

Please stand by for realtime captions. [Captioner is on hold, waiting for event to begin.] >> [Indiscernible - low volume]

Here >> [Roll Call] Olson.

Administrator .

Hair.

Here.

-- Here.

Gallant.

Here.

That's Michael right I will go into training meaning.

Dating today -- At this time I would like to call into order, that committee being myself, Jennifer Walters, Jennifer Winston -- And [Indiscernible - low volume] we have some presentations that we are going to receive today, I do want to say thank you , to the committee, we have done a lot of research coming in today, received a lot of documents, and what we could as much as we could before we got here today, so that we are prepared for these presentations. This is one of the largest contracts we have had on campus. We are not taking this lightly, as we look at this, we want to make sure that we see all the details, to support the committee, that has worked very hard to put this presentation together, to get this information for us, at this time I would like to turn it over to begin the presentations Dr. .

Overview of the dining services, and one of the reasons this is exciting, and we believe it will aid us in access, student access, all campus housing document and see, well-being and health, student satisfaction, and overall community development. You will hear from the free respondents today, before we begin, I want to provide you with a brief overview with the process and procedures that we went through, to get where we are today. I think we have in the board the presentation to come up.

Okay. >> This process began in the fall of 2020 semester, and August , to aid us in the food service study, admitting strategies, before we get into the work we do come I want to thank them, the lead, and the principal out of Tennessee, Nashville, and the senior associate come out of Tennessee in the Memphis branch, they were great partners in this process we could not have done it without them, some of the things we did, in lines of data, major stakeholders on-site virtually, dining facilities observed, and also residential and retail areas, and conducted independent satisfaction surveys.

The consultant's findings, we found there was a lack of competitive bid in the last 20 years, the current meal plan participation rate is at 7%, loaner for this, this lower quality ingredients, controlling where the students eat, that it is not treated as the method of service, for

the standard of cooking, and the white expectancy, with those findings in mind, we go through the development process, what we look at the objectives, we would be a critical part of the social campus, and our students community, off-campus dining restaurants, and can treat the students satisfaction and role in growth, and including KPIs, and reflectance of revenue increases, detail reporting and transparency. And also the East college campus area, the cafeteria, on the Next Slide I want read the tiny marks but you could see we went through a very detailed tactical plan include the three phases, initially on the 24th, of 2020, virtual engagement, with potential suppliers on December 4, and December 18, 2020, we had the committee handing out, this is the broad-based representatives and stakeholders that went into this committee I want to thank them for all of their hard work, the 13, the 12th individuals -- The 12th individuals they put in, -- 12

Individuals they put in which is a very important process.

Laying out criteria for the metrics, to develop this rubric basing it on other large consulting firms specializing in institutions, going through the processes relating to their dining contracts, and the refined metrics as you can see, we came up with the overall rating 15%. Partnership was that 20, the program was at 30, management was at 10, and financials made up 20%, finally, the exceptions from the finance contract bid made up 5%. -- Finally exceptions from contract bid made up 5%.

In January 26th, these three you will hear from today, as the committee, we did field work we went to see TCU early February followed that up with women's University which is a Chatwells campus, and our president will say the name, the state university, which is Aramark campus, and on campus presentations, where they brought in food, and when our debrief afterwards with the committee. Lead into the final phase of the financial review. I want to thank you to Judy chorale, to the stakeholders, they look at the critical components of financials, and the first thing these that your eye goes to, and the entire rubric specifically we want to give the program on-site to the financials, the startup code, and the buyback terms come the investment buyback terms, contributions and donations, performance and payment, transparency, discounts, accuracy, and performance, moving forward. After those three phases. The group moved three forward, those you will hear from today, posting their best and final offer, that is where were at. Ladies and gentlemen, if there are no specific questions about the process specifically, not necessarily the presentation. The process or the protocol, I'm very open to answering those if I can.

I have questions I know after all the presentations have been made, is that okay if we have time to explore?

Yes or.

Yes sir.

I have one question, each one of these different schools and contracts, do we know how long for instance, transfixing, to we know how many values or recent? Few years do you know?

I do know -- Do we know how long the individuals?

Yes TCU for quite some time upwards of early five years, they just entered an inspection -- And the fiction --

They just entered into the extension of their contract, and the providers.

Thank you.

Later on if needed, we have the majority of the institutions, and who those members are. >> Okay, are there any questions about the process? How we have gotten to where we are at this point, before we start presentations?

Just a quick comment, attaboy , just going through this process the first time in two decades, I would say I would appreciate it very much.

Thank you.

I would like it, did you raise your hand? -- The conversation you and I had about how many we sent out. What that response was, and if you would explain that to us?

That's where I would like to thank you to Kay Johnson, keeping us through this process and a fair management, and we issued 11/4/2020, issued to the directors, , posted it on the website, and we posted it on the state of Texas electronic state business daily, and received three of the responses back from their.

Thank you.

You say this is pretty typical, we normally get three or four? >> Fairly typical yes, the ones you get for the day are traditionally known the big three, within higher education.

Okay.

I think were ready.

Would you like me to do the brief introductions of the group, then we can just pull them in?

The first one you will hear from, a candidate, director of business development, he will be with senior vice president, and then also the executive chef.

I will turn it over.

Thank you all. >> Good afternoon thank you for allowing me to be here, this is Mark , candidate with Sodexo, my role is to support them as we go through this supports this process over the next course of the year, and I will ensure anything we say in this room our team can perform real quickly. We are really excited to share our vision for

Stephen F. Austin, and how we will make this a life away from home.

Good afternoon everyone, I am the regional executive chef supporting all culinary lowball me Mac -- Low-volume Mac.

Good afternoon , I am excited to be here. Stephen F. Austin is a home away from home away from me here my daughter was born, my son took his very first steps here and my wife and I purchased our home here, my roots as a family man were cultivated and started here, I'm excited about the opportunity to come back. I was the general manager, Stephen F. Austin from 2005- 2008, I will leave the transformation of dining across the campus. Now as a senior vice president. It is my expectation to not only transform physical spaces, but to create the best dining programs in the country. While creating a home away from home for students. We know this is a beautiful place rich in educating students. Creating experiences that go beyond the walls of SFA, or the board members, those experiences, they are real. I know them because I was here. We have 12 managers that work for the organization. SFA students, and help with this process. The experiences that each of you have, the sharing over the years with other individuals, that is what our team is excited about as well, one of the corporate chefs Charley, while we were anticipating together, getting ready for the presentation to the committee a few weeks back. He shared with me a story. When he was in school, he was a part of the ROTC. They propelled down the library wall. He was excited to share that story. I was willing to listen. My point, just like the experiences in your connections to this wonderful school, that you share these wonderful years, anyone in contact, has had those experiences and share those. Certainly it is important I want to take this opportunity, to talk about to of these experiences my experiences here I have shared over the years. To start with the first one I will ask you, personally to think about a time in the professional career where you can put your finger on the moment where you said this is my big break. That was my break. That's the thing for me. I was young general manager in Louisiana, eager hungry with the young family ready to take on the challenges of the world, I came and I interviewed with Dr. Botelho, and what courage, what encourages they are phased , and I was awarded the job, I was excited about the opportunity, and I say that story because as I have had mentees throughout my career, individuals I've come across, I've been able to point to this job here at Stephen F. Austin, I was prepared for an opportunity I didn't know I would cover. A moment in my career, that was the step that helped me going forward. Put me on the trajectory I am on today. Secondly. 22,005, 2008, a lot of transformation going on in the campus, and how does this start how do we finish? A lot of transformation the student center was under renovations, and the nursing building was under

reservations and the rec facility. So I went on a tour with the group, when I went in I saw multiple spots, SFA logos, to me at the time it looked as if you could see 100 students, and I thought wow, this is pretty cool. Then I saw laser group, then it didn't include those type of amenities in my college experience. Then I realized SFA was not only engaged with the students in the classroom, but the experience in creating those experiences outside of the classroom, those were important in reporting to these retaining students as well. Now we know in this room this is a special place. The special place because people care, the goal is to create transformative experiences for students. As well as enrollment here at Stephen F. Austin as well, your goals or these goals that you have, these are our goals, and 100% committed to obtaining those goals. We are a family owned company. With the global reach. We are located in over 80 countries. We have partners like Dow Chemical, Proctor and Gamble, Southwest airlines, and Disney just to name a few. We are in industries like colleges and universities, healthcare, K-12, corporate services, facilities management and constructions. Just to me here to name a couple, we are proud partners in several colleges right here in the state of Texas, University of Texas, TCU, locations all that you see on the screen behind me and several others. We want to have added SFA to the top of the list, quality of life improving quality of life for Sodexo, for the students, we understand and know that there is a direct correlation between the employees satisfaction and the student satisfaction as well.

Thank you ladies and gentlemen for letting us have this opportunity today, I have the distinct pleasure of being the food guy, I will talk about the exciting step in the innovative stuff.

