



UNIVERSITY OF CENTRAL ARKANSAS  
PURCHASING OFFICE  
201 DONAGHEY AVENUE  
McCastlain Hall 101  
CONWAY, AR 72035

REQUEST FOR PROPOSAL

UNIVERSITY FOOD AND CATERING SERVICES

**RFP#UCA-12-137**

PROPOSALS MUST BE RECEIVED BEFORE:  
2:00 P.M. Central Time on Thursday, January 26, 2012

Proposal Delivery Address:  
University of Central Arkansas  
201 Donaghey Avenue  
Purchasing Dept.  
McCastlain Hall 101  
Conway, AR 72035

Proposal Opening Location:  
University of Central Arkansas  
201 Donaghey Avenue  
Purchasing Dept.  
McCastlain Hall 025  
Conway, AR 72035

REQUEST FOR PROPOSAL  
SIGNATURE CERTIFICATION PAGE

Anticipated Procurement Timetable

RFP Release Date:	December 5, 2011
Mandatory Pre-Proposal Meeting: (McCastlain 025)	10:00 a.m. December 15, 2011
Proposal Due Date and Time:	January 26, 2012 at 2:00 p.m.
Oral Presentations:	February 10, 2012
Evaluation Completion Date:	On or before February 17, 2012
Contractor Commences Performance:	June 1, 2012

PROPOSALS WILL BE ACCEPTED UNTIL THE TIME AND DATE SPECIFIED ABOVE. THE PROPOSAL PACKAGE AND ENVELOPE MUST BE SEALED AND PROPERLY MARKED WITH THE PROPOSAL NUMBER, DATE AND HOUR OF BID OPENING AND BIDDER'S RETURN ADDRESS. IT IS NOT NECESSARY TO RETURN "NO BIDS" TO THE UNIVERSITY OF CENTRAL ARKANSAS PURCHASING OFFICE. Companies who do not attend the Mandatory Pre-Proposal meeting on December 15<sup>th</sup>, 2012 will not be allowed to submit a proposal.

Company Name: \_\_\_\_\_

Name (Type or Print: \_\_\_\_\_

Title:  
\_\_\_\_\_

Address:  
\_\_\_\_\_  
\_\_\_\_\_

Telephone Number: \_\_\_\_\_ Fax Number: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

FAILURE TO PROVIDE A TAXPAYER IDENTIFICATION NUMBER MAY RESULT IN BID REJECTION:

\_\_\_\_\_  
Federal Employer Identification Number or Social Security Number

The undersigned affirms that they are duly authorized to execute this contract, that this bid has not been prepared in collusion with any other Offeror, and that the contents of this bid have not been communicated to any other Offeror or any employee of University of Central Arkansas prior to the official review of this bid. THE BID MUST BE SIGNED IN INK. UNSIGNED BIDS WILL NOT BE CONSIDERED.

# UNIVERSITY FOOD AND CATERING SERVICES

University of Central Arkansas  
Conway, AR 72035

## I. General Information and Instructions for RFP

- A. Request for Proposal: The University of Central Arkansas, also referred to as University or UCA, an institution of higher education, is soliciting sealed proposals from qualified companies to establish a contract through competitive negotiations for University Food and Catering Services for various locations on the UCA campus. This proposal process shall be governed by the State of Arkansas Procurement Laws. The University of Central Arkansas Evaluation Committee will remain anonymous until the time of oral presentations. Offerors are prohibited from contacting evaluation committee members in regard to this proposal. Those found in violation are subject to proposal rejection. The sole point of contact for this proposal will be the Issuing Officer. The process of competitive negotiation being used in this solicitation provides the flexibility to negotiate with firms to arrive at a mutual agreeable and beneficial business relationship. The University will not consider individual offers for the "Brewer Hegeman Conference Center." All offers must be inclusive for the complete food service and catering programs.

Proposals will be accepted until 2:00 p.m. CST, January 26, 2012

Sealed Proposals should be mailed or delivered to the following:

Cassandra McCuien-Smith, Director of Purchasing  
University of Central Arkansas  
201 Donaghey Avenue  
McCastlain Hall 101  
Conway, AR 72035

This solicitation does not commit the University to award a contract, to pay any costs incurred in the preparation of a proposal, or to procure a contract for the articles of goods or services. The University reserves the right to accept or reject any or all proposals received as a result of this request and to cancel in part or in its entirety this request for proposal, if it is in the best interest of the University.

- B. Term of the Contract: The initial term of the contract(s) shall be for two (2) years, extending from June 1, 2012 through June 30, 2014, and may be renewed, in one (1) or two (2) year increments, not to exceed a total of seven

(7) years. No other renewal period or extensions will be considered as part of this RFP process.

