

VIRGINIA TECH  
DINING SERVICES

# STRATEGIC PLAN

| 2023 — 2028 |



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## PROPELLING VT DINING SERVICES INTO THE FUTURE

Dining Services' work is laser-focused on providing an excellent student experience through providing exceptional food and service. The department's priorities align with Virginia Tech's Beyond Boundaries vision and Student Affairs strategic plan.

Working within the vision, Dining Services has created a strategic plan which will serve as our directional compass in decision making which will propel the department towards making changes to align our future projects. The goals of our strategic plan embrace opportunities to collaborate, innovate, and advocate for our students and staff members.

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## PRIORITY *One*

### Invest in Employee Development and Retention | Page 5

Strengthen the hiring and onboarding practices to improve experience and increase retention, provide opportunities and support for leadership and staff career growth, provide opportunities and pursue solutions to support employee work-life balance.

| VT SP: BE A DESTINATION FOR TALENT | VTSA SP 4: EMPLOYEE WELL-BEING AND FLOURISHING |  
| VTSA SP 5: ADMINISTRATIVE EXCELLENCE AND EFFECTIVENESS |



## PRIORITY *Two*

### Maximize Efficiencies Through Technology | Page 13

Invest in technology and strategies for operations software, production, and packaging, increase automation throughout Dining Services, increase communications across all dining units to maximize use of resources and lower operational costs.

| VT SP: ENSURE INSTITUTIONAL EFFECTIVENESS | VTSA SP 6: TEAMWORK, COLLABORATION, AND INNOVATION |  
| VTSA SP 5: ADMINISTRATIVE EXCELLENCE AND EFFECTIVENESS |



## PRIORITY *Three*

### Strive for Inclusive Excellence | Page 21

Prioritize elevating Ut Prosim (That I May Serve), inclusion, diversity, and belonging.

| VT SP: ELEVATE UT PROSIM (THAT I MAY SERVE) DIFFERENCE |  
| VTSA SP 3: INCLUSION AND BELONGING |



## PRIORITY *Four*

### Advance Sustainability Initiatives | Page 29

Prioritize advancing regional, national, and global impact, teamwork, collaboration, innovation, and data-informed decision making.

| VT SP: ADVANCE REGIONAL, NATIONAL, AND GLOBAL IMPACT | VT SP 7: DATA INFORMED DECISIONS-MAKING | |  
VT SP 6: TEAMWORK, COLLABORATION, AND INNOVATION |



## PRIORITY *Five*

### Enrich the Student Experience | Page 37

Prioritize fostering student well-being, success, elevate Ut Prosim (That I May Serve), and ExperienceVT.

| VT SP: ELEVATE UT PROSIM (THAT I MAY SERVE) DIFFERENCE | VT SP 1: STUDENT SUCCESS AND WELL-BEING |  
| VTSA SP 2: EXPERIENCEVT |

# **PRIORITY** *One* **INVEST IN EMPLOYEE DEVELOPMENT AND RETENTION**

Dining Services will invest in *employee development* and retention to strengthen the employee experience. All team members should be provided opportunities to grow professionally in a career path that will impact the individual as well as increase departmental retention.



## GOAL ONE

# STRENGTHEN HIRING AND ON-BOARDING PRACTICES

### Improve and enhance the on-boarding experience.

- › Analysis of current hiring and on-boarding processes for all levels of employees. (student, non-student wage, salary, AP faculty)  
| BY SUMMER 2025 |
- › Define what is required for on-boarding by Dining, Student Affairs, university, state, and federal mandates.  
| BY SUMMER 2025 |
- › Implement the standardized process  
| BY FALL 2025 |
- › Request funding to hire a departmental specialist who will oversee on-boarding and continuing professional development  
| BY FALL 2026 |
- › Explore current open positions or request funding for an on-boarding coordinator positions in each dining center  
| BY FALL 2026 |
- › Develop a library of videos and on-line trainings to enhance on-boarding trainings, such as HACCP overview, safety videos, software utilization, etc.  
| BY SUMMER 2027 |

### Centralize hiring interview process for all pooled salaried positions in addition to hiring non-student wage and student employees.