Bare with me just a little bit, let's go down the path and talk about a journey. I want to start off talking about my love of food. My love of food started out a long time ago a young child on my grandmothers knee in the kitchen, learning how to cook, making biscuits with my grandfather and my mother, -- My grandmother in the Style of a cast-iron skillet, that field fueled me, in my culinary path, I enjoy what my culinary path, I enjoy what I do, people asked me what I do, they say it's pretty cool, you travel a lot pretty cool you do this or do that, I love my job. I get to wear this every single day, my wife says and jokes I wear pajamas. I get to wear this every day. I wear this, every day, I don't wear a suit I love this. As this process, Ron mentioned chaff -- Chef Charley, you and I talk in this process, the food of East Texas the flavors of the South, I'm a southern guy, I tend to know about southern food, we talked about what food means that SFA, it means Texas, we created some signature dishes -- Signature dishes -- Which is slow roasted rotisserie we also have the trail here in the community, and I wanted to do something vibrant something that represented that beautiful stretch of the azalea trails, 100% based, and colorful, vibrant has flavor and texture, you could see all the different things in that dish on the screen, lastly, we call what is called the chef barbecue place named after original buildings we did 15 now the smoked brisket, slow greens, and sweet and spicy TNT barbecue sauce, made in a very

professional passion, and these are all three dishes, that can be translated across different areas and different lines of service across

campus, these are not at this unattainable, we can use this in resident dining, all these things can appear, they have been customized just for this program. In my thought process getting ready how we will scope and mold, three things we had to do to make sure that we are executing it at a high level, the right time every single day, this is a bold say a statement, there are a couple different ways. We started some of this through collaboration and research, we did social listening, we've gotten data about the campus, about the students here. Also we will collaborate with the students the faculty, athletics, you guys in the community. We will go out and find out what the students really want to have, what the community of SFA is missing? We will come back apply a multi tiered process on top of that, we will put some training, we will bring this to life, we will lay a foundation it is solid to the employees, to the staff we need to educate and collaborate. So we will come in with the signature program from Sodexo, taking you through multiple modules of training. After you get done with 12 modules, you get a certificate. You learn basic cooking skills advanced cooking skills, you learn how to read recipes a lot of different things that Leah -- Lots of different things that lay that foundation.

Many who may not have that to seek, we can empower and give those tools they need to succeed in their lives. It's a powerful moment. I'm a culinary foundations instructor, I've been a lot of places, really fun time. Some of these people they go through this transformative training, they don't or never have had someone hemmed them -- Handed them something, they've never gone through that process, this interaction may be the only time they have recognition for learning, this is powerful for them, the most powerful thing for me. Ron mentions great partners from around the country. Where we have partners like Disney, having first class customer service programs, and we will bring some of those principles to and all encompass thing inclusive training with every line of staff across campus whether that be front-line staff supervisor, manager senior manager, senior workers whoever that is, we will give them an opportunity to give this best, best in class customer training. We do this all to create this memorable experience throughout the student journey in their lives across campus. They think about the college days, we've been to a college or university in the past, we think fondly of our college days, great memories. Lifelong friends connections, and you make things, you set your life on a path and what you want to spend the a bulk of your adult life in. Just like any memorable experience you may have whether a holiday, anniversary, or a birthday or something, or what are we celebrating? Food, food is that celebration piece. When we are creating these memorable spirit of experiences, centering around food, the accompanying me sometimes the centerpiece is this great experience that they will have at Stephen F. Austin. Let's walk through a little bit as to the student journey, they are doing a lot of things there busy. They are in dorms, walking to class, walk in the library, studying, athletic events, non-athletic events, they are everywhere, like little hamsters going everywhere. They are excited, when you take that experience in the dorm they are pulling a gnarled all nighter, and they are pulling an all nighter, they are studying, they have access to food, they can place an order 24 hours a day seven days a week, the kitchen will deliver it to their dorm, maybe they need snacks or fuel, we can have it delivered their too. Then we

have our community dining, some call it resident dining, I like to call it community dining, more than just a Tear, we want an experience, we want to send group texts, and say let's go to dinner here. Once I get in there, they can go to the interactive teaching kitchen, the stations to have something created just for them, with the ingredients they want. Kids these days want controllable customizable food, that's what they crave, they want to know what goes in their bodies every single time, leading me to the point, health and wellness, Social Media. The regular media, print media, they are bombarded by health and wellness, what is the next diet who is on plant-based whose drinking juice, was doing this? Health and wellness is a huge part of our stern student journey, because it's in their face, always coming across TikTok, Instagram, whatever their into at the moment, we have to be responsive to that, we have gotten in higher Stephen F. Austin, the resident dietitian on campus, she will work with different groups of students to ensure that we make an inclusive safe program, meeting the students where they are in their journey, they want to get a little healthier, thinking about changing their diet, training tips on how to refuel, we have the resources then the retail experience, we crafted a diverse portfolio speaking to the student experience, and also recraft of the meal plans, so that they can access these things I'm talking about, they can access these things in their dorm room. They can use their mental plan -- Their meal plan anytime of the day, we want to make it as accessible value driven meal plan, they are not stuck they can use it anywhere. We talk about that Ethel and it is understandable what it takes to be an athlete on campus.

Making grades that you need to, and going to practice study halls, film sessions, it's a rigorous day and a student athlete's life, we want to bring a world-class training table, and we want to bring a fuel station, to meet students where they are in their journey on campus make sure that they get food properly, coming back from practice, they need to recharge,

renew, and re-fuel every single day. Once they are charged up going into the field, then they will gain that experience, no experience like game day. From the student athletes perspective and from the student in the community, it's exciting. You have band come the whole deal, it is a big fun time, involving students, and the surrounding areas, and the student athletes. We want to feel that experience by allowing students in the stands cheering on The Lumberjacks, and have something delivered to their section, and pick it up down the concession stand, and get one of those lumberjack sandwiches, and cheer them on. We will go farther than that, greater athletic experience, we are going to have things like resident dining having a big barbecue cookout before they go out on the field or whatever it is. You heard me say about community, that something personal to me. The community experience, I love using local people, we will go out and source local beef, local produce, local seafood, local cheese, bread, honey, blueberries, we want to make sure we really connect those ingredients from the community. To this community. We want it an inclusive police -- We want it to be an inclusive piece together, -- We will also bring the campus, they may take over the campus food truck, or maybe they run a food truck for two or three weeks, because it's something the students like? Maybe they are in the retail space, doing something fun take over, pop-up event, send

it out Social Media, they are super excited, they could come use their mill plans, and local chaps for the chefs to make their local dishes -->> They can make their local dishes, home away from home first class dining to SFA while they are on campus, and I get the fund part.

The least fun part, all the things chef just spoke about, extremely important and how we transform that experience, allows us, Stephen F. Austin, that's our goal to retain students, that's where we need to be. Finance you kind of have to look at it as a total thing, dining is complex to provide that service, and have mill plans anywhere they want to

we have a little over 14 designated funds, to fund the project, let me talk about the capital. The first providing the capital with current providers, the second, which is the 5.7, going towards East College, it may be new East College, or old East College, we've had those conversations with the committee. We have to make the East College dining experience attract, where it is not today, we have all been there, we know an old building. Anything that can be done with the current building, because it is historical, it might be a conversation to have. The new building looks spectacular, a focal point if we are going to retain resident students. Part of that

in the East College, whether it be the new building or the old building renovations, \$700,000, in a 24 hour store, for students they can use it any time, transitioning that Einstein's from the library, into that building, so that they have some more retail things. Lastly 4.7 four new retail visions it may be blaze pizza in the student union or Panera in the library, one of the things we saw as food service professionals all of our retail is collapsed in one space, we forced everybody into one space. If you are on the other side of campus it's difficult getting food. One of the reasons we propose to Panera in the library as well as student food trucks, or having tucked up trucks, deliver Einstein, or having spaces around, it's making sure that we put the food where needs to be.

Let's talk about the value of the contract. The contract value is estimated \$107 million at Stephen F. Austin, over the course of his senior year term. The capital allows us to put the food in the right place at the right time. Ultimately providing that student experience to allow the campus to continually grow. I want to talk about a couple of other ones. The facilities renewal fund, 7.5 million over the last three years over the term of the contract. It is really so that we can be flexible in trends, we know what we do today, might not be trending in 5 to 6 years, we have to be prepared for that. Having a campus community, and what we solve, how that technology will continue to ramp up after COVID. It talks about internships catering, and finance security,

this project here is the STEM program, and partnered with a Dr. running

transited through programs around the country, we have provided the STEM programs, to help educate K-12 students in STEM held on campus in the beautiful STEM building, it matches really good, and we have brought those students campus, and used some of those



folks, as well as Dr. Jung folks, to get them in at a young age -- Maybe 10 to 15 years from now, -- Thank you Mark.