- C. Type of Service: Proposals will be received for the services specified herein or listed in documents hereto under the terms and conditions of this Request for Proposals and any general specifications attached.
- D. Legally Binding: Proposals must be made in the official name of the firm or individual under which business is conducted and must be signed by a person duly authorized to legally bind the person, partnership, company or corporation submitting the proposal.
- E. Qualifications of Offerors: Offerors shall be of known reputation and shall have sufficient experience and qualified personnel to perform adequately the prescribed service. Offerors shall submit evidence of qualifications as requested in the solicitation. Offerors shall complete and return Attachment A, Offeror Data Sheet.
- F. Proposal Costs: The Contractor must bear all costs associated with the preparation of the proposal and of any oral presentation requested by the University.
- G. Terms and Conditions: By submitting a proposal, the Offeror agrees to be governed by the terms and conditions as set forth in this document. Any proposal containing variations from terms and conditions set forth herein may, at the sole discretion of the University, render such proposal unresponsive.
- H. Compliance: Proposals must include all applicable requested information and meet all specification requirements. If significant errors are found in the proposal, or if the proposal fails materially to conform to the requirements of the Request for Proposal, the proposal may be rejected. Proposals must be signed to be considered.
- I. Contract: All provisions of this Request for Proposal and the successful Offeror's proposal, as mutually agreed upon by subsequent negotiation, provide the specifications for, and obligations of both parties to be executed by any duly authorized representative(s). The following shall constitute the contract agreement.
- UCA Request for Proposal No. UCA-12-137
  - All addenda issued pursuant to UCA-12-137
  - Contractor's proposal
  - All clarifications & negotiated modifications to Contractor's proposal

- J. Addenda to RFP: Any addenda to this RFP will be published on the UCA Purchasing website to all Offeror's at the following web address: [www.uca.edu/purchasing](http://www.uca.edu/purchasing).
- K. Proprietary Information: Commercial or financial information obtained response to this RFP will be part of the public record. All Offerors must visibly mark as "confidential" any proprietary, financial, or commercial information which, if disclosed, might cause harm to the Offeror's competitive position. Offerors should note that the University of Central Arkansas is subject to the Arkansas Freedom of Information Act and should limit sections designed as confidential to the extent possible. An *entire proposal marked "Confidential" will not be considered.*
- L. RFP Content: Each Offeror shall fully acquaint itself with conditions relating to the scope and restrictions attending the execution of the work under the conditions of this "Request for Proposal." The failure or omission of the Offeror to acquaint itself with existing conditions shall in no way relieve it of any obligation with respect to this "Request for Proposal" or to the "Negotiated Contract." Later claims for extra compensation for existing conditions that should have been foreseen had such an examination been made will not be honored.
- M. Mandatory Pre-Proposal Conference: A mandatory pre-proposal conference will be held December 15, 2011 at 10:00 a.m. The meeting will begin in the UCA Purchasing Department Conference Room, 201 Donaghey Avenue, McCastlain 025, Conway, AR 72035. The purpose of this conference is to fully acquaint potential Offerors with all conditions. During this conference, questions concerning the "Request for Proposal" will be answered, and a tour of the various University facilities will be conducted.

Attendance at the pre-proposal conference is a prerequisite requirement to be qualified to submit a proposal. Proposals will be accepted only from Offerors who are represented at the pre-proposal conference, as evidenced by the representative's signatures on the appropriate attendance roster. Failure to attend this meeting will disqualify the Offeror from submitting a proposal.

Attendance at the conference will be limited to five (5) employees per company. Attendees should bring a copy of this solicitation to the conference. Any changes resulting from this conference or subsequent written questions will be issued in a formal addendum.

Requests for additional site visits may be arranged by appointment only with Stephanie McBrayer, the Director of Housing Operations at 501-450-3667, email address: [smcbrayer@uca.edu](mailto:smcbrayer@uca.edu)

The University reserves the right to restrict the number of visits and the number of participants per visit in order to allow for minimal interruption of the present dining operations.

Any information obtained from discussions or informal correspondence with university administrators or staff does not supersede the requirements of this RFP. Changes or clarifications to requirements shall be issued by official addenda.

- N. Questions and Requests for Clarifications: Offerors are requested to forward all questions, in writing, no later than January 4, 2012 to Cassandra McCuien-Smith, email address: [cmccuien@uca.edu](mailto:cmccuien@uca.edu), [no additional questions or clarifications will be allowed after this deadline.](#)
- O. Contract Termination: Discussion Period: If at any time during the term of this agreement, either party considers terminating the agreement, such party shall give the other party written notice that it is considering such action, which notice shall set forth with sufficient specificity such party's reasons for contemplating termination. During the following thirty (30)-day period, the parties shall discuss, in good faith, the party's reasons for considering termination in an effort to avoid the need for such action. Following the thirty (30)-day discussion period, the party considering the termination, if not fully satisfied, may elect to terminate the Agreement by giving the other party ninety (90) days written notice of its intention to terminate.

Right of Termination: This Agreement may be terminated by either party by giving the other party not less than ninety (90) days written notice that it will terminate the Agreement on the date specified; provided, however, that termination of the Agreement shall not be effective unless the terminating party has followed the discussion period provisions set forth above.

## II. University Background

Founded in 1907, University of Central Arkansas is one of the best and most affordable options for higher education in the South. The university strives to provide strong academic programs to meet the diverse needs of those it serves. Located in Conway, Arkansas, "The City of Colleges," the university's bustling, Georgian-style campus is among the most beautiful in the region.

According to the 2011 Best Colleges rankings by U.S. News & World Report, UCA ranks 17th out of 69 public universities in the category of "Top Public Schools" among regional universities in the South. Overall, UCA ranks 47th out of 121 private and public

institutions in the South. The university remains the highest ranked Arkansas public university among regional universities in the South, according to the report.

