer experience for all. A variety of sauces and scratch made ingredients are available, making this a home run for the University of Houston.

Mediterranean Concept
This concept offers a variety of choices and provides vegan, vegetarian and gluten friendly menu items as well as a plethora of fresh vegetables, herbs and grains to help promote a great healthy alternative. A partnership with a local Houston vendor will enhance this concept and add value to the food hall.

Guest Feedback (Focus Groups, February 2018)
Top Takeaway
Variety of Ethnic Food
Increase offerings of ethnic cuisine, such as Indian, Mexican and Asian.
2023 - Central District - The Hub

East Asian Concept
Offering a modern touch to Chinese food brings authenticity and excitement to a diverse student population. This concept features Asian rice boxes - a fresh, made-to-order experience, on trend options and healthy choices.

Taco Shop
A local taco shop offers authenticity and brings a home-made feel to campus dining. A taco shop offers made-from-scratch flavors in a made-to-order station, featuring a variety of taco options. Satisfying guests during all meal periods, enjoy street style tacos, breakfast tacos, classic options and vegetarian tacos with their favorite salsas and toppings.

Guest Feedback (Focus Groups, February 2018)
Top Takeaway

Variety of Ethnic Food
Increase offerings of ethnic cuisine, such as Indian, Mexican and Asian.
Meeting/Conference Space

Offering meeting space inside the Food Hall creates an environment for third spaces, where students and faculty/staff can hold meetings. This will be an additional venue for student organizations as well.

This also provides additional catering sales opportunities, and Fresh Fork Catering + Events by Chartwells will be the exclusive provider of food service in this building.
**Required Brand Refreshes**

In order to maintain the appropriate licenses, the concepts below require periodic refreshes to stay up-to-date with new brand identities and standards. The following refresh schedule is proposed based on the required schedules outlined by current licenses.
Food Truck Program

Other Food Truck Program Enhancements

Student feedback gained from the data collection phase indicated the food truck program offered the most variety of food options due to the rotation schedule and convenience and number of locations. Additionally, UH Dining can support local entrepreneurs by providing opportunities to introduce their brands to the UH community. The food truck program can support local vendors and historically underutilized business (HUB vendors).

UH Dining will continue to work with campus leaders to identify new and best suited locations for food trucks as demand grows. We will also seek trendy and unique concepts to add more variety to the food truck program.

Food trucks allow us to enter into underserved and high traffic parts of campus at peak times to amplify food service offerings across campus. Food trucks that serve halal, kosher, vegan and vegetarian food items will be offered the opportunity serve our campus community.

Guest Feedback (Focus Groups, February 2018)

Variety: Food Trucks

Food trucks offer the most variety because they change daily and offer ethnic and fusion foods.
**Shop on Campus - Fall 2020**

UH Dining Services' Shop on Campus e-commerce website is a digital extension of our physical Market locations. Items offered in our convenience store markets can be made available on the mobile app and desktop site where guests can order and pay for their items for pick up at designated locations around campus. Guests can browse by category or use the search button to find their favorite items. In addition, the site also offers subscription-based delivery of bottled beverage cases, cleaning supplies, personal products and other grocery items.

**Boost Mobile Ordering - Spring 2019**

In Spring 2019, Boost mobile ordering promoted the reduction of line congestion while encouraging engagement with technology provided by UH Dining.

As new dining concepts are added to the UH campus, UH Dining will add to the portfolio of venues on the Boost mobile ordering app where needed.

**Starship Delivery Robots - Fall 2019**

The University of Houston introduced Starship Robot Delivery Service in November of 2019 with 454 deliveries on launch day. Debuting this innovative technology on campus, UH Dining was the first in Texas and 6th in the country to provide this service model for guests on campus. Offering national brands such as Starbucks, Panda Express and Subway as well as ghost kitchen concepts provide a depth of variety and convenience as well as a contactless method of food service on campus.
Social Responsibility

Waste Initiatives and Local Partnerships

Zero Waste to Landfill
Our commitment to transitioning to zero waste residential dining facilities remains, along with our strategic goals to achieve growing levels of local purchasing.