In that hundred and \$7 million that Mark talks about, not inclusive With that final sharing as well, why at Sodexo, people, we have a phenomenal team, best in class resources and support. We are a transparent

organization by no means are we perfect but we strive to be. I would invite you all to reach out to any of our clients. Asked them about our focus and partnership. I'm so thankful today for having an opportunity to speak to you. My personal connection to SFA makes it so exciting for myself and my daughter says I get to come back. We know about your goal about transformative experiences for students. As well as meaningful sustainable growth. Enrollment growth. We are super excited, we have 100% commitment along with the top organizations commitment, to exceed your goals. Thank you.

We are open up here for questions.

Thank you very much we appreciate your presentation, I would be happy to take any questions. Jennifer? >> For this participation and this plan for participation

the claw of this and the quality of work, I think it's not necessarily quality but engagement. We are from the South engage in the through lots of ways, and constant, we will make that connection, and we know, if we can make that connection, we could drive participation. I think what we have to realize is changing times. Students are requesting and required today, much different than when I was in college or you were in college, much different than it is today, you have to be nimble and flexible, we have to meet students where we are, provide resources for on-site teams, for the support and information to help the programs.

Other emergency services, what drastic -- Based on the knowledge it you know, and the love force.

And to be lower than that. We have projected 65%, and that projection, we knew we had to and gave the finance as a whole. You may not be Janice, but we are driving participation, we are driving labor costs, we are trying to get students in touch. You have some in the low 40s, and some in the 75's. We know campuses are like campuses that will run anywhere from high 50s to preferably low 70s. That mill plan -- Meal plan you will have on the campus and accessibility, this process, they were looking for value, this is what we heard in the first call, value in the plan, and the way to build value, to allow that plan and multiple venues. The more you open that plan, and the more flexibility you put in the plan, opens up the space.

What you presented to us the returns and the University are those conditions? What sort of participatory rate?

Six or seven.

That is where we have productions, it is a profit and loss contract, the risk is on us. But our hope when we dropped to 75, we come back to say to you need more? We are driving participation doing more that we need to do.

Anyone else?

That is on that. >> It's great.

I don't think participation, it doubles just like participation and everything else, if our students are engaged. In the classroom, engaged outside the classroom there more likely to succeed, if they don't make connections we lose them quickly. That's what it's all about, we know our job, we need to drive and retain students, and we have to make decisions for the University, because we touch them three times a day. Maybe more.

One more?

What are the frustrations, I probably shouldn't mention a frustration but ask you right out, but the current contract, I know is all-encompassing, there is not a bloomer of daylight -- Not a glimmer of flexibility, to provide students the opportunity to order Domino's Pizza. From off campus, I don't know if there is dominoes in that contract, but anyway, if there is a band camp, or maybe the study session, I think the contract explicitly -- Correct me if I'm wrong.

Excludes that flexibility, are you going to have a similar contract, I know you have to have this in Her hands for this competition.

Great question one I've gotten a lot. I'm not afraid of competition. Our team is doing what they need to do from the catering perspective. The reality is. You here on campus catering prices are high their expensive, groups are saying I can just go to Walmart or dominoes, it happens all the campuses, exclusivity from a catering perspective is not something that is when when quite -- When it is not a win, win, from any perspective, what I've seen as a successful formula, one, maybe looking at specific buildings instead of a whole campus that is exclusive, or another example would be I've seen on some of the campuses where we have not had exclusivity, the question for this, the school was open, and apprehensive about the liability associated with that food what we did, created an umbrella to break on for, five and six partners, approved in that it restaurants, providing more opportunities for the staff to be able to have a variety of students to have a variety of ways not just this.

They have a music camp like a violin camp, or they have 30 or 40 students, there are all on campus, and then it helps us, then a revenue generation, but if you keep the cost low, and three or four dollars for pizza, instead of six dollars for the contract or whatever. Then it makes it easier to make it work. We need high school kids on campus.

It comes to the flexibility we talk about. Of course you see you get commissions on catering. Those are just partnership conversations to have.

We would follow your lead.

Yes sir.

My question that builds up, two-part.

One we all know increase participation will increase in more food plan dollars, dining dollars, going on use, what is the plan for those? And maybe related. What are the incentives that you could provide for increased faculty staff usage, of these dining facilities?

While this balance goes over there.

First question.

If it's yours, I'm going to get it. So one of the things over my career, as I've started to recruit talent, I love to go get talent from a retail perspective, some who may have worked at Burger King, Wendy's. What I call extreme retail. They are hustlers. They're going to get every dollar, not sitting back to say well this contract gives us all the money. Any dollars that we don't earn, they go back to the end of it, to the University. I forgot your question?

Incentives for faculty and staff.

From the standpoint we have looked at this still and set a goal to incentivize the University for one, and incentivize growth. That's what I talk about earlier when I talk about splitting the profits. I'm talking about getting more faculty and staff, discovering this all, and right now. All around the restaurants, and the building community with the students around food is good and important.

We build this into the model. We know it is important to one, engage faculty and staff to eight--

Faculty and staff to ENR diner, if they are in a more comfortable space, then they would like to eat in our diner, and it becomes our jobs, those to attract -- We want you in that room, engaging with leadership as well. I C-1 incentive to help them, having that conversation with Maybe the facility is too loud, -- Anytime you're talking about a transformation of space, let's get ideas and understand the concerns. As the spaces are being designed.

What about nonuniversity individuals, are there plans for those individuals? Can they come to campus to eat?

Currently we don't have what I would call community plans based in this model. We've have those conversations, because we are watching, we are watching what those ghost kitchens are, if you don't know what this is,

basically a space producing food and delivering it. We believe over the course of the next two years, is going to be from that, we will be delivering to peoples houses, we have the space in the technology coming in the next couple of years that will allow us to do that. We talk about this all the time trying to figure out how to get these to a truck community to

maybe reach out, to attract the community to maybe a Sunday brunch, how do we connect better? I was talking just last week, with recent partnership with hello fresh, this gives the students an ability for apartments, to have food within the kit, and with the directions for recipes, this is something that can be opened up to the community as well. Our goal really to partner with the University just to understand where the parties are, and to make sure that we are relying on them 100%.

I think from a finance point of view, I wasn't here when the last contract was negotiated, but I don't really understand the revenues and expenses very well, but who sets the meal plan prices? Do you do that?

The University sets them to the student.

We do that?

Yes.

We charge you a meal plan price come you set that .

That is part of the assessment.

That varies from school to school what that looks like, we will ultimately negotiate with the prices to you, you determine as an eight , for that University.

What does the meal plan override?

Really just a markup. If you have to charge one dollar, and then you have to charge two dollars?

So other commissions, retail ?

We have percentage commissions, and we have an estimate I don't know the number but maybe 6.3 or 6.4 million? I believe it's 10.

That is other revenue trainings, in this 170, in addition. Correct.

Okay. >> I think one of the things, that you brought up contracts a couple of times, and being the most important thing, this is a living document, we have to be flexible, you have to be flexible life changes, all our lives, and we all had to adapt. You know it probably opened up campus relationships that weren't always there, but I think you have to be nimble. I think you have to be able to move quickly and honestly. If to be honest about the program, and one of the reasons why we go to

the profit split, we know what we need to make as an organization, after that you get 75% of whatever we make. I think Mark brought up a good point on flexibility.

We came up with these ideas, and creative this bucket that Mark talked about earlier these financial dollars.

We are flexible about where those dollars go our goal is to sit down together. You may say were perfectly happy with our program and what were doing today, and the funds you allotted for that, we see another need no -- Just to note certainly we would love that conversation.

A number of years?

I remember maybe three or four years ago, Dr. Bullard came back from the program, and really raved about the quality. The quality of the meal he enjoyed it normally you don't see someone going off to the meeting at a college, and coming back raving about the food.[Laughter] Especially from a forestry guy.

Left the maximum it I will tell you what. [Indiscernible - multiple speakers]

For that campus, for us it's the food. Focus on the food.

That is the reaction we are looking for.

Thank you for sharing.

Unfortunately.

Oh geez.

We are at the end of our time a lot -- We are at the end of our allotment we appreciate your time. We will have great discussions. We will give you a great consideration.

Thank you. >> You guys have a great day.

Thank you so much.

Thank you for being here.

Thank you.

We will set aside a 10 minute break.

The time is 2:14 PM. >> We will reconvene at 224.

-- 2:24 PM.

>> [Captioner Standing By]

>> [Indiscernible - multiple speakers] >> Okay welcome back, the time is 2:27 PM. We are back into the agenda.

Thank you very much.

At this time we are going to see a presentation from our second presenter, Dr..

Welcome back everyone, our second , John Anderson, resident district manager will be the lead, we will focus on higher education, and then also the vice president, and we bring in Aramark now . >> Good afternoon everyone. My name is [Indiscernible] Ferguson, and we are excited to be here, we thank you for your partnership.