Over 10,112 students from sixty-six (66) different countries and thirty-nine (39) states are part of UCA's diverse community. The university is large enough to offer academic diversity, yet small enough to show personal interest and support. The student-to-professor ratio at UCA is 19-to-1. Classes are taught by faculty, not graduate assistants. Students are given research and publication opportunities at the undergraduate level that most students don't have until graduate school.

UCA offers more than eighty (80) undergraduate degree programs, thirty-nine (39) master's degrees, and five (5) doctoral degrees. UCA offers programs of study in six (6) different colleges – the College of Business, the College of Education, the College of Fine Arts and Communications, the College of Health and Behavioral Sciences, the College of Liberal Arts, and the College of Natural Sciences and Mathematics. Each college offers different opportunities to learn and grow. UCA is the only school in the state to offer Digital Filmmaking, Occupational Therapy, Addiction Studies, African-American Studies and Religious Studies programs, and has the largest Psychology, Speech-Language Pathology and Dietetics programs in Arkansas.

The university's Honors College is nationally known for its unique, challenging curriculum. The Honors College offers small, discussion-based seminars, close student-faculty relations, funding for travel abroad and internships. UCA Honors College students have a 100 percent acceptance rate to law school.

The mission of the University of Central Arkansas is to maintain the highest academic quality and to ensure that its programs remain current and responsive to the diverse needs of those it serves. A partnership of excellence among students, faculty, and staff is a benefit to the global community. The university is committed to the intellectual, social, and personal development of its students; the advancement of knowledge through excellence in teaching and research; and service to the community. As a leader in 21st-century higher education, the University of Central Arkansas is dedicated to intellectual vitality, diversity, and integrity.

The University's Dining Service is under the purview of the Department of Financial Services. The University's current food service provider is ARAMARK with operations on the main University Campus, as well as kitchen and office space in the Brewer Hegeman Conference Center (refer to attachment A for the past history of conference events). The current contract runs until May 31, 2012, however, as outlined in this RFP the commencement date of the new contract will be June 1, 2012.

Additional information on the University's food service operations, including operations at Brewer Hegeman Conference Center, may be obtained at [www.uca.edu/brewerhegeman](http://www.uca.edu/brewerhegeman)

### III. Statement of Needs

The University of Central Arkansas emphasizes that its food service program is a contributing force in the continuing well-being and academic progress of students, faculty, and staff who have made the decision to come and stay at the University

Listed below will be key points in the University's assessment of needs:

- The food service program is more than an essential service among the University's educational responsibilities and activities.
- The University manages the contract while the contractor manages the food service operations.
- The food service contractor must design and maintain a food service program that enhances the quality of life for the students, faculty, and staff and enhances the total quality of the educational experience. This charge to the contractor requires the following:
  - A) An experienced professional management staff.
  - B) The offering of quality and nutritious foods, which are attractively and courteously served in a clean and sanitary environment.
  - C) Satisfying portions at reasonable prices.
  - D) A well-trained work force.
  - E) Convenient service schedules.
  - F) A "client-first" service attitude.
  - G) Economically sound operation practices.
- The University is seeking a company that is vitally interested in food service and one which is innovative, vigorous, imaginative, and realistically mindful of resource limitations, and with whom the University can develop a long-term partnership.
- The University realizes that renovation and expansion commitments require a reasonable return for both the contractor and the University.



#### IV. Contract Administrator

The Assistant Vice President for Contract Services will serve as the University's representative and administrator of this contract. The contract administrator shall manage all aspects of the contractual relationship to insure that the contractor's total performance is in accordance with the contractual commitments and that the obligations of the contractor under the terms and conditions of the contract are being fulfilled.

The Contract Administrator is a participant in the preparation, taste, presentation, and evaluation of food service. The Contract Administrator shall work with the contractor throughout the term of the contract. All instructions, questions, approvals, and special requests in connection with the contract shall be transmitted through the contract administrator. Other University personnel may be designated by the Contract Administrator to assist with the administration of the contract. The Contract Administrator will submit such designations in writing to the successful contractor.

V. Proposal Preparation and Submission Requirements

A. General Requirements

1. RFP Response:

In order to be considered, Offerors must submit a complete response to this RFP. One (1) original, One (1) electronic disk or thumb drive copy and ten (10) copies of each proposal must be submitted to the University of Central Arkansas Purchasing Department. The Offerors shall make no other distribution of the proposals or the proposal will be rejected. Proposal shall be in three (3) parts as indicated below.

Volume I: Program Proposal

Volume II: Ongoing Operations Proposal

Volume III: Executive Summary and Complete Financial Proposal

2. Submission of Proposals:

Proposals shall be packaged and mailed or hand delivered so as to arrive at the location designated herein no later than the time and date set for receipt of the proposals. The signed proposal should be sealed and identified as follows:

FROM:

\_\_\_\_\_  
Name of Offeror's

January 26, 2012, 2:00 P.M., CST  
Due Date and Time

\_\_\_\_\_  
Street Address or Box Number

RFP Number UCA-12-137

\_\_\_\_\_  
City, State, Zip Code

RFP Title  
University Food and Catering Service

Name of Issuing Officer: Cassandra McCuien-Smith

The proposal should be addressed as set forth on page (1) of this document. Proposals may be hand delivered to the location provided on page 1.