- › Create consensus on committee hiring process between all the dining centers  
| BY SUMMER 2025 |
- › Create standards for committee interviewing and hiring (i.e., who are the representatives from the dining centers, how do dining centers agree on candidates with multiple interests, who handles the on-boarding process, etc.)  
| BY SUMMER 2025 |
- › Create set times and locations for committee interviews  
| BY FALL 2025 |
- › Create scheduling tool to communicate applicant information to dining center committee members  
| BY FALL 2025 |



### Review and refine the student hiring process.

- › Create a flow chart of the current processes in place for student hiring  
| BY SPRING 2024 |
- › Create master list of policies, procedures, and laws that govern the requisite steps for student hiring  
| BY SPRING 2024 |
- › Survey incoming employees by demographic on barriers to employment (i.e., application process, time, paperwork, documentation, procedures, etc.)  
| BY SPRING 2024 |
- › Survey failed applicants (applied but withdrew) on barriers to employment. (i.e., application process, time, paperwork, documentation, procedures, etc.)  
| BY SPRING 2024 |
- › Use information to inform and refine the student hiring process  
| BY SUMMER 2024 |
- › Allocate resources as needed to revise process  
| BY SUMMER 2024 |
- › Work with outside departments to remove application and on-boarding barriers (SAHR, Central HR, Payroll, Housing, BT, Parking Services, Cranwell, etc.)  
| BY SUMMER 2024 |
- › Continue to track hiring and on-boarding data to measure efficiencies, retention, and diversification gained.  
| BY SPRING 2025 |

## GOAL TWO

# PROVIDE OPPORTUNITIES AND SUPPORT FOR CAREER GROWTH

### Create compensation program for earning certifications, achievements, tenure milestones, and performance on annual evaluations.

- › Research legality, precedent, and policy that relates to tenure-based compensation for salary employees.  
| BY SUMMER 2027 |
- › Research merit-based raise policies to evaluate potential avenues of performance-based compensation.  
| BY SUMMER 2027 |
- › Research employee reward policies to evaluate potential avenues of performance-based compensation.  
| BY SUMMER 2027 |
- › Identify departmental priorities for national programming value.  
| BY FALL 2027 |
- › Identify employee categories that fall into national programming needs.  
| BY FALL 2027 |

- › Ensure resources are properly allocated and distributed so that identified employees are engaging in national programming.  
| BY FALL 2027 |
- › Create a standard that dictates Dining's policy for tenure, merit, and performance compensation rates.  
| BY SPRING 2028 |
- › Implement standard and account for compression if possible.  
| BY SUMMER 2028 |

### Offer educational programs with monetary compensation for completion.

- › Create a list of Dining trainings, programs, certification requirements, national recognitions, etc.  
| BY FALL 2027 |
- › Define which of these listed programs provides value to the department and dining plan holders.  
| BY SPRING 2028 |



- › Define compensation levels associated with these programs.  
| BY SUMMER 2028 |
- › Create a procedure for application, verification, and auditing of the program.  
| BY SUMMER 2028 |

### Create and implement a manager training program that works similarly to an apprentice program.

- › Identify gaps in management recruitment and training.  
| BY SUMMER 2024 |
- › Identify potential Diversity, Equity, and Inclusion (DEI) recruitment tactics.  
| BY SUMMER 2024 |
- › Define parameters of the program.  
| BY FALL 2024 |
- › Pilot initial class.  
| BY SPRING 2025 |

### Develop and implement an experiential learning opportunity in a different dining center to further develop management skills.

- › Offer an ACF-accredited apprenticeship program.  
| BY SUMMER 2024 |
- › Define target audience & their needs.  
| BY FALL 2023 |
- › Define ACF requirements.  
| BY SPRING 2024 |
- › Design program for internal staff and external students.  
| BY FALL 2025 |
- › Market opportunities.  
| BY SPRING 2026 |
- › Launch and evaluate program.  
| BY FALL 2026 |

## GOAL THREE

# PROVIDE OPPORTUNITIES AND PURSUE SOLUTIONS TO SUPPORT EMPLOYEE WORK-LIFE BALANCE

### Explore standardizing employee meal plan/policy to add consistency to all levels of employees.

- › Create a master list of current meal plans for all employee classifications.  
| BY SUMMER 2025 |
- › Create definition on what the employee meal policy should look like.  
| BY SUMMER 2025 |
- › Research University and State policy that may limit the plans.  
| BY SUMMER 2025 |
- › Streamline employee meal plans/policies to create standardization.  
| BY FALL 2025 |
- › Look to modernize the plans with more utilization of employee IDs for access or inclusion of Grubhub as an order platform.  
| BY SPRING 2026 |
- › Advertise new policies to increase transparency.  
| BY SUMMER 2026 |