Before I begin, I want to share three points with you. Really about what differentiates Aramark. As I was driving down I reflected on 15 years ago, when I started, this is the first account where I visited, and then assemble of team, hearing this account of local leaders and national experts, international experts to really drive your program, it is exciting to be back here in higher education, I'm excited to be back here again. To really drive your program, to be ambassadors for recruiting and retention of your students. Three quick points I want to share before we get started, one, the culinary experience the student experience is paramount for us, we looked at creating this microcosm , this hospitality microcosm, the key point when we were developing this presentation. Third, really most important. Leveraging a team that understands

your campus and your student community, and developing, I'm really excited to be here to share that with you. Before we get started I want to share a video, we were restrained by the number of people we could have here today. In our CEO would like to share something with you. >> [Video Playing] Hello, for those of you who have not known this is Jack Donovan , the president and CEO of the campus, and safety program , and the safety protocols I look forward to being with you soon, over the past several months we listen carefully to you, to gain an understanding for energized University, one that builds on strong tradition in campus character, and innovated strong success, we are excited and committed to refining ecosystem, unique to Stephen F. Austin, nurturing, supports your campus community. Please note our organization's commitment our personal commitments are those as well. We review this as precious, and we do not take it for granted. Let me set it aside by saying let me thank you for your time, I will see you in person very soon, thanks. >> [End of Video]

So I really want to share team , really these activities and the things that are important to your students , and successes at the heart of everything we do. We focus on the students and develop programs aligned with the student needs and most importantly what is important to them, I would like to ask John to share points relative to the connectivity and feedback, and the success we've had on campus today.

Thank you, the leader in on-site campus, and I would like to make highlights here, every semester Aramark hires

students working in concession, we are proud of that, we also have student manager, and student leaders, hospitality program, and might be the business program, and students take a leadership role in our retail and concessions, on average, student work is a workforce, almost three years, covering freshman or sophomore working from transfixing, peer to peer students, and also all these students on campus based on meal plan, the dining hall or any student issues that other students can help out with, also eight paid internships every semester, usually semester's work one semester two or three years in a row, the center is the bone of the great artist interest, a lot of the artwork you see around campus, digital marketing and signs and images, Sarah has developed and has been a part of that. She is in for two different years MBA student, graduating in May, and have a job at Houston young in Houston, we are proud of her accomplishments. Some probably interacted with [Indiscernible], he left and went to her pay to out, recent college graduates, for intensive college graduates, and then they work for managers after that, these are the two shout outs, Sarah, graphic artist, who did work displaying substantially all the stuff that she did for us in her time here, it was amazing, her parents were there, and she had her parents there, and we were able to talk with them. Then next [Indiscernible] it were, and some of the leaders here working in the kitchen, it was a real fun event, and other student leaders and managers to help support them in this event.

We are proud of the engagement we have with students an opportunity to really drive student success by making them a part of the program, the success is very important to him and to us as well, thank you John for sharing that. Thank you to your team to have navigated through this pandemic. John receives several accolades at the campus for work we have done.

Thank you John for the work you've done during the storm, some of these stories you can hear heart wrenching. I recall a number of those John mentions 50 or so, our employees and our program on a typical giving day. During the storm for about a week ago, -- For about a week or so, we have that number down. And one of those manager shared about putting chains on the car to pick up other employees. They serve an average of 1500 meals a day, to make sure students are taking care of, as we talk about what can we do for your students how can we engage and how important the campuses, we have data points that demonstrate how we integrate into our program, when the wheels come off, how does the staff step up to ensure the students get what they need in order to get a meal every single day. I can tell you about Aramark, and a dozen of countries across the world, 250,000 employees we train, hire and develop, 3 million students at any given point per year, that we serve. Those are table stakes, right? All of those things that we bring to the party, those are the things you want in your company. Really what differentiated as is the people and what you see here. We deliver a part each and every year, and to enhance a student experience, thank you John for sure not. He is passionate about your students. He takes it personally. Our team takes it personally the commitment you have enough, we take it personally. Every day the person who checks in those students, they know them by their names, they can connect with those students to understand when they have an exam, they could say you can

do it hang in there. We don't take this commitment lightly, we will share all these pieces and exciting pieces we have for you, we are looking to really change the campus. We are going to share that with you. The people peace cannot be understated, the connectivity that our team has with your campus cannot be understated thank you John.

So where do we start clicks all of these things that we have in Aramark, and the rich history, it's not about that but at the end of the day, it comes down to Stephen F. Austin, and what is important to you. We listen carefully to those things you said were important to you. We distilled them down to three things. Experience that you talk about how your students learn, the student experience, they want to connect to a program, they want dining to be an essential part of their existence every single day. We will talk about that. The social part around flexibility. The student with the meal plan we have exciting meal plans, ultimate flexibility offered for students. The last piece, really critical, that is at the end of the presentation, about compliance. Developing the right financial model to support the vision. Without the financial model, financial support, division is meaningless. We are happy to share that peace with you as well. In the middle of all of this are the students, we took what we heard from the students, and what you said were important aligning with your goals, and we have our chart, those three things, we want to market with, the next 10 to 20 minutes or so, we will share with you, this is an inflection point, history don't matter, great doesn't matter anymore, this is inflection

point and a new day for us, we viewed this opportunity as a new day, new pursuant for new opportunities, with that I want handed over to Allison. -- To Alec -- Spam --'s

thank you.

Before I start I want to say one in honor it is to be here before you I joined the company 26 years ago, thank you to this campus and the relationship to the director back then, I met my wife here, my mom graduated and my daughter is excited to be here in a couple years, not that it was foundation for the meal plan, but I do want to get you to imagine what that Disney experiences. What magic band level ease of access means. Unencumbered total flexibility, get what you want. Where you want it and how you want to. Really the meal plans come down to the key things, we will talk about expanded hours, late night hours, and meal equivalency, without the meal plan it can be offered anywhere, being that concession stand, or in one of the residential dining experiences. And one of the other things we spend time with. In this model and what we will have in the proposal, flexibility and thought leadership. Supporting the academic model you move forward, and the semester model, the other thing I want to point out here. As you expect. We will be able to see some of the presenting materials, yesterday, participation was listed during the COVID period. Everyone understands a unique period of time for us, 36%, I would argue, 36% for most, not necessarily terribly unusual. The pre-COVID participation for the fall over 2019, that is mid 16%. Why does that matter? Why do I bring that up in the fact that I came to you, this also demonstrates, we do have a good starting point for axing -- Asking for flexibility and



add enough flexibility to the meal point. As enrollment and specific resident population has been on a slight decrease, we have been able to increase voluntary plans, if the mandatory population is required, the voluntary we really seek is a barometer to the satisfaction of the student that doesn't have to choose a meal plan, chooses to do for, this maintaining a significant solution. This proves satisfaction, doesn't mean obviously that we are so satisfied. Coupled with that the student experience, and the access, to the students house,

Grubhub, allowing mobile ordering, giving a better experience, and then SEATZ, you may be familiar with it rolled it out a couple years ago, driving late night in the handle, and really what we want to envision academic integration, that picture can be replaced with the robot, do we have them yes, testing new ones absolutely. We want to create an environment where we drive this opportunity with the spirit, creating classic, outstanding programs. Led by students, maybe creating Uber Eats, and certainly we have all those other vehicles, unfavorably and literally, to create this. Now back into the residential and retail, we talk about it this way. This is how we know it the residential program. Cafeteria, depending on your view, the retail and the food court, going back to the meal plans, as these things come together, and the hospitality environment, with unlimited access in total flexibility really it just because menus creating experience. The key for us in these, driving the culinary experience in these venues, and starting on the far right as I walk through these journeys, and walking through the future of the food hall at stake, over our decade here proposed renovations. Eight years ago or so most recently. It would have been very easy to take that path forward and brought it to you. We engage WT W one of the nations best and renowned in higher space education and planning, we asked them to visit the campus, look at your master plan, to see as an institution what you want, and recommendation, also included quickly, the experience of the student and bringing that to the student, with education and more dollars, we propose a renovation, we will talk about the benefits of what that is and also in the financials we provided that option, and torn down and brought in a new one, we do have capital. When we talk about the food hall, as we call it the food hall, -- Sorry [Indiscernible - low volume] -- I'm just pretending I'm doing it.

This is just a visual of what it looks like, center your attention to the distinct for you leaseservice points for the 4 distinct restaurants, students will be looking for, and we can deliver. How do we get there? We get there by developing a restaurant, we identified these 4 we have hired executive chefs, those who have had an opportunity in teams creations, and we are outsourcing, we have a couple things targeting, one, we wanted an industry, who knew what it took to run an industry to draw in customers, not just the student population forced to buy, but one who allows us to capture faculty and staff, what chef Justin has brought, elevating to the dining experience, beyond catering, the chef knows how to build restaurants we do as well, we have this great powerhouse with these four restaurants, I mentioned.