Food Waste Reduction
The impact of food waste spans beyond the campus. UH Dining’s mission is to educate and inform our guests about the impact of food waste and the prevalence of food insecurity. UH Dining will continue food waste reduction strategies and partnerships to reduce food insecurity.

Farmers Markets
We are thrilled to re-introduce the UH community to our on-campus farmers markets. Based on demand and on-campus population, we hope to begin with one per month. Pre-COVID markets proved extremely successful with over a dozen vendors participating, each event.

Food Accessibility

Meal Donation
UH Dining will continue to support food insecurity programs by providing the University 200 meals per semester for use at its discretion.

Guest Pass Donation Program
Students have the opportunity to donate a specified amount of guest passes during the first two weeks of the semester. These donated passes are then provided to support Urban Experience Program to support food insecurity.

Meal Plan Scholarships
Every semester, 7 students receive a complimentary meal plan from the Chartwells team.

Food Recovery
The partnership with Food Recovery Network and Campus Kitchens will continue, providing a means to donate unused foods and engaging our student population in food insecurity awareness.
Social Responsibility

Accessing Food Deserts
The food truck program now serves parts of campus that are in further proximity of food options.

Featured Concepts & Certifications

Rooted Chef’s Table
Our customers are becoming increasingly more conscious of the types of food they choose to put in their bodies. Rooted is focused on real, wholesome foods with minimally processed ingredients that are completely plant-based. Recipes for this concept revolve around flavor and bringing excitement to plant-based dining with international and comfort foods.

Plant Forward Mening
Plant forward options are more sustainable! We are proud to continue practicing Compass Group’s Imperfectly Delicious Produce program by purchasing imperfect fruits and vegetables.

Sources

Guest Experience and Outreach

Student Feedback Programs
Guest feedback is a critical component of UH Dining’s guest experience strategy. Through ongoing feedback platforms, guests’ voices will be heard and real change can be made, both on the spot and strategically. The following schedule outlines feedback program and frequency. All platforms will be funded by UH Dining.

<table>
<thead>
<tr>
<th>Program:</th>
<th>Frequency:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Text Message Feedback</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Dining Website/App Comments</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Third-Party Mystery Shopper</td>
<td>Monthly</td>
</tr>
<tr>
<td>Voice to Vision Guest Survey</td>
<td>Annually, Fall semester</td>
</tr>
<tr>
<td>Focus Groups</td>
<td>Annually</td>
</tr>
<tr>
<td>Foodie Feedback Surveys</td>
<td>Monthly, as needed</td>
</tr>
<tr>
<td>NACUFS Dining Survey</td>
<td>Annually</td>
</tr>
</tbody>
</table>

Student Employment Strategy
Our focus on student recruitment for part-time and intern positions include:

- Spring Into Fall early hiring initiative with a goal of 75 student workers or an increase of 2% year over year
- Enhanced partnerships with recruitment and orientation teams to expand our marketing reach
- Commitment to a new virtual hiring process to reach out of state students.
- Piloting of a Student Ambassador Program to include cross training and on call positions
- Graduation into our Accelerated Management Program (AMP)

Accelerated Management Program
The Accelerated Manager Program is our pipeline for continued learning and will return in the fall. The program is offered year-round, and we work proactively with managers who are nominating their frontline and intern associates.
Food Service in a COVID Era

Health at the Forefront

UH Dining remained flexible and kept safety at the forefront of our focus as we continuously served the UH community through the pandemic. At the beginning of the pandemic we had to quickly adapt our procedures, service model and safety measures and continue to evolve as we learned more. Implementing daily wellness checks, a rigorous sanitation and disinfection schedule, transitioning to all food fully served, adding plexi health shield barriers at all service points, adding a to go option in the dining commons, contactless payment methods and many touchless dispensers across all retail and residential venues were just a few key changes we quickly made to ensure the safety of our guests remained paramount.