### Increase the availability of a family, emotional, and mental support program specific to our staff.

- › Identify available resources and disseminate to all employees.  
| BY SPRING 2026 |
- › Complete an assessment to determine areas for improvement.  
| BY SUMMER 2026 |
- › Implement steps and resources based upon the outcome of the assessment to address deficiencies.  
| BY SUMMER 2026 |

### Improve exit interview process.

- › Create a document that identifies the current process for all levels of employees.  
| BY SPRING 2024 |
- › Survey stakeholders on what information is valuable from exiting employees.  
| BY SPRING 2024 |
- › Create surveys for distribution to exiting employees.  
| BY SUMMER 2024 |
- › Create a standard procedure for conducting exit interviews. (email, in-person, paper, etc.)  
| BY SUMMER 2024 |
- › Pilot process.  
| BY FALL 2024 |
- › Refine and implement department wide.  
| BY SPRING 2025 |
- › Use data on an annual on-going basis by unit and for the entire department to identify deficiencies in training and procedures.  
| BY SUMMER 2025 |



# PRIORITY *Two* MAXIMIZING EFFICIENCIES

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Dining Services will continue to *maximize efficiencies* by exploring ways to incorporate and invest in technological solutions to increase adeptness and ensure an inclusive model to continue planning the dining centers of the future.

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## GOAL ONE

# INVEST IN TECHNOLOGY AND STRATEGIES.

### Implement digital HACCP program.

- › Research completed.  
| BY FALL 2024 |
- › Estimate budget cost and submit for budget approval.  
| BY FALL 2024 |
- › IT and Procurement approval.  
| BY SUMMER 2025 |
- › Launch pilot program in select dining centers.  
| BY SPRING 2025 |
- › All units implemented.  
| BY SPRING 2027 |

### Implement self checkout at all Grab N' Gobble locations.

- › Research self-checkout companies.  
| BY SPRING 2024 |
- › Estimate and propose cost for budget request.  
| BY SUMMER 2025 |
- › Gain IT/Procurement approval.  
| BY FALL 2026 |
- › Pilot at select Grab N' Gobble locations.  
| BY SPRING/SUMMER 2026 |
- › All units implemented.  
| BY SPRING 2027 |

### Increase overall offerings and production capacities.

- › Feasibility study to determine renovation or relocation of Southgate.  
| BY SPRING 2024 |
- › Increase cook and chill capabilities for menu production.  
| BY FALL 2025 |
- › Year over year increase of Grab N' Gobble products to come from Southgate.  
| BY SPRING 2026 |
- › Automate food packing, sealing, and label systems.  
| BY SPRING 2027 |



## GOAL TWO

# INCREASE AUTOMATION THROUGHOUT DINING SERVICES.

### Automate hiring data to be instantaneous and organized by unit/location.

- > Research Programs available.  
| BY FALL 2023 |
- > Estimate and propose cost for budget request.  
| BY FALL 2023 |
- > Gain IT/Procurement approval.  
| BY SPRING 2024 |
- > Implement program.  
| BY FALL 2024 |

### Increase the use of robotics for food production.

- > Identify locations and costs/ROI for additional co-robots.  
| BY SPRING 2025 |
- > Research and identify best options for efficiency.  
| BY SPRING 2025 |
- > Estimate and propose cost for budget request.  
| BY SPRING 2025 |
- > Research and determine the technical support and trained technicians to provide preventive maintenance and repair.  
| BY SPRING 2025 |
- > Order/Implement new robot & associated procedures.  
| BY FALL 2027 |



### Automate price and portion process.

- > Research programs and software, other universities.  
| BY FALL 2023 |
- > Estimate and propose cost for budget request.  
| BY SPRING 2024 |
- > Gain IT approval.  
| BY FALL 2024 |
- > Implement new programs.  
| BY SPRING 2026 |
- > Develop and implement new price and portion policies and procedures.  
| BY FALL 2026 |

### Create online on/off boarding forms that integrate with Student Affairs and can automate banner transactions.

- > Assess needs for form.  
| BY LATE FALL 2023 |
- > Identify key stakeholders to receive information.  
| BY SPRING 2024 |
- > Work with SA IT to develop and implement new procedure.  
| BY SPRING 2024 |
- > Pilot with salary employees.  
| BY FALL 2024 |
- > Expand to wage employees.  
| BY SPRING 2025 |
- > Expand to student employees.  
| BY FALL 2025 |