Now -- There we go sorry about that. How renovation, and concepts were in this immediate fashion, one, that iron skillet, we launched with significant success, demonstrated the late-night venue to create that space for the fall, it's the first thing we would do, then concept

changed by name, then if you sought, sun and moon if that's what the students choose, and right now we took the space, created this dedicated to the investments to bring this experience. With the upcoming way, to this program, the training table, creating and building the training table in the college, allows an experience for student dining and overall student athlete experience this fall, and then as the building is renovated that part of the pie if you will, would continue. We have some of you if you will years of talented people on tight, -- Ready to bring this experience forward. >> These are the things that we envision for students athletes, athletics and student athletes, really to see what that looks like going forward. That is planning, we just renovate the student center, yes we are very proud about that investment, and we hold that, some enhanced experience through the fall, especially with COVID, what we'd like to do is continue the investment in that program to brand those concepts, right now it's really only one brand if you will. Brand those concepts and focus on the culinary experience and all that goes with it. In three years all these venues, focused on the experience of the culinary program. They have been equipped to do a lot more addressing of this certainly in East college, and the deferred maintenance of other facilities. Now I will ask John to talk about this from a retail standpoint. John.

I will give it a shot.

Retail piece on the timeline 2021, this is this fall, we are talking about changes this fall. Focusing on healthy alternatives, which are the current spaces, this is what we have planned this fall. Library, we are suggesting for the library, if you walk in, the immediate left hand side, study space dedicated for retail space, in more academic, lot more foot traffic, and interactions with students. Certainly faculty and staff as well. With the current Einstein's in the library, we will switch it over to Jimmy John's, and they are freaky fast, and lends it to on-site campus delivery, and to make sure that we can meet that, students no longer have to go to the dining hall for retail, they can have a permit there, and a perfect option for catering.

If you move on, Einstein a very popular brand on campus, we will keep that, and we are suggesting a test fit, economic for the buildout is pretty straightforward, it makes sense for that, a popular destination currently, and we will stay there, and dedicated refresh funds, and to ensure it is fresh and relevant. Then local favorite Mexican restaurant, in the student center, enhancements many to go along with that, we will see this in the story. [Indiscernible - low volume] [No-Audio] [Captioner Standing By] [No-Audio] [Captioners Transitioning]

[ No audio ] [ No audio ]  
>> [ No audio ]

Lower than that because we are close. Historically, our participation has been in the mid 60s. That is our goal is to get back into the fall and create compelling where students want to support animal plan that gives them the ultimate flexibility so that they have a choice across campus. It gives students the ultimate flexibility so that they can eat

that any of the new or freshly renovated options on campus. Yes, we expect that number two significantly increase. That is our goal.

I will ask a question. This is probably unique for you. We've had three presenters today. Since you have been on campus for these many years, and since I'm a local resident, I probably get a better sense of what you do here as far as the Chamber of Commerce and things. That great chicken breast every year. [ Laughter ]

AV absence makes the heart grow fonder. You the advantages your relationships and your history . The disadvantages are what we just mentioned. You got the legacy of the perception of your food and food prep service. We always have polite service . It seems like. My general assessment is that even added nice banquet event or a board mill, there is a lot of what I call

-- is there any way to dish is that what institutions have to do as far as traditional contractors have to do? Or is a way to make it -- when you go to a restaurant, you don't expect that, you expected to be but together back in the kitchen. It comes out looking like it was made in the kitchen. I just want to ask they prefer that sort of food service more prepared there. Was prepared somewhere in a big kitchen and brought here, even if it is day, especially for the state.

I will take a shot at that think for the question. One thing is, we bring in restaurant concepts to these college and a brand-new shift to shift has been on campus since December. I can certainly see the changes that he has made , and we will continue to see that. We have a couple of positions we need to get filled. What you say is spot on. There are some limitations on banquet for 300 to 400 people. The quantity that we are doing, we are not going to be able to cook each state to order. We do it is close to service time as we can. Yes, that should be.

I would offer point. When he recruited me, I was an executive chef. This is near and dear to me. I obviously didn't know of institutional food service. It is also focused more on the organization big which is hired original culinary director last January. That was part of our commitment to this. What we are doing around the global food procurement and partnership development is all about it. The real laterality is you want scratch cooking. What we need you to do is do the very best for the students and the best for the program. That will always be a combination of both. Has there been a time in the past where we were to reliant on the system? You bet. Absolutely I would say that. I would certainly tell you that as an organization we recognize that and have made significant investments to have a Pat Forde. And we want to change, to what the student wants. Delivered to them how they wanted and when they wanted.

Let me be clear. What is really important, we realize the culinary experiences at the heart of everything we do. We can't lose sight of that. We talked to our operators around making sure that is core to everything we do every day. A new chef coming on campus, those behaviors have to support that. If you talk to any operation or in our

marketplace, they would tell you I have a level of flexibility, a level that I can create for my customers and innovate for my customers. That is at the heart of where we are. That is what you will see going forward, that flexibility to create at that moment of truth with the customer. >> One question and that I will see the floor. One of the things I have heard a lot high school camp or for example with summer band camps, or whatever, they have a hand school of high schoolers come to that camp and they might keep the cost in reasonable bands and high school kids would love nothing more than a pizza night. You call dominos and get two pizzas for \$10. It is a pretty good deal. Always, they are intimidated. There is no flexibility in this contract. Got to order on campus. And so, I don't know how much of that is the institution side, how much of that is you with your contract. Some flexibility along those lines would be appreciated by the faculty I think. Is that possible? Or do you just have to rigidly enforce?

I can answer that one. Of course it is possible. There are a number of routes that we allow

for something like Little Caesars. That is always been our policy. If it is something that says hey, we want to try something different, that is a little different. We are don't know how that pop potluck has been cooked? We are more stringent on things like that. As far as athletics, they bring in outside vendors all the time. We certainly allow that. We've always allow that. When it comes to food safety, you have to worry about sanitary across the campus. A few months back, they something they probably should've done. We are not the food police. There is plenty of that going on. We are conscious that it needs to be done in a safe environment. It worries us when it is not a restaurant that we are familiar with. Having said that, there is ultimate flexibility going forward. This is a flag in the ground, we had the draw the line somewhere. We are certainly willing to have communication around this or any other subject you have in your mind. We truly want to be your partners going forward. We want to dimmest narrate that level of flexibility. Had spirit? Periods, we are not going to give on that.

I have a question. What do you see in the community, when you look at SFA, and you look off campus. A lot of students I guess my question is, when we look at the way SFA is laid out, the footprint, and you look at the way the parking is. When students go to theirs cars to get something it may be easier for them to go get something and walking back to find an area to eat on campus. I'm like David. I'm from this community. I have spent a lot of time eating out during the day, Orange Street is packed. You have students who are crossing over North Street going to restaurants. They have their laptops out and they are doing work. It is almost like they would rather travel somewhere else than to stay here on campus. I've also had the opportunity to be on campus, and I've had meals at the UC during the day. It is a great act -- experience. There's not a grade of activity. I started coming to campus to eat because I can have a good mill and a quiet mill. I don't know how we relate that back to the students. From the standpoint, how we hurting you as opposed to helping you or is that an issue?

I think there's a couple of things. Our teams are members of the community. Conformist. One of the things that John talked about is our retail

grants are local and national. It is important for the students. We want to include being a part of the retail offering in the community, complementary now. Should we close hours? It will be some of those things. In terms of like what we propose, each college does not have each college requires you to walk in with a meal plan. In the future, each college because this great space, almost a secondary source that increase that environment for students to say, whether it is 7:00 in the morning or 11:00 at night, I'm going to the cafe. It is underutilized space. We would one of the reasons we created a new entrance there was to utilize that space.

That is all good. It made perfect sense, but it is not creating that sort of bat. You'll see more of that on campus. As Jimmy Johns, we have proposed

an Einstein's over and the new space. We have proposed a Starbucks. Rather than giving up that current quarter, if you will, we recommend a second brand be added in that space. We will continue that. The truck is another component. We will create an environment where students want to stay, but we do not pull ourselves into saying that we are going to meet all of their needs all of the time. But we have to challenge herself, that when we are in not meeting their needs, is it beyond our control.

We have time for maybe two quick questions.

I am looking at the in-kind listing of values, food insecurity, student organization, various in-kind funds. How does that work? How is it handled?

It is done at cost. If an event is \$100, that would be reduced by what that event would cost. It is at cost. It is relative to the food security fund are the donations to the food bank, we would maybe get hundred dollars worth of canned goods and, be hundred dollars.