We are now preparing to operate in a post COVID era, knowing that guests have suffered psychological impacts from the past year which have resulted in changes in purchasing patterns and a stronger demand for to-go options, delivery, and outdoor dining. Keeping our guests needs in mind, we will continue to offer outdoor eating spaces, robot delivery service, Boost Mobile Ordering, grocery pick-up, frictionless retail markets and new in Fall 2021 – contactless food lockers and grocery delivery to residence halls!

Our team knows that mental health is just as important as physical health and we understand the psychological impact, due to the pandemic, with increase in stress and anxiety. We have programs adapted to combat and support this, such as campaigns like Feel Good Friday. FGF Incorporates both our associates and our students and is a social media campaign designed to promote a positive mental space and allow guests to celebrate their accomplishments. At UH Dining we believe that sometimes happiness is unexpected, and we know students find joy in our monthly surprise and delight campaign known as Love, UH Dining. This campaign is meant to offer pick-me-ups and tokens of appreciation and includes our associates as well as our guests. The holistic health of our UH community will always remain top of mind.
Guest Experience and Programming

Virtual Teaching Kitchen
UH Dining’s Teaching Kitchen is a platform to explore food and culinary literacy and will positively impact food choices and experiences. Each class is streamed live on our Instagram platform and recipes are provided ahead of time.

Amazing Race
UH Dining conducts campus scavenger hunts and high energy engagement activities such as Amazing Race – Dining Style! With this guest engagement feature, students can earn a chance to win free food and prizes while getting to know our program. Challenges include testing various dining amenities, experiencing new concepts, exploring notable campus locations, and trying new foods.

Win it Wednesdays
In addition, at least once a month, we host a social media giveaway called Win It Wednesdays. This giveaway allows us to offer one lucky guest a fun dining or university related prize. This activity serves to increase student participation through our online platforms which, in turn, ensures more eyes on dining related updates and information.

Coffee Crawl
The Coffee Crawl is another way in which we engage our guests. This newly established tradition gives students the opportunity to explore locations and beverage offerings across campus, gets them comfortable navigating the on-campus food scene, and garners engagement while increasing guest satisfaction. The annual Coffee Crawl has quickly become a student favorite.

Social Media Advertising
Another way to increase viewership is to boost social media posts to an audience of our choosing. This is a great way to advertise on Facebook and Instagram. When we boost a post, it shows up in our student’s Facebook News Feed as an ad. We can also select Instagram as an ad placement for our boosted post. When crafting this message enhancement, we can select who we want to reach, our max budget, and how long we want to run the ad. When selecting who we want to reach, we pick a target audience and can filter for guests within a certain proximity.
Guest Experience and Programming

Rockbot Digital Jukebox
Lastly, we know that something as simple as music can drive excitement for students and create a deeper connection with both the campus and with peers. Our popular Rockbot digital jukebox can be added to any new facility and is currently functioning at both Cougar Woods and Moody Dining Commons.

Technological Innovations
Market Next is a convenience retail environment that blends operational, digital and physical elements to create a dynamic customer experience. A cashier-less market creates an adaptable c-store solution with a variety of snacks, beverages & fresh food in a commercially, socially and environmentally balanced store. Experience Market Next where it is easy for our guests to nourish, thrive and connect.

Cougar Red Friday
Cougar Red Friday is a celebration of all things Cougar – from the university’s Tier One achievements to the legacy of providing quality higher education to some of the best and brightest students in the nation. Wearing red on Fridays says Go Coogs! It salutes academic distinction. It applauds research innovation. It acknowledges how proud we are to be a part of everything this university has accomplished. UH Dining celebrates Cougar Red Friday and supports building school spirit by offering $5 meals in the dining commons to all faculty, staff, and students wearing red as at least 50% of their wardrobe.

Source: https://uh.edu/president/communications/communicae/2012-01-25-cougar-red-friday/
Third Spaces with Dining

Third Spaces
Developing 3rd destination gathering spaces that can serve as locations to dine, study, socialize and recharge. For students living on campus these will serve as the bridge between residence hall and classroom. For off-campus students these will be the bridge between off campus and the classroom. In both scenarios the focus is keeping students on campus and engaged with the UH experience.