### GOAL THREE

## INCREASE COMMUNICATION TO MAXIMIZE USE OF RESOURCES AND LOWER OPERATIONAL COSTS.

#### Create shift line-up guidelines for units to implement regular shift meetings.

- › Research best practices from private restaurants for line-up structure.  
| BY SPRING 2024 |
- › Educate management on how to hold shift line up meetings.  
| BY FALL 2024 |
- › Hold shift line up meetings in every dining center during every shift.  
| BY SPRING 2025 |
- › Create metrics for management accountability in holding line-ups.  
| BY FALL 2025 |

#### Make a collective departmental calendar with leadership to balance operational needs with professional development.

- › Research tool and procure method for documenting department wide events.  
| BY SPRING 2024 |
- › Events should be posted no later than 2 weeks prior to the start of semester. (for the entirety of the semester)  
| BY FALL 2024 |
- › Communicate calendar to all levels of staff.  
| BY SPRING 2025 |



# PRIORITY *Three* STRIVE FOR INCLUSIVE EXCELLENCE

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Dining Services will *strive for inclusive excellence* to ensure all groups and individuals have equitable access to resources and opportunities in regards to hiring practices, work environments, policies, and dining experiences. Build an environment that engages all staff to understand that individuals share different beliefs, perspectives, lived experiences, backgrounds, and cultures.

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## GOAL ONE

# INCREASE DIVERSITY OF STAFF AT ALL LEVELS.

**Create metrics that align with Virginia Tech's strategic goals to increase underrepresented minority staff and student employment.**

- › Gather baseline data for levels of employees.  
| BY SPRING 2024 |
- › Create initiatives that will increase diversity.  
| BY SPRING 2024 |
- › Create departmental metrics based on the collected data.  
| BY FALL 2024 |
- › Define underrepresented minority staff and student employees.  
| BY FALL 2024 |
- › Launch new initiatives and evaluate outcomes.  
| BY FALL 2025 |

**Target recruiting and job searches to increase diversity.**

- › Review all job descriptions to ensure they are written through a lens of inclusion and diversity.  
| BY SPRING 2024 |
- › Review forward facing job advertising and marketing.  
| BY SPRING 2024 |
- › Evaluate barriers that might be limiting internal promotions of existing diverse staff members.  
| BY SPRING 2024 |



**Identify barriers to employees' success and communicate more effectively with diverse populations where english is not their first language.**

- › Create a Dining census to determine what the most needed languages are based on staff demographics.  
| BY FALL 2023 |
- › Create an incentivized program for people to be translators.  
| BY SPRING 2024 |
- › Investigate and invest in technology that can be utilized to translate in-person hiring process, onboarding training, and year-round training into multiple languages.  
| BY SPRING 2024 |
- › Ensure all written materials are available or easily translated with technology in the top three languages.  
| BY SUMMER 2024 |

## GOAL TWO

# ENHANCE AND DIVERSIFY MENU OFFERINGS TO MEET THE COMMUNITY'S NEEDS.

### Identify opportunities to increase culturally appropriate and authentic daily food offerings and special events.

- › Conduct focus groups and surveys of campus community.  
| BY SPRING 2024 |
- › Research and collect authentic recipes.  
| BY SUMMER 2024 |
- › Develop and test recipes to be incorporated into daily menus.  
| BY SPRING 2025 |
- › Create a marketing plan that communicates new diverse food offerings.  
| BY SUMMER 2025 |
- › Evaluate and gather feedback for continued improvements and future additional food offerings.  
| BY SPRING 2026 |

### Expand dining concepts to be more inclusive to those with differing diets.

- › Determine the sincere need and prioritize concepts based upon student feedback.  
| BY SPRING 2024 |
- › Determine feasibility of implementing concepts.  
| BY FALL 2024 |
- › Determine the requirements of implementing a concept.  
| BY FALL 2024 |
- › Student engagement to get ideas and feedback.  
| BY SPRING 2025 |
- › Planning and development of the concept/location.  
| BY FALL 2025 |

- › Develop recipes that meet the requirements of the proposed concepts.  
| BY SPRING 2026 |
- › Develop an educational program for staff, university administrators, and guests.  
| BY SUMMER 2026 |
- › Launch new program.  
| BY FALL 2026 |
- › Evaluate impact of the new program.  
| BY SPRING 2027 |