In your relationship with Stephen F. Austin and all the years you been providing food service here, what are your biggest challenges that you've experienced? >> I defer to Alice there, but when I came 15 minute -- 15 years ago. I think I stood in front of this very room 15 years ago. I was a little intimidated by this group and preventing -- presenting solutions for your students. What did we learn? One of the biggest things for learning was we put forth a very impressive vision that had a short cycle for a long time. Does that make sense? We hit the ball out of the park for the first four, five, six years. Really nice things. And then the last seven years have relatively little to no change. While we came back, and we made proposals, we may proposals to renovate the college place about seven years ago. It wasn't in the original deal. Sometimes contracts run their course. On the backend, this could be an opportunity to refresh the program that doesn't continue to and evolve. We have over \$5 million for the backout. Were going to be some really exciting things there. You don't want this in terms of the program. We want this program to continue to thrive so that we can continue to drive in progress. That is the biggest learning

. I would just add one thing. I'm very respectful of the previous demonstration. But I think the institution is at a different place. I don't think we were collectively challenging ourselves. I don't think the institution was challenging us to move the needle. That is a day that has passed.

That is a great question, Jenny.

I really believe that part of our initiatives are building community not just within the student rigs, but also faculty and faculty and students. What does our staff with staff and faculty participation in personal strategies that you have to incentivize the staff to sit down at tables with students?

A couple of things. One,

our meal plans for staff never expire.

It's about five dollars a meal. It's a pretty good value.

We are saying if you buy your plan today, it goes on forever. 's death will also be able to use their meal plan. They can use it in retail as well, which they can't right now. I think the last piece we did with the notion of sponsor students to either invite a mentor or factory and staff to be with them or the factory faculty or staff can invite a student to meet with them. That really never gained the traction we thought it would. That is something we need to try to continue to work and continue to evaluate.

I would say we are probably overdue to listen, the faculty and staff. And understand what we could do differently moving forward.

Any further questions?

Take you very kindly. We appreciate the presentation very much.

We are back in session.

Thank you. At this time, we will see our third and final presentation.

A cape. Lisa Q1 is the Chief Executive Officer. Will have Joe efficiently, and will have Andrew Johnson the vice president. I will turn it over to them.

High. I am the CEO of hello. I also sit on the North American board. We are so honored to be here today. Your school is very special. We had a chance to spend some time here, with walking the campus, talking to the students and the faculty. One of the things I think is unique is the alumni engagement. It is much different than a lot of the universities we serve. It feels like a family. We are excited about that. High, I am Andrea Johnson. I came here about four years ago. I was the director of marketing. Retail is the growing need on college campuses

. Can you come help us figure this out. It has been an incredible journey ever sense.

Good afternoon, everyone. My name is Joe. Obviously, I support our business,

thank you very much for having us here today. >> This matches very nicely with our approach and how we do business. Would you like to say we execute quite well. We are excited about that. While we were on campus talking to athletics and students and some of you here in the room, we tried to put into this view of what we think is important to you. Student success and engagement. We believe that the experience for the students will help create retention and participation. We will be focusing on the food, and gathering places and community. A lot of our plan today will talk to that. You have an amazing lumberjack spirit and pride. We saw that the well all of our visits. We really think that we just need to assess all of the things that we are doing, you will see them in the plan. We will align that to what the students are asking for. That is where we will see that pride coming together and building a program as planned. Transformation and innovation. We really are excited about the East dining commons, whether we break them down from scratch and rebuild it or remodel it. We think that will such a key aspect of improving the student experience. We are very excited about that. We looking for a really good partnership. Hopefully, you have talked to some of our clients in the area that we do outside of business with outside of Texas. We are very transparent, easy to work with. That is what our clients tell us. We found that these are the four pillars of what we think you need for your university program. A little bit about the compass group. We have over 13,000 employees in the Texas area. We have 22 university partners in Texas. You can see some of the other compass business. We have Nacogdoches Memorial Hospital, which is right around the corner. That is one of our sectors. We have a lot of ability to support this community. We really just want to showcase that we are really good about things zone. This is a zone in Texas. We share people within the different sectors. As our CEO, he loves Texas. That is his favorite state. Also, just to let you know that the team, that are here today. We have a division office here in Texas and all of our support people and accounts and marketing and culinary, dietitians, safety. They are all from this area. A lot of support as far as that goes. I wanted to highlight a couple of awards we have one recently. Just last week, we won the Fortune's most admired companies, even during COBIT. We were really proud of that. We won our student success program which is one of the reasons we won the award. Then we have also one the diversity award three years in a row. We are really proud of those. These are the pillars of our organization. When I started five years ago, I went on a school tour and met with potential clients, internal stakeholders holders. I asked them, what are the three things you like about us and what are three things you would like us to adopt doing. It has been very successful for us. People, we treat them with care and concern. We believe that we are a guest in your house, so that is important to us. Not only the community on campus, but the surrounding community as well. We will talk about that a little bit in the program. I think we will talk about our culture. We are easy to work with. We face our challenges head on. These are long relationships. We know how important

it is to build those relationships from day one, wide and deep within the command diversity. One of the best, in the business. We feel that that is because students want to see something new every quarter, every semester we spend a lot of time just innovating every year. I will talk to you about that. Quizzing. Quizzing. My goal was to change the cruising. We have been on a journey. Really just won an award for or being known for the food we do. We are very excited about that and going to turn it over to my colleague. With that, Lisa did talk about culinary. We have the most culinary ends in the system. We do have the most culinary ends in the business.

We cook from scratch. But more importantly and to that, we have the ability to train our culinary ends from any level. If there was someone in the staff room that wanted to become part of the culinary team we can really get them to where they need to be. And culinary is more than just the responsibility of the chefs. It is the responsibility of all of us, whether does the operation teams on the ground or myself we want to see those culinary qualities come out, whether it is residential dining or retail. You can see here, we try to source whatever we can locally. Authentic flavors and really look into the community. All of our members -- menus are created right on campus. The students, the faculty and staff can all have input into what is showcase. As Lisa mentioned, there are only three of us here today. We wanted to give you an opportunity to hear from our chef candidates. We do have video. [ No audio ] the match so just a little bit of fun from our chefs. Not only do we have the executive chef on campus, but we have a whole level of Texas resources. We have corporate resources that Lisa spoke with before. You did ask us specifically the question around Coleman Mary -- culinary, it is important for the culinary piece to be part of the student experience. Part of what is offered for residential dining. Wanted to take this opportunity to walk you through our entire program, including residential dining. As we start, sorry there is a little bit of delay. As we start with the new eatery, at the Pines. We loved the creative process of creating something from scratch. But we all do so have some ideas around if you were to use the current building. As you enter the space, it is important for us to be this mix of a student union, as well as a student help and a community gathering place. We want the fellow Nacogdoches community to be able to come here on Sunday for brunch or bring their kids out to play in the yard out in front we took some attributes that the campus needs such as a 24-hour market right up front, it is part of the space but it also can be operated independently so that students have access to fresh food and convenience items as it is surrounded by residential doors. It was important for us to have the class, the transparency, so everybody can see the life that is happening inside of the building. The idea was to connect Wilson Street to the space. Inside, as I mentioned, we would have 10 different stations for our culinary platforms. Students could tell us exactly what they wanted to see for a rotating menu, to our fuel station which is designed to showcase functional food, so people have the ability to eat it to their preferences, whether it is needing to recover as an athlete, or need some energy to stay up late for studying. Really have the opportunity to bring all of these fresh ingredients to life so that in the space, there is this community gathering point. We are particularly excited around the inside. You can see it is mixed use seating, it is two levels. The 10 culinary platforms



along with 600's seats for students really provides an opportunity for students to create relationships and meet their best friends. I know when we were talking to some students on campus, they said I'd didn't meet my best friend and math class, I met my best friend in the residential dining. It is really a place where we can provide the opportunity for students to connect. We look at it as a place for faculty and staff and then the larger community to utilize the space as well. As we go on, this is the backyard area. Again, we know how important it is to keep students on campus and feeling like they are part of a larger community. This really provides the opportunity for the University to use it for special events or yoga classes, or a place for students to study outside. We also envision little kids on a Sunday wall where the kids can ride their bikes and I can get a cup of coffee. You can share with the Nacogdoches community. We are particularly excited about the upstairs level. We did put in some flexible multipurpose space that can be used not only for banquets, but for athletic team feedings. We know how important it is for those teams, where the weather is watching team video preparing for a big game together to eat together. We designed it so it could be used for banquets for the community. It could be rented out for nonprofits, for special events. Or it could host our staff the opportunity to come in and blur the lines between culinary platforms and academia. It can help us teach students how to cook, fundraisers for faculty and staff, teambuilding. Just a way to continue to get the whole FSA community as a whole in an Bop. It is an for interest first to note that we actually have an FSA grad within our community. I will show you her video.