Refreshes will seek to incorporate multi-use space for group meetings, entertainment, gaming and other activities. Concepts that have recently been incorporated include The Front Porch at Cougar Woods, a space to enjoy great food, fresh air, and a rustic atmosphere. Every Thursday, you’ll find our culinary team throwing it down on the pit for a delightful lunch special!

Dedicated space could accommodate faculty and staff for $5 Cougar Red Fridays or provide the means for student organizations to meet and have dinner together.

Charging Ports
Technology is vital to the lives our guests. With the average Gen Z student facing 5 screens, battery supply is limited. Where possible, charging ports will be incorporated for convenience. Students can charge their devices while they eat, study or relax with friends.

Guest Feedback (Charrette, April 2018)
Top Takeaway
Third Spaces
Incorporate multi-purpose space for meetings, events and programs within the dining venues.
The Vision Timeline outlines key dates for new concepts and major renovations.

2018
- **Fall**: Starship Delivery Robots launched
- **Summer**: Farm Shelf added to Cougar Woods
- **Fall**: Food court and brand refreshes implemented at Student Center Satellite
- **Fall**: Boost delivery pilot launches

2019
- **Fall**: Mondo Subs added to Student Center South
- **Fall**: Food Truck Program Expanded
- **Fall**: Starship Delivery Robots launched

2020
- **Fall**: Market Next opened at Technology Bridge
- **Fall**: Smart Market opened at Cougar Place
- **Fall**: Sally the Salad Robot introduced at Student Center South
- **Fall**: Shop on Campus opened with pick up locations at multiple Market Stores
- **Fall**: Outdoor seating activated at Cougar Woods

2021
- **Fall**: Asado and Food Lockers introduced at Student Center South

2022
- **Fall**: Micro Market to open at Sugar Land
- **Fall**: Micro Market to open at College of Medicine
- **Fall**: Market Next opens at Law Center

2024
- **Spring**: New retail concept opens in MD Anderson Library
- **Fall**: THE HUB - new retail center opens to the public

2027
- **Fall**: Moody Dining Commons refresh completed and reopens.
Overall Feedback

In 2018, extensive data collection was conducted through the Neilson Data research firm and several platforms hosted by UH Dining. Across these initial WITY results, focus group data, and charrette sessions, referenced in Vision Plan 1.0, common identifiers were recorded. We have continued to evaluate needs through tools such as the annual NACUFS customer satisfaction survey, the Chattback text program, Happy or Not, Onsite Insight focus groups, our campus guest satisfaction survey and more. The below objectives have remained as key takeaways from data collected over the past 3 years, including the 2018 results. UH Dining is continuously assessing the program to enhance and attain these goals.

• Variety of Cuisine Options – increase late night options and ethnic cuisine
• Health and Wellness – offer more healthy choices and attention to communication and use of nutritional content
• Quality – in terms of freshness and taste of food
Houston Food Scene Through the Pandemic

The Greater Houston Restaurant Association said 14-16% of restaurants in the region have closed their doors for good. This is estimated to be roughly more than 2,000 kitchens closed in the area.

Resource:
NACUFS Guest Satisfaction Survey - 2018 VS 2020

Year Over Year Progress

2018 – 7 Red Action Areas

2020 – 5 Red Action Areas

Key:
1 = Food: Overall
2 = Taste
3 = Eye Appeal
4 = Freshness
5 = Nutritional Content
6 = Value
7 = Availability of posted menu items
8 = Variety of menu choices
9 = Variety of healthy menu choices
10 = Variety of vegetarian menu choices
11 = Service: Overall
12 = Speed of Service
13 = Hours of Operation
14 = Helpfulness of Staff
15 = Friendliness of Staff
16 = Cleanliness: Overall
17 = Cleanliness: Serving Areas
18 = Cleanliness: Eating Areas (tables, chairs, etc.)
19 = Location
20 = Layout of Facility
21 = Appearance
22 = Availability of Seating
23 = Comfort (seats, temperature, lighting, sound level, etc.)
24 = Environmentally friendly practices related to food
25 = Social/Ethical practices related to food
CLASSROOM ENROLLMENT ANALYSIS
(Source: Paulien & Associates, Inc)