### GOAL THREE

## CREATE A COMPREHENSIVE, INTENTIONAL DIVERSITY PROGRAM FOR THE CULTURE OF EMPLOYEES.

**Grow all employees' cultural competency and provide opportunities to employees to incorporate DEI principles into their work.**

- › Research and establish a comprehensive training and professional development program that provides foundational training and continued personal exploration of DEI principles for all levels of staff.  
| BY FALL 2024 |
- › Create and implement an annual DEI workshop to reinforce our commitment to cultural competency and DEI initiatives.  
| BY FALL 2024 |
- › Incorporating a DEI competency metric into dining staff performance plan to ensure they are participating, learning, and exploring cultural competencies and DEI.  
| BY FALL 2024 |
- › Incorporate recommendations from the Student Affairs Strategic Plan.  
| BY SPRING 2025 |

**Create connection and a sense of belonging for all employees.**

- › Review and expand the onboarding process to ensure all employees feel welcome and have information about success.  
| BY SPRING 2024 |
- › Develop an internal mentorship and job shadow programs to create a support system for employees.  
| BY FALL 2024 |
- › Establish on-going cultural, DEI training, and professional development for management and leadership teams.  
| BY SPRING 2025 |
- › Create a leadership program to provide employees opportunities to learn leadership skills.  
| BY FALL 2025 |



# PRIORITY *Four* ADVANCE SUSTAINABILITY INITIATIVES

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Dining Services will continue to *advance sustainability initiatives* that align with the university's climate action commitment and departmental goals. Engage staff and students to create a culture of sustainability within the dining centers and dining experience.

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## GOAL ONE

# ADVANCE SUSTAINABILITY INITIATIVES TO SUPPORT VIRGINIA TECH'S CLIMATE ACTION COMMITMENT

### Develop department mission statement/commitment geared towards sustainability and vt climate action commitment.

- › Review current departmental sustainability guiding principle.  
| BY FALL 2024 |
- › Craft a Dining Services Climate Action/sustainability mission statement.  
| BY FALL 2024 |

### Create ExperienceVT partnership to find linkages to climate wellness and climate action.

- › Collaborate with ExperienceVT team to brainstorm, update Dining Services Climate Action pathways.  
| BY SPRING 2025 |
- › Align dining sustainability experiences into ExperienceVT mapping process and semester review.  
| BY SPRING 2025 |

### Determine necessary funding for campus composting operations and other opportunities for climate action involvement and infrastructure changes.

- › Create a working group with Climate Action, Sustainability, and Energy Committee, the Budget Office, and Student Affairs Planning and Operations.  
| BY SPRING 2025 |
- › Determine monthly and annual (\$) cost of Dining Services composting operations/ investment.  
| BY SPRING 2025 |
- › Create a baseline for monthly hauling costs for Meridian Waste and Royal Oak Farm.  
| BY SPRING 2025 |



### Increase local purchasing within Dining Services.

- › Document a baseline of all locally sourced inventory across all dining centers.  
| BY FALL 2025 |
- › Identify how vendors label products as local.  
| BY FALL 2025 |
- › Develop a comprehensive plan to increase and promote the use of Homefield Farm produce in the Dining Centers.  
| BY FALL 2025 |
- › Work with dining centers to record local vendor purchases within FoodPro.  
| BY SPRING 2026 |
- › Develop a sustainable purchasing resource guide to aid dining centers with sustainable/local purchasing decisions.  
| BY FALL 2026 |

- › Research 4P Partnership, co-op, and local food sourcing with other universities to increase buying power for more sustainable packaging and food products.  
| BY FALL 2026 |
- › Increase local purchasing of total spend on food purchases to 20%.  
| BY SPRING 2027 |

### Conduct a financial analysis of switching to more sustainable packaging alternatives.

- › Compare alternatives such as compostable straws to plastic straws.  
| BY FALL 2024 |
- › Partner with dining centers to see what options make sense for their units from a financial and sustainability standpoint for all of Dining Services.  
| BY FALL 2025 |