I am class of

2005. I found everything at FSA. I found my confidence. I found my footing. I found my career path. I even found my husband. I just look forward to any opportunity to be a part in some way of transformation in future lumberjacks at FSA [ Laughter ] . We just wanted a space where we can showcase alumni and what life looks like after FSA and break down those walls with the community. This flexible space, whether it is through teaching kitchen, talking series, business classes, we just thought this was a fun way to continue to build life here on campus. We did note that during sort of pitch the question back to us what we wanted to use the current is done at building. We took the opportunity to take some of those attributes of the mill new building that we thought were important to campus. You can see we designed a walkway connecting to Wilson Avenue so that it does invite the community and to come in and experience everything. You can notice the interesting shape of the building, with the dome. Without that was important, because although we couldn't do the entire glass look in, it provided natural light to the center of the building. It gave the unit feel that life is happening without you. We thought it was important whether it was the new building or re-envisioning of the existing building, to just capitalize on the culture that is FSA and Nacogdoches and how do we bring that to life through concrete really. In the midst, one of the other things that I thought was really important what this idea of the 24 hour market. You can see the walk-up window here , it can serve fresh coffee, be a place for the community to come and utilized. Rounding out the residential dining, is the Baker PTO . All of our

culinary preference would come to life here. Our big goal is that no matter how you meet -- eat, that you are able to enjoy at multiple places all around campus. We really look forward to potentially working with the dietitian, the athletic feeding team so that matter what your preferences you can eat at any of our locations. And the residential program, it is important to have, my favorite, which is a very good retail program. We know that 41% of your students are living on campus but that means that 60% of these students are going somewhere else. You really want to build an entire platform that talked to them as well. You already have some great brands on campus. The Chick-fil-A, the Starbucks, these are really designed it to different retail areas in the student union. The food lumberyard keep those favorites. And then other things like the Jack's burger.

It would have to have a give back to the community. We know how students love helping the community.

He goes to fight food insecurity right here on campus. And a couple of other favorites whether it be pizza or open faced sandwich in addition to our market. The great thing about the retail program is that whether it is a Chick-fil-A or a Jack's burger, is that it is all designed to operate fluidly with the mill plan. They would be the mill exchange available at 100% of the places that we offer food so that students can get the most out of their meal plans. The second space would be the food hall at 1923. This was really designed to encompass a lot of the trend data that we are saying so that the space could be changed out multiple times over the life of the contract. As we study your students and we know that they love Asian food, we know that they love Street tacos. Most importantly, we love that they love working against the community.

This can help us understand what it was that campus was looking for, whether it was menu items are specific retail brands. They could come into the space and the hospitality folks could help us find or affix real-life business problems. Another way to get this whole community involved in what is going on with dining. I am particularly excited around we had a really thought around this. Know that the nearest Panera's and Tyler Texas. We were able to do on campus interviews how important it was to have catering. We were able to work with Panera to get them to give us the catering right to the entire city. That way, the University could offer Panera catering to the community at large. It becomes a revenue stream for the University as well as a reason for people to use campus and want to come into the center of campus. Also, in the later years, the contract have proposed a market next which is similar to the Amazon go technology. The students walk into a space, pick up their candy bar, there sandwich and just walk out. Again, our long-term goal and that we get better at every day is meeting students where they are, which is with their technology. We are good at that. With that, as we heard from the ship earlier, nothing is more interesting as an ex-college athlete than is what is going on over in the concessions and athletic fields. We have worked on a concessions program that brings three extra spots as well as pop-ups to the concessions. We did the note about \$450,000 to include improvements in the concession area. We can make it a bit more full of pride but also offer what students and game attendees are looking for. We do know that from our sister sector, they have come in and offered us some guidance as to what is best to do. They had all of this

research in the area that said 81% of ticketholders are really interested in fan favorites. We designed an entire menu around loaded hotdogs, loaded nachos and things like that. We have Ace's student only session where everything is three dollars or less. We just want to use this as an opportunity to continue to be part of everything that is happening on campus and campus pride. Additionally, those two stations of various areas on campus, just knowing that athletes have busy schedules and aren't as flexible as some others, they have the ability to grab whether it is hydration or fresh salads or sandwiches, it obviously depends on the sport as to what their body needs. We will have arrived relate array of options available.

As part of your process, you had asked us to share with you our vision for the student experience. Actually at the start of the engagement session, we actually opened it up within FSA, we wanted to continue tenure to enrich the success of our students. We get that the top of our mind when we were building a division for you. When we did that, we find a great way where we can provide some great success, support, and access to your program that we have for you. When we speak about enhancing the student experience, we are really looking at it a few different ways.

The first is by listening. First and foremost that is something that we do. We always take action out of the feedback that we have received. The second is by providing numerous resources and support troops to our team. As a company, we are absolutely addicted to feedback and data. We utilize data for the program that would build. We utilized our in-house data at an analytic group, and that called plus how does understand what the students and community are looking for as far as local food. What we also tried to find out what foods were trending many of the students come from that market. We were taken this information as what was keeping most important to you, that we learned over the last two years by visiting campus that help us create our vision, a lumberjack eats, we have 24 points of feedback about the year to make sure that we are always creating and tailoring programs that reflect you and are very specific to your community that comes in many formats. I text to chat, where someone literally can pick up the phone and do a quick text. They can then one of our leaders on site can respond very quickly. All weight all the way to annual focus screws. We always provide tools and resources to your on-site team. We do that through our central support team. What that is is a group of subject matter experts in many areas of our business. In the intent of this group is to help maintain her program and keep them on trend by data, resources, as well as mobilizing best practices that we find in our business. This group is unique and it is so important. The intent of that is to help operators in culinary to focus on delivering the best experience in building relationships as opposed to trying to build programs from ground up. By utilizing our innovations, we will have a very incredible opportunity to provide our DY I events, cultural experiences, and as our partner we understand that we play such an important role in so much more than just providing food at a campus. We know that dining service play such an important role in X enriching the students. So much in fact that it may impact a student's future. We really believe that our teaching kitchen is an opportunity to do just

that. They can come together to learn from our staff on how to cook a budget on five dollars to how to roll sushi. It is a fun and super engaging way for the community to come together and it just built friendships and interact with each other. Your students and athletes are going to have a really great opportunity to work with our on-campus dietitian. We know that is incredibly important, especially coming out of bed.

We look forward to a really great partnership at the rec centers and fueling stations, and to make sure the athletes are ready for the game days. We know that food is important to mental wellness and physical well-being. We have proposed our fuel platform. That is a function of food and ingredients and how this interacts with securing really great mental and physical well-being. We look forward to education the community on how their foods interacts with their bodies. We also look forward to partnering with residential life and how we can work together to build community events for students and for the Nacogdoches community and some other great things that we always like to go out to the communities and students that we serve. We spent about two years for sickest focusing on working with the campus. We feel that our student X success

paid insurance -- as you can see here we have proposed five different internships for this proposal as a hospitality summit. We look at this is a great way to partner with your hospitality program to bring in all of our different leaders for a special development series here at your campus. You also asked us what would it be like in the value of partnership. Something we is very important proud of is that we offer accountability and transparency. We always co-create and keep up performance indicators. They are around what is most important to you. We can move the program in the direction that you are looking for from us. Of course, we are always addressing the students need. We have really collaborative conversations around the business plans, progress made, and how it is that we can progress innovatively through the program and always tailor the program to the students needs. Of course, we always have a commitment to drive resources to make sure that we are meeting and achieving the needs of FSA. We are showing here a seven year financial partnership. This is been really constructed on what we have heard most from you. Your focus on the students except, innovation and transformation, building lumberjack pine. We were ecstatic to be able to offer a seven year financial partnership that just over \$65 million. A sign on bonus to help FSA. Through capital investments to continue to enhance the student experience. Also annual funds and in kinds. With that we would like to share why it is that we feel that we can best support your campus.

You have about one minute left, is that right?

Yes. That's five . No, the next one . People ask is what's different. We really put in these three -- six areas. We go to market much differently than our competitors. It is a large organization that allows us to be subject matter to . I am just as important for higher education and that is one of my functions. And all of those things. By utilizing all of the resources that we have. Obviously,

purchasing and procurement allows us to do and put more quality on the plate at less cost. I think we are innovated. If you look at the things we do, this is the beginning of it. Her team creates innovations every year just around what the students are looking for and what they want to see. If you seen one university, you have seen one university we think that you are unique. That is why we have named it the way we have. We try to make each campus unique and different. We wanted to fit with the personality of that campus. I think we did a nice job of doing that. We are the industry leader, we have had some very successful sales years. We continue to grow. We really will add a lot of culinary leaders. Best people. I really think we have some of the best people in the industry. That is it.

Thank you so much. At this time, we are going to open up the floor for about 15 minutes of questions.

I have a slightly different question that I have asked the previous presenters. I really like your approach to the on-site food prep and smallbatch cooking. Have an eating a lot of meals on campus, a lot of those meals are prepared elsewhere and brought and warmed up. Beefsteak, for one example. So I will elaborate a little bit on that on how much of your food prep

is for students. But as a member of the community, I'll eat a lot of meals here on campus that are not directly related to private banquet service. I would like you to elaborate. You mentioned that there are lots of opportunities for feedback

from local consumers to I think you mentioned local on-site managers. My question would be how do you do the polity control above that level so that we are not stuck with, you know, of feedback loop that is just local? How do you make sure that your coronaries on site are evaluated? What do you do to evaluate them on an ongoing basis?