Contractors mailing proposals should allow a sufficient mail delivery period to insure timely receipt of their proposals by the issuing office.

Correction or withdrawal by the Offeror of inadvertently erroneous proposals or the cancellation of an award or contract based on such mistakes will be considered only upon the Offeror's written request to correct or withdraw the proposal. This request must document the basis upon which the correction or withdrawal is sought.

### 3. Proposal Preparation

- a. Proposal shall be signed by an authorized representative of the Offeror. All information requested must be submitted. Failure to submit all information requested may result in the proposal being considered nonresponsive and therefore, disqualified.
- b. Proposals should be prepared simply and economically, providing a straightforward, concise description of the Offeror's ability and capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
- c. Proposals should be bound in three volumes as indicated.
- d. Offerors are cautioned that the University is not obligated to ask for or accept, after the closing date for receipt of proposals, data which is essential for a complete and thorough evaluation of the proposal. The University may award a contract based on initial offers received without the discussion of such offers. Accordingly, each initial offer should be submitted on the most favorable and complete price and technical terms possible.
- e. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposals should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, sub letter and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and sub letter should be repeated at the top of the next page. The proposals should contain a table of contents that cross references the RFP requirements. Information, which the Offeror desires to present, that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposals and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.

- f. Ownership of all data, material, and documentation originated and prepared for the University pursuant to the RFP shall belong exclusively to the University and be subject to public inspection in accordance with the laws of the State of Arkansas. Trade secrets or proprietary information submitted by the Offeror shall not be subject to public disclosure under laws of the State of Arkansas; however, the Offeror must invoke the protection of the State of Arkansas in writing, either before or at the time of the data is submitted. The written notice must specifically identify the data or materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or propriety information. Labeling the entire contents of the proposal is not acceptable and may result in disqualification of the proposal. The University's General Counsel's Office will make the final determination regarding the request to classify information as protected, proprietary, trade secret and confidential material.

#### 4. Site Visits by the University

Prior to or at the pre-proposal conference, provide the names, addresses, and contacts at three (3) campuses at which the Offeror provides programs similar to those the Offeror plans to propose for the University of Central Arkansas. The campuses must include specific examples of retail, resident and catering programs similar in size and scope to the University of Central Arkansas. Examples of all three (3) should be present at each of the campuses. Email to Cassandra McCuien-Smith at [cmccuien@uca.edu](mailto:cmccuien@uca.edu)

Provide the names, addresses, and contacts at two (2) conference centers at which the Offeror provides services similar to those the Offeror is proposing for the Brewer Hegeman Conference Center.

University reserves the right to make site visits at its discretion during the RFP process.

#### 5. Oral Presentation

As part of the evaluation process, the University reserves the right to request the Offeror to make a formal, oral presentation. The Issuing Officer will schedule all necessary presentations. Each Offeror should be prepared to discuss and substantiate all areas of its proposal. This is a fact finding and explanation session only and does not include negotiation. In conducting discussions, there

shall be no disclosure of any information derived from proposals submitted by competing Offerors. The Offeror shall be responsible for all of its costs associated with the presentation. Oral presentations are an option of the University and may or may not be conducted.

B. Specific Requirements

Proposals should be as thorough as possible so the University may properly evaluate the Offeror's capabilities, philosophy, and approach toward providing the services outlined in the RFP. Offerors are required to submit the following items as a complete proposal.

1. Sign and return the Statement of Non-Collusion, Contract and Grants Disclosure forms, Illegal Immigrant Certifications and all addenda.
2. Offeror's Data Sheet (Attachment A) and other specific items or data requested by the RFP.
3. A bid bond must accompany the delivery of the proposal. The bond shall be in the form of a certified check, money order or bond by a qualified bonding company in the amount of \$20,000.00 and made payable to the University of Central Arkansas. All bid bonds will be returned to unsuccessful firms upon the awarding of the contract.
4. VOLUME 1: PROGRAM PROPOSAL

Volume should include the following information – refer to Attachment “B” for Scope of Work.

a. Program Plan:

- Resident Dining Program – including menu cycle development, hours of operation and service delivery philosophy and logistics development.
- Retail Dining Program – to include format/brand development, hours of operation, and service delivery philosophy and logistics development.
- Catering Program – to include tiered catering guide development, campus catering, Brewer Hegeman catering services, and service delivery philosophy and logistics development.

b. Renovation to Existing Facilities

The University is in the process of developing a Campus Master Plan and may have some future expansion, renovation, etc. needs; therefore, the University is open to recommendations.