## GOAL TWO

# INCREASE EDUCATION AND OUTREACH TO ADVANCE SUSTAINABILITY INITIATIVES.

### Increase communication about sustainability with staff.

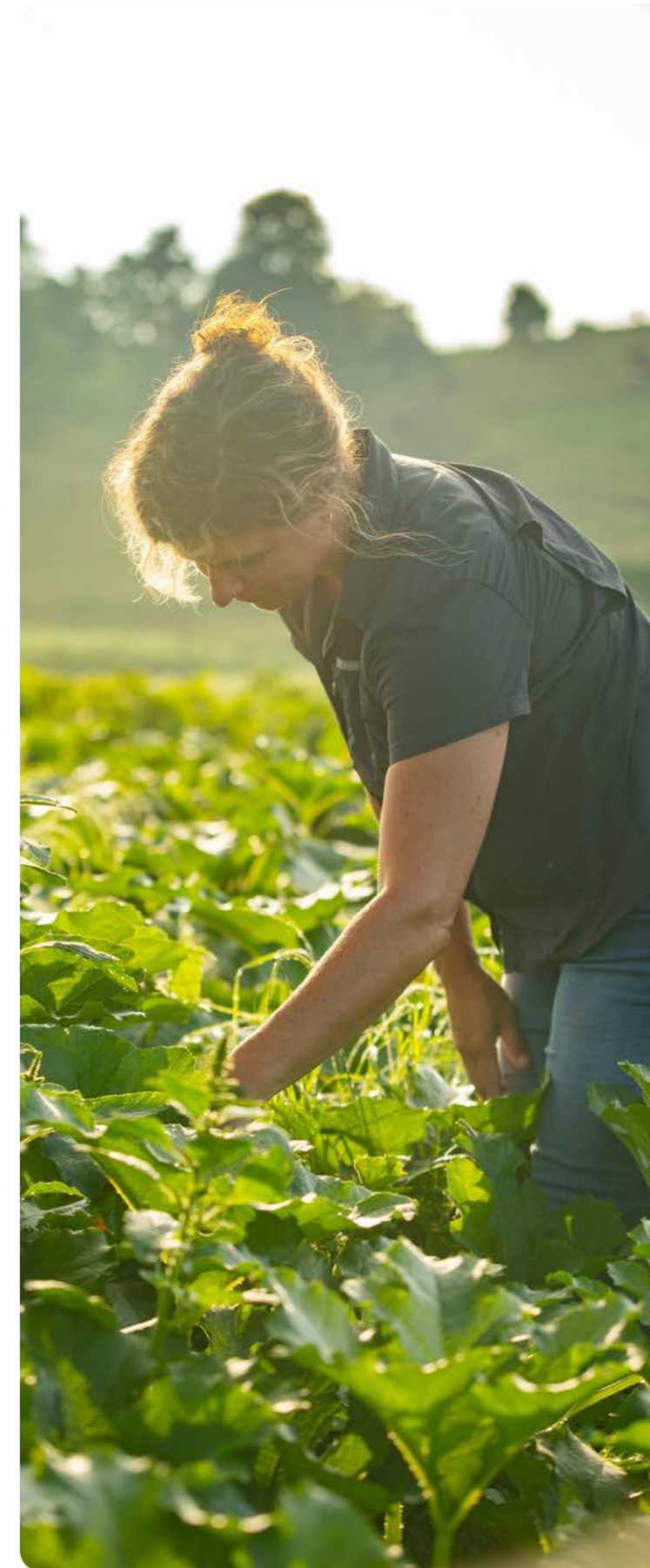
- › Partner with Hiring Coordinators and Student Management to advance awareness during the hiring and on-boarding process.  
| BY FALL 2024 |
- › Host two sustainability roundtables with each dining center team per academic year.  
| BY FALL 2024 |
- › Create training opportunities for staff (two levels - staff / wage and students) sustainability in Dining.  
| BY SPRING 2025 |
- › Determine focus areas for training and time frames for training.  
| BY FALL 2025 |

### Create transparent reports to show departmental sustainability efforts.

- › Agree upon framework of reports and content.  
| BY FALL 2024 |
- › Identify stakeholder(s) responsible for creation and disseminate of report.  
| BY SPRING 2025 |

### Collaborate with university partners to develop new student orientation modules that incorporate dining services sustainability information into the on-campus learning experience.