Yes. Thank you very much. The feedback, we actually has 24 different types of feedback that we provide.

Quality first always. We also have third-party audits to come in and inspects and it goes all the way up to Lisa and everyone that we have mentioned. In terms of batch cooking, that is something that we pride ourselves on. Lisa brought that with her in her leadership. We are creating kitchens and equipment that are going to allow us to do that here specifically, to make sure that we can have that food quality program that we have proposed to you as well. On the feedback, for the students and community and faculty, we do monthly services where we invite everybody and we are always listening to feedback and making sure that we are delivering a program that is very much about you and meeting your expectations.

I would just add that above this account, would be the straight culinary people and it is not just a single account. We have a lot of resources that help.

>> Are you aware of our current dissipation rate for meal plans of students? I would like to ask what you would do to participate -- increase that. Would quality fix that, in the answer was the birthplace of quality was engagement with the students. I would like your assessment of that. >> Thank you for your question. There are a couple

of things that we utilize . This concern is that the proposal signals to us that this need for more portable meal plans. There was this thing on campus, but it was restricted. A group that we all understand does not want to have beers around its ability to spend. Also driving our program that it is necessary to tailor to this particular community. That was incredible to be able to do as well.

I would add that I do believe that quality does drop the program improvement. That starts at day one. If we were lucky enough to win this account, that starts with the training of the culinary inns and the staff around them so that every single male is of the utmost quality. That then leads to engagement and some of those other things. I think that is first and foremost. We spent a lot of time prior to students being on campus, getting that right and then a lot of constant evolution and training, whether it is learning how to cook different ingredients or learning a different position in the kitchen. Those types of things. From there, it goes to engagement, which does go to meal plans. How does that all complement each other? I think the bedrock is the quality.

Jennifer, did you have a question?

I didn't. David sort of test on it. What percentage of participation are you guys expecting are you basing your presentation on?

We started out at 60% and grow from that.

That is a 60% goal is your start point?

It is, uh-huh

I love the creativity . What is your motivation to come up with the fully new building. If we chose, with those numbers be rerouted to be combined with university dollars and some other -- [ Laughter ] >> Yes, that money could be used for something else in terms of if that is not what you wanted. We heard through the engagement session was this need to create this hub. We took the opportunity to really look at it and understand it has to be for dining but also wanted it to be student lifestyle but also community engagement. I think we probably did take a couple of creative liberties, if you will. But we just thought it was important to have this space that really reflected the culture and the heart of FSA. We didn't feel like when we toured campus that there was that space. Nothing that really provided the connection point, that piece that was the culmination of students memories. I went from there.

You talk a lot about participation rates and community, and I'm a firm believer that participation rates will impact the community build for our students. A big part of that also is our faculty and staff on campus. Staff meeting with students and having

a bite to eat with students. What are some of the incentive plans are ideas you have for faculty and staff which right now is pretty low. >> I think there is a couple of different things that we have been talking about. First and foremost, if we were lucky enough to win this business, we are new to campus. How would we use that to start fresh with stack only faculty and staff. How do we get them to come towards the retail facilities and the residential dining to really understand what we are doing and making a difference. That would be on us. Additionally, also catering. According to the catering users on campus, having the opportunity for them to sit down and taste the food, see the menus, see the place settings, that sort of things. But that was really our vision behind the

one space. I don't know if you need to have a true new building. It could be incorporated into other buildings, but how is that a place for students to have houses -- classes over there? Is there way to do a department event that our chef team and spoke to them about using a local ingredient or a seasonal ingredient, those types of things. I think it is about the connection with the culinary team and the operations team. More importantly, it is the getting the quality of food in their hands at the beginning so that they understand it is different. The other thing is, too, is I am particularly passionate about this on apologize if I go on. We love the feedback. Is there a menu item that we are getting wrong? Is there a way that we are doing barbecue sauce, because it is controlled on campus, a little bit different than how campus wants it? Or how a particular team or athlete member once it? We will be having that two-way communication. I think that is key.

We are on a communication plan that highlights how we communicate with everyone on campus. We were we were not able to share with the committee, but we have a very structured approach on how we connect with all of the students and faculty.

One example of that?

University of Texas at Dallas, they wanted to help us develop and grow. We develop spirit Friday. Anybody wearing a university T-shirt or shirt or something to that affect I think they were eating at five dollars as opposed to the normal rate. We found that was a good opportunity for us to meet without blurring the lines between students and staff. We do that across all of our experiences.

One more question. Over the years, I have found that the -- it is of great importance for good partnership to have good on-site managers. How are those managers -- how do they have input in the selection process?

I will start with one example. Another count we just got. The client wanted to meet with four different candidates. We put four different candidates from internally in front of them, and then they picked the one that they felt matched their organization and university.

That is absolutely right. We cannot ever put somebody on the campus and say here it is. That is a great program, that they identify our program with. We are very aware of that. We like to divide folks that we think would be best for our organization. They have to fit exceptionally well with our campus. That is something that we really hold near and dear. That is what helps us to be successful with our partnerships.

I do have one question. Could you address your food source thing. Local versus global food sourcing? How does that work out for the community?

Tip we typically purchase, and again it runs from 20% to 30% of our purchases on any given campus our local. Depending on what region they are, when we have a lot of business all around, that helps us to be able to help that revenue. We like to help mentors so that we can look at local businesses as well. We like to utilize them as well.

What would you consider local? Is that 50 miles, hundred miles, 300 miles?

150. It also trickles down when we partner with local food trucks or a provider in town that has a particular great ground beef that we want to use attestation. It can even be very specialized in the sense that we use a particular beef at Jack's burger. Knowing that there is a partnership there, they don't necessarily have to provide beef for the entire campus.

Okay. I can assure you you can source 100% of your chicken locally. [ Laughter ]. If there are no further questions. We thank you very much. We thank you for coming and bidding. We have to be in contact with you with our decision at some time. [ Laughter ]

Thank you very much.

Thank you.

Would you like for us to hold further discussion? Would you like to recess? Mark 's

We are in a public setting. Just be mindful of that if you share some proprietary information.

Will there be an opportunity later for us to ask, for example, about their recommendation and how they went about formulating that, what time of year and staff rankings, and things like that?

We will have another round of this committee tomorrow. We will resource until tomorrow and bring this back up tomorrow.

Okay I would like to know if there is anyone that has a question that they feel like was not answered if you could get that question to me,



and we could have that answer by the time we meet and discuss tomorrow. If you have a question that you feel like was not adequately answered by any of the presentations.

I have a few questions that were pertaining to the contract, but it was a tight question. Like I want to know about how these contractors will interact with our hospital of the hospitality program. How will they immigrate with our own hospitality on campus. Also how they assess financial impact. I want to see financial analysis and enrollment assumptions, were they all the same and things like that.

I think in the morning, when our committee comes back together, a lot of those discussions will be answered for you. Danny and his team have a presentation and Dr. Frye and his company have a presentation. We wanted to have these presentations to us today so that you could think through and come up with those other questions by tomorrow morning for the new committee meeting in the morning.

Let me add one question to that. Obviously, of the three groups, one of them is current. If any of the other two groups were to win this bid, what would be the transition that we currently have two one of the contractors. Has that been discussed? What that would look like? That would obviously directly impact employees. Not that they work for us, but they work on our campus. I would like to understand that really well. Just a question. Yeah, we talked about that earlier. Non-competes are --

Yeah, that's what I want.

>> If you know what it is, speak up. I'm just doing that out there. If you want to chew on it a while, go right ahead.

We've only got a couple of days left. Laid on me. Pulling no punches here. No filters. [ Laughter ]

We have a team here who are here to answer your questions before the interviews. The gist of his own if you want to do it now or if you want to do it tomorrow.

That is up to you, Mr. Chairman. That's up to you as far as what your timeframe is.

We have a 6:00 stop time tonight.

I think we should move on.

That is fine. Just posing some questions for tomorrow.

Tomorrow, there is not a formal PowerPoint presentation.

We did not have a PowerPoint presentation regarding food service and things like that. We are prepared to answer questions. I have not heard that question asked or answered by anyone. Have y'all had that question?

>> They didn't mention it but they weren't asked either. In fairness.

I was just thinking about it. You're talking about how many employees that they have. And I was thinking, if ship a is moving out and ship B is moving in, how many members of ship a will be retained. Or will they just clear out. I have two brain cells. One lecture and one works okay.

>> We will meet again tomorrow morning. Sound good?

Sound good. We are going to recess until tomorrow at a: 30. We will begin in the morning. Transition break . [ Captioners transitioning ]

[ Captioner standing by ] [ Event concluded ]