- All recommendations should be submitted with the proposal.
- Annually update any outstanding renovation project recommendations.
- To include –
  - Ø Detailed schematics and outline of the Offeror's proposal for renovation, renewal/or development of facilities for all UCA dining and food locations.
  - Ø Include detailed budget for all renovation proposals.
  - Ø Include plan and budget for large (\$2,500) equipment purchases.
  - Ø Include inter-company development and design resources that will be available to this project at the expense of the contractor.

c. Marketing:

- Marketing recommendations should be submitted with the proposal.
- All marketing initiatives should be revised annually.
- To include –
  - Ø Market development strategies for all segments of the UCA Dining Services – they are: Resident Dining, Retail Dining, Catering, Brewer Hegeman Conference Center (please limit examples to two (2) each).
  - Ø Include description of measurement tools to be used to gain insight into customer satisfaction, food preferences, and overall effectiveness.
  - Ø Outline the function of the Marketing Manager/Intern, including, how they will interface with customers to deliver the message of the food service and receive constructive feedback.

d. Account Opening Plan:

- To be developed and submitted with the proposal.
- Must include, but is not limited, to the following:
  - Ø Detailed outline of actual transition process, people and resources.
  - Ø Identify who will be leading the transition team.
  - Ø Identify staff specialists who will be on the transition team. Identify the time commitment the Offeror is willing to commit these individuals to. *"Time commitment" is defined as the amount of time these individuals will spend on campus as the unit is opening.*
  - Ø Detailed forecast/budget of anticipated expenses for opening. This should include, but not be limited to, transportation, lodging, food, salaries and wages, relocation expenses, administrative and overhead charges and expenses, and any temporary living expenses that will be incurred by the permanent management team during the relocation process.
  - Ø Include an indicator matrix of these expenses, which will be paid by the contractor at the corporate level and those that will be charged at the operating unit level.
  - Ø Include detailed plans of any facility change/renovation recommendations for FY 2013-2015. These should include time tables and budgets.

5. VOLUME II: ONGOING OPERATIONS PROPOSAL:

Complete details of programs, policies and other information associated with each section as outlined in Attachment C, Contractor Requirements, to include the following:

- Table of Contents
- Tabbed Sections A through I
- A written narrative of the general background, qualifications and experience of the Offeror in college and university services, to include, experience with similar size public university systems and management of complex campus dining programs.
- References: Include a list of current and past clients, as well as a list of contracts lost or terminated within the last five (5) years, with the proposal. These references must be for food service programs with a similar scope to this proposal.



Include the names, titles, addresses and telephone numbers of college administrators (particularly the campus liaison) who are in a position to evaluate the operation.

- Transition Plan: The Offeror(s) shall include within their proposal a conversion plan that allows for the smoothest possible transition from the current contractor to the new contract to be awarded under this Request for Proposal. In the event of a transition, the incoming Offeror and Incumbent shall work cooperatively to provide a smooth transition after the Board of Trustees approval date (anticipated to be February, 2012 and through the start date of the new contract (effective June 1, 2012), at which time the Offeror shall be responsible for all catering and cash operations.
- Staff Transition: All current line employees are expected to be given the opportunity to interview, be fairly assessed and retain their positions at their current, or higher wage for a period of at least ninety (90) days.
- The Incumbent: In the event of a transition, the incumbent contractor shall provide the University with a complete inventory of food, supplies and equipment (May 1, 2012). The incumbent shall also isolate income and expenses through the last day of the current operation to provide a clean slate to the incoming Offeror and work collaboratively with the University and incoming Offeror to assist with an orderly transition.
- The Incoming Offeror: Working cooperatively with the incumbent, the incoming offeror shall provide the University with a transition plan identifying the transition team, timetable and goals, to include, but not be limited to, such items as, notification of employees, interview schedules, management team, etc.
- Residence Halls are open in August 2012. The contractor(s) shall feed all early arrivals prior to that date (as negotiated by the contractor and University).

6. VOLUME III: EXECUTIVE SUMMARY and FINANCIAL PROPOSAL:

Volume should include the following information (refer to all attachments for information specific to Volume III):

- A written narrative describing in vivid detail the Offeror's view and philosophy of food service operations at the University of Central Arkansas. Focus especially on how

food service intends to integrate itself into the campus mission and culture.

- A narrative overview of proposed "Residential Dining Programs".
- A narrative overview of proposed "Retail Dining Programs".
- A narrative overview of proposed "Catering Programs".
- A narrative overview of proposed programming at the "Brewer Hegeman Conference Center".
- Financial Statements: An overview of the organization's current financial condition with copies of the last three (3) years audited financial statements.
- Provide complete pro forma, generated for purposes of this RFP, for each dining service location. The University is interested in locations in which the Offeror is expecting to provide positive and negative financial results. Included in this should be a comprehensive pro forma for all dining service locations.
- Provide details of the Offeror's investment commitment to the University's existing facilities. Provide information as to investment amount, amortization schedule, and design and development resources available to the University at the Offeror's expense.
- Offeror should provide, as part of its proposal schematics and budget, estimates associated with any proposed renovation of existing dining service locations. Budget estimates should be delivered per unit, in detail, and Offeror should be able to support its budget estimates. University is seeking a vendor who can best demonstrate the creative use of existing space for enhancements and improvements.
- Detailed view of a true "Financial Partnership" as it relates to expected profit returns for the University, including any caps on profit, and profit split recommendations.
- Provide any additional financial information the Offeror may think is valuable in realizing that the University is looking for a financial partner as part of this RFP.

VI. Evaluation and Award of Contract:

A. Evaluation Criteria:

- A contract shall be awarded to the responsive and responsible Offeror whose proposal is determined to be the most advantageous to the University. The University is not bound to accept any proposal based solely on price, but will make an award based on the evaluation factors set forth herein. The University further reserves the right to reject any and all proposals, and the University will be the sole judge as to whether the Offeror's proposal has or has not satisfactorily meet the requirements of this RFP.
- Proposals will be evaluated by the University of Central Arkansas Evaluation Committee using the following criteria:
  1. Qualifications and experience of Offeror in providing the services outlined in the RFP. The University will be especially sensitive to the qualification and experience of the proposed professional management staff. Also included is the Offeror's experience with similar size public University systems and a demonstrated verifiable track record of managing complex campus dining programs. Please include resumes and profiles of proposed management team, division, and corporate resource support services. Also, please include Offeror's experience, skill, and interest in developing cutting edge residence and retail dining programs for a multi-unit metropolitan campus environment.

*Point Value for Section One – 10 Points*

2. References and past experience in providing comparable services to other large multi-unit clients. An area of interest will be the Offeror's experience in integrating remote location food service operations into the larger campus strategic mission. The University will also evaluate its belief in the Offeror's ability to translate the sales proposal narrative into operational reality. The same type of evaluation will take place for all facets of the financial proposal to insure belief that the proposal is feasible.

*Point Value for Section Two – 10 Points*

3. Program plan and methodology to be used to perform the services outlined in the proposal. This includes quality, creativity, and understanding of UCA's desire for the scope of food services to be

focused on the building of new non-traditional resident/retail services. Special emphasis will be placed on the development of new and fresh approaches to campus dining programs. This development should address, "Late Night Dining," and "the development of a focused strategic food service model".

*Point Value for Section Three – 40 Points*

4. Proposed Financial Offer: Offeror's plan should demonstrate the ability to plan for and build revenue and contribution streams to the University. This includes evaluation of proposed financial planning, reporting, and management systems that will be used at the University. The University will be sensitive to the model proposed by the Offeror for managing price, rate and cost issues, and the ability of the Offeror to bring professional resources to campus to enhance the University of Central Arkansas Campus Services.

*Point Value for Section Four – 30 Points*

5. Investment Partnership: Offeror should outline in detail both its vision and commitment to partnering with the University of Central Arkansas in the operating of food services. The University will request the names of three (3) benchmark institutions that the Offeror has entered into a similar type of partnership. The University requests to review the proposal services offered, the amortization schedules, and guidelines the Offeror would propose at the various dollar levels.

*Point Value for Section Five – 10 Points*

B. Award of Contract

The University will select a minimum of two (2) finalists that are deemed fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposal, including price, if so stated in the Request for Proposals. The two (2) finalists may be required to give an oral presentation to representatives of the University at a mutually agreed upon time. Negotiations shall be conducted with the Offerors upon the completion of the oral presentations. Price shall be considered, but is not the sole determining factor. After negotiations have been conducted with each Offeror, the University shall select the Offeror, which in its opinion has made the best proposal, and shall award the contract. The University may cancel this

Request for Proposal or reject proposals at any time prior to an award. Should the University determine, in writing and in its sole discretion, that only one (1) Offeror is fully qualified, or that one (1) Offeror is clearly more qualified than the others under consideration, a contract may be negotiated and awarded to the Offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated.

The University of Central Arkansas is interested in pursuing and establishing a partnership with an Offeror who demonstrates, through its proposal and oral presentation, that it is proposing a viable business relationship. Should the successful contractor request early termination due to reasons such as those listed above, the unamortized portion of contractor's investment shall be forfeited.

## IX. Financial Offer:

Offerors should propose a comprehensive financial offer that includes a guaranteed return to the University and the Contractor's return, to include both fixed and variable fees and current unamortized balance. The University is interested in recommendations, for any profit above and beyond the guarantee to the University and the Contractor's fixed and variable fees, of a split arrangement between the University and the Contractor. The University expects the Offeror to earn the variable portion of its fee by achieving a set of mutually agreed upon performance criteria. The Offeror may earn all, a portion of, or none of the variable fee depending on its success in achieving these goals. Please be aware of the following:

According to IRS Revenue Procedure 97-13, as amended, in order to reserve the tax-free status of the buildings, the Contractor cannot be compensated on the basis of net profitability of the contract. Additionally, the potential seven (7) year contract length places limits on the proportion of fixed and variable fees requiring that eighty percent (80%) of the Contractor's proposed compensation be fixed and no more than twenty percent (20%) be variable. The University does not guarantee any income to the Contractor.

The successful Offeror will be required to enter into a Management Agreement with the University. Any compensation agreement decided upon shall comply with the requirements set forth in Revenue Procedure 93-19, as amended, or with any subsequent guidance published by the Treasury Department so that the use of the dining facilities by the Contractor will not result in any tax exempt obligations issued to finance these facilities being deemed private activity bonds within the meaning of Section 141 of the IRS Code of 1986 and as amended by Revenue Procedures 93-19 in 1992.

ATTACHMENT A

OFFEROR DATA SHEET  
TO BE COMPLETED BY OFFEROR

1. QUALIFICATION OF OFFEROR: The Offeror must have the capability and capacity in all respects to fully satisfy all of the contractual requirements. OFFERORS SHALL HAVE A MINIMUM OF FIVE (5) YEARS EXPERIENCE IN PROVIDING THE SERVICES DESCRIBED HEREIN.

2. YEARS IN BUSINESS: Indicate the length of time the Offeror has been in business (specify) providing this type of work:

Type of Business: \_\_\_\_\_; \_\_\_\_\_years \_\_\_\_\_ months.

3. BUSINESS STATUS:

A. Type of Organization (circle one):

Individual                  Partnership                  Corporation  
Sole Proprietor          Other (explain) \_\_\_\_\_

B. Please check all that apply below to describe the Offeror's business:

\_\_\_\_\_ (MB) MINORITY OWNED. Defined as actively managed and at least fifty-one percent (51%) owned by an American citizen of one of the following ethnic backgrounds: Native American, Black, Hispanic, Asian or Asian Pacific.

\_\_\_\_\_ VETERAN OWNED. Defined as a person honorably discharged from a tour of active duty, other than active duty for training only, with the armed forces of the United States; or any person who has served honorably in the National Guard or reserve forces of the United States for a period of at least six (6) years, whether the person has retired or been discharged or not.

## Attachment B Scope of Work

### I. General

This contract will be for food service operations exclusive for the cafeteria, food court, catering and concessions for the University of Central Arkansas. Operations exist on the University of Central Arkansas campus, and Brewer Hegeman Conference Center, both of which are located in Conway, Arkansas. The successful Offeror shall purchase, prepare, and serve food and food products on the University of Central Arkansas campus, provide balanced meals for the University students, faculty, staff, and guests on hourly schedules which may be determined by negotiation between the University and the Offeror for all food service facilities and operations for all meals, refreshments, breaks, receptions, banquets and conferences. This does not include food used for educational purposes, non-state funded departmental parties, potlucks, and private food donations for state employees, departments and organizations of the University. All non-UCA organizations, companies and individuals must use the exclusive catering contract. Competing catering companies will not be allowed on campus to provide food unless both the Contract Administrator and the vendor have agreed in writing. The University does not desire to receive proposals for any of the operations on an individual basis.

Vended food, candy, and beverages are not included in this contract. The University reserves the right to negotiate an exclusive contract with a major soft drink and snack vendor during the entire term of this contract. This exclusive contract, in addition to vending, may encompass all food service facilities on campus. The University will insure pricing to the successful Offeror will be better or the same as its national contracted pricing with the approved soft drink vendor. Currently the University has an exclusive contract with Imperial Vending for snacks and Pepsi for soft drink products and services.

The Contractor will design and conduct a food service program that enhances the students' quality of life and is supportive of the lifestyle necessary to the total educational experience. These specifications are intended to preserve the integrity of the University's food service program but in no way restrict the creativity or competitive spirit requested in this RFP. The contractor is encouraged to propose practical, innovative meal plan programs that strive to encourage student satisfaction and retention to the University and the campus Residential Life programs. The Contractor should also offer a well-rounded set of retail options that are sensitive to the new-millennium student as well as faculty, staff, and guests. The Contractor should demonstrate a unique combination of "National and In-House" brands as a brand set to support the diverse multi-cultural population at University of Central Arkansas. The food service program



shall commit to offering nutritious, well-balanced meals that are low in fat and sodium and visually appealing and consistent with student, faculty, staff, and guest expectations.

The requirements in this scope of work are considered to be the minimum required for the University's food service program. Offerors are encouraged to propose enhancements for a creative and financially responsible program.

## II. Objectives

The University seeks to accomplish the following objectives as a result of this RFP process. This list is not considered all encompassing and is listed in no particular order of importance.

- A. To offer the latest food concepts, in addition to exceptional service and convenient operating hours, which are a direct reflection to the needs of the students, faculty, staff, and guests.
- B. To enrich the quality of the residential dining program resulting in a greater demand for those programs while maintaining costs at a reasonable level.
- C. To build a solid base of operations for all retail sales, as well as improving the profitability of those venues.
- D. To enhance the catering program by establishing various levels of service and pricing.
- E. To implement vibrant, across-the-board marketing strategies.
- F. To employ state-of-the-art technology throughout the food service operation, including the use of debit and credit cards at each venue.
- G. To develop financial controls and reporting systems which meet the needs and expectations of the University.
- H. To provide the University with a competent, well-experienced professional management staff.
- I. To provide ongoing training for all levels of employees in the dining services programs.
- J. To strengthen all dining service operations to maximize productivity.
- K. To instill flexibility into all aspects of the dining service operations to enhance customer responsiveness and make a positive contribution to the social and cultural climate of the University community.
- L. To provide executive level state-of-the-art catering and conference food management at the Brewer Hegeman Conference Center.
- M. To establish a mutually beneficial relationship with the Offeror relative to the expansions and renovations to existing University facilities.
- N. To professionally brand and market the entire dining service program at the University.
- O. To provide the Offeror with a fair return on sales from its operations on the campus of University of Central Arkansas.
- P. To greatly enhance the monetary contribution to the University from dining service operations.

### III. Service Requirements

The following details the key program issues and requirements for this proposal:

#### A. Retail Services:

(UCA Critical Facts)

- UCA believes that the entire campus population, including all students, faculty, staff, University guests, and visitors, are its retail base of customers.
- For fiscal year 2010, retail sales including C-Stores were approximately \$2,900,000.
- Quizno's, Chick-Fil-A, Grille Works, Pizza Hut, Suschi, Einstein Bros. Bagels, C-Store located at the University Student Center.
- Starbucks is located in the Torryeson Library.
- Bear Express (Montague's Deli and C-Store) located in Burdick Business Administration Building.
- Java City located in the new College of Business.
- C-Store located in Bear Village Apartments
- Concessions located at Baseball and Softball fields, Farris Center and Estes Stadium

#### Contractor Proposal Expectations

- Provide a clear and concise vision of the retail services brand group that the Offeror is proposing for UCA.
- Provide a detailed market-driven plan for all retail services to be provided, including rationale per location, menu mix, and price outline. Include samples, both written and visual, of sophisticated retail venues as well as nationally branded outlets. Bring the best market-driven proposals to this process for both current operations and visions for any changes. Included in this proposal should be the timing and process of refreshing or renovating current facilities.
- Access the viable retail potential, in the current facilities, through campus mapping and provide rational for the Offeror's assumptions and conclusions. Also include strategies to attract the late afternoon and evening clientele.
- Detail the service management process, including how Offeror will develop, implement, manage, report, and evaluate this critical portfolio. The University is requesting that contractor's be specific as to how they intend to service the University's customers.

- Specify concept recommendation for the current locations. University is looking for a vibrant alternative creating a late afternoon and evening venue for students, faculty, and staff.
- Detailed vision and strategies for the integration of resident and retail dining programs.
- Provide detailed assessment program that will allow the Contractor and University the ability to measure customer satisfaction. Include tools, assessment models, and evaluation criteria for this assessment program.

B. Residential Dining Services  
(UCA Critical Facts)

Christian Cafeteria - During the summer of 2004, the University completed a \$3.5 million renovation project of the cafeteria which increased the seating capacity to 1,000.

- Participation – Currently, the University has 3,548 resident students on campus, with 100% of those students on mandatory meal plans. The University is not anticipating, or requesting, any major program changes; however, the University will entertain ideas on additional meal plan options.

Contractor Proposal Expectations

- Future Meal Plan Programs - Detail future meal plan programs and structures to incorporate added value and flexibility. These plans must include a cutting edge, consumer-preferred residential dining menu format.
- Food Format Selection, Preparation and Presentation - Provide creative approaches to restaurant quality, “just-in-time” cooking programs so that food presented is of superior quality, fresh, well prepared, and appealing to the customer’s eye. Also provide continuous food preparation in smaller quantities to allow for fresh, tasty food to be served, without limiting selections, during non-peak serving periods. The successful partner will provide qualified culinary talent to build and maintain customer counts and satisfaction. Customer measurement of satisfaction that reveals below eighty percent (80%) satisfaction will be considered unacceptable by the University. The proposed program must allow for significant upgrades to the current residential program.
- Progressive Meal Plan Features - Provide creative approaches to develop alternative service delivery methods. Examples include: pick-up, take-out, and carry home (even if “home” is on campus). The successful

Contractor's approach will include programs that address vibrant and cutting-edge retail market trends being used on campuses throughout the country.

- Product Specifications - Annual submission of product specifications and portion size detail from the contractor is a requirement. All portion-size changes and ingredient grade changes require prior approval from the University. Contractor adherence to negotiated food specifications will become a component of the ongoing performance evaluation by which contract extensions will be determined. The University stipulates if the successful contractor reduces or significantly changes the grades of products used, without the approval of the University, the Contractor will be in direct violation of the contract, and the University will seek redress immediately.
- Satisfaction Evaluation - Detail the process and plan of on-going measurement of all customer satisfaction for the residential dining program. Include the methodology by which the Offeror will improve areas of customer dissatisfaction with service and program delivery.
- Service Hours - Detail hours, points of service, and methods of service delivery which will be used to meet the students changing needs at University of Central Arkansas.
- Additional Requirements:
  - Ø Provide a detailed approach to issues of requested sick trays and special dietary requirements.
  - Ø Provide a sample menu cycle that reflects the proposed programming for UCA.
  - Ø The food service contractor is expected to maintain a professionally designed and maintained web site. The Contractor will be allowed access to the University server for this requirement.
  - Ø A sample calendar of events and promotions that would take place in the residential dining program.
  - Ø All menu's and monthly promotional calendars must be posted to the dining services web site.
  - Ø Samples of the models and methodology that will be in use for evaluation and measurement of customer satisfaction in the residential dining program.
- Web-site Information: [www.uca.edu/housing/campus-dining](http://www.uca.edu/housing/campus-dining)

C. Catering Services:

(UCA Critical Facts)

- Current Features - The University considers the catering program to be a critical element of the overall dining program. In addition to the 10,112 students and over 1,700 faculty and staff, UCA welcomes thousands of visitors and guests to its campus each year. Guests include prospective students and their families, conference participants, business people, entertainers, alumni and friends of the University. The University of Central Arkansas requires a three-tier program beginning with a no-frills concept and progressing to an executive-level elegant service program. The University's catering clientele includes basic student services to elegant dinners and receptions. The contractor shall have the "first right of refusal" for all catered events on campus. The University would request that the contractor work with student groups and other on-campus student organizations when they solicit purveyor donations.
- Review of Major Large Events held on UCA Campus
  - Ø Chamber of Commerce Annual Banquet: 800-900 guests
  - Ø Southwest Energy Awards Dinner: 250 guests
  - Ø Centennial Bank Holiday Dinner: 350-400 guests
  - Ø UCA Night of Distinction: 350 guests
- University Contractor Relationship Expectations - Aside from the large high profile events, UCA expects a solid working relationship to