The chart below illustrates the average daily classroom enrollment by district. During the COVID-19 pandemic, class enrollment shifted to favor online instruction versus in-person instruction. In the coming semesters, we anticipate the return of in-person instruction to align with pre-pandemic enrollment. Data sourced from Paulien & Associates contains enrollment by building for each occupied hour, Monday through Friday. The sum of the average daily enrollment for Monday-Friday classes for each district is represented below in actual numbers.

Avg Daily Classroom Enrollment by District

<table>
<thead>
<tr>
<th>District</th>
<th>Average Daily Enrollment</th>
<th>Percentage of Total Dining Sq Ft</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>56,380</td>
<td>38%</td>
</tr>
<tr>
<td>Professional</td>
<td>27,087</td>
<td>6%</td>
</tr>
<tr>
<td>Arts</td>
<td>13,161</td>
<td>0%</td>
</tr>
<tr>
<td>ERP</td>
<td>5,052</td>
<td>1%</td>
</tr>
<tr>
<td>Athletics</td>
<td>3,747</td>
<td>4%</td>
</tr>
<tr>
<td>Health</td>
<td>2,443</td>
<td>1%</td>
</tr>
<tr>
<td>Residential</td>
<td>2,285</td>
<td>5%</td>
</tr>
</tbody>
</table>
The UH Dining District Study is based on Chartwells “Neighborhoods”, a proprietary research method that enabled us to analyze an individual campus as a collection of distinct communities, or neighborhoods, characterized by unique personalities and traits. Taking a much deeper look at the University of Houston campus enabling Chartwells to identify new opportunities that can increase guest satisfaction, student engagement and enhance financial returns.

**District Walking Circles**

In a typical college environment, the average person will look for locations within 3-5 minutes of the building they’re currently in. Our walking circles map accessibility to dining venues at University of Houston.
Walking Circles - The Hub

District Walking Circles

In a typical college environment, the average person will look for locations within 3-5 minutes of the building they’re currently in. Our walking circles map accessibility to dining venues at University of Houston.
Walking Circles - Moody Towers/Cougar Village

District Walking Circles

In a typical college environment, the average person will look for locations within 3-5 minutes of the building they’re currently in. Our walking circles map accessibility to dining venues at University of Houston.
Walking Circles - Cougar Woods

District Walking Circles

In a typical college environment, the average person will look for locations within 3-5 minutes of the building they’re currently in. Our walking circles map accessibility to dining venues at University of Houston.
District Walking Circles

In a typical college environment, the average person will look for locations within 3-5 minutes of the building they’re currently in. Our walking circles map accessibility to dining venues at University of Houston.
District Walking Circles

In a typical college environment, the average person will look for locations within 3-5 minutes of the building they’re currently in. Our walking circles map accessibility to dining venues at University of Houston.
District Walking Circles

In a typical college environment, the average person will look for locations within 3-5 minutes of the building they’re currently in. Our walking circles map accessibility to dining venues at University of Houston.
Walking Circles - UH Law Center

District Walking Circles

In a typical college environment, the average person will look for locations within 3-5 minutes of the building they’re currently in. Our walking circles map accessibility to dining venues at University of Houston.
Walking Circles - All 2018 Locations

UH Dining locations cover the majority of walkable space on the main campus. ERP District is a satellite district with easier access to off-campus dining venues.
UH Dining is passionate about fueling the future of this campus community and is committed to continual program enhancement. While Innovation will continue to drive new concepts, we promise to remain brilliant at the basics. Our team stands flexible, ready to pivot, and will always strive for an unmatched guest experience.