- › Collaborate with stakeholders / partners.  
| BY FALL 2024 |
- › Determine focus areas for modules and connections to Dining Services.  
| BY SPRING 2025 |
- › Create content for learning module.  
| BY FALL 2025 |
- › Launch the orientation module.  
| BY SUMMER 2026 |



## GOAL THREE

# DEVELOP AND ACQUIRE RESOURCES ON CAMPUS TO SUPPORT SUSTAINABILITY EFFORTS.

### Acquire biodegradable waste at Southgate Center.

- › Explore grant opportunities and strategic partnerships for funding.  
| BY SPRING 2024 |
- › Review biodegradable models and test biodegradable at Southgate Center.  
| BY SPRING 2025 |
- › Pilot program launch.  
| BY FALL 2025 |

### Create an annual student green fee for sustainability needs.

- › Partner with stakeholders to research Green Fee.  
| BY SPRING 2024 |
- › Determine budget for items such as RTG containers, programs, etc.  
| BY SPRING 2025 |
- › Agree on Green Fee administration and cost.  
| BY SUMMER 2026 |



### Designate “sustainability champions” within each dining center to serve on departmental “green team” to assist with and support departmental sustainability initiatives.

- › Develop the guidelines and requirements for the champion role.  
| BY FALL 2024 |
- › Create system for electing Sustainability Champions.  
| BY FALL 2024 |
- › Identify representative from each Dining Center.  
| BY SPRING 2025 |
- › Explain how the champions will collect and share metrics from the program.  
| BY FALL 2025 |

**PRIORITY** *Five*  
**ENRICH THE  
 STUDENT  
 EXPERIENCE**

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Dining Services will *enrich the student experience while fostering well-being* to ensure learning opportunities will positively impact their mental, physical, and emotional well-being. Understand every student customizes their own learning and university experience.

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**GOAL ONE****INTEGRATE OPPORTUNITIES FOR EXPERIENTIAL LEARNING****Launch additional opportunities for experiential learning.**

- › Identify current experiential learning opportunities to identify unmet needs.  
| BY FALL 2025 |
- › Planning and development of new programs.  
| BY FALL 2025 |
- › Launch and evaluate new programs.  
| BY SPRING 2026 |

**Partner within Student Affairs for wellness initiatives as they relate to food.**

- › Compile list of what we currently do as a “wellness initiatives” as it relates to food.  
| BY FALL 2024 |
- › Identify Areas of unmet needs.  
| BY SUMMER 2024 |
- › Planning and development of new programs.  
| BY SUMMER 2025 |
- › Launch and evaluate new programs.  
| BY FALL 2025 |

**Create a teaching kitchen with audio/video multimedia capabilities.**

- › Define needs/what is wanted by stakeholders.  
| BY SUMMER 2025 |
- › Define feasible locations.  
| BY SPRING 2026 |
- › Planning and development.  
| BY FALL 2026 |
- › Implement changes and begin using new capabilities.  
| BY SUMMER 2028 |

## GOAL TWO

# CREATE DINING SOLUTIONS FOR CONTINUED EXCELLENCE AND STUDENT WELL-BEING

### Redesign dining plans to include an “unlimited” plan.

- › Compare historical plan options, participation, and revenue.  
| BY FALL 2023 |
- › Create an unlimited dining plan option.  
| BY FALL 2023 |
- › Obtain budget office and Board of Visitors approval.  
| BY SPRING 2024 |
- › Market and offer plans.  
| BY FALL 2024 |

### Create a dining-operated brew pub wine bar featuring institutional and locally-sourced products.

- › Identify what is needed to open (research local, state, & federal laws)  
| BY FALL 2024 |
- › Research/survey to determine the best location.  
| BY SUMMER 2025 |
- › Identify and pursue facility, equipment, staffing, and licensing requirements.  
| BY SPRING 2026 |
- › Facilities construction.  
| BY SUMMER 2027 |



### Identify ways to reassess student voice in menu and food development.

- › Identify current ways students have a voice in menu and food development.  
| BY FALL 2023 |
- › Identify ways in which student voices could be better involved.  
| BY SPRING 2024 |
- › Identify students, groups, etc. annually who would like to have input.  
| BY SPRING 2024 |
- › Build connections with students/student groups from whom we would like represented (in addition to current ones).  
| BY SUMMER 2024 |

- › Promote/market new process/forum/etc. for how to receive student voices in menu, food development, services, and facility design.  
| BY SUMMER 2024 — FALL 2024 |
- › Launch new mechanisms for student voice feedback.  
| BY FALL 2024 |
- › Create an annual assessment to understand impact of the student voice on the program.  
| BY SPRING 2025 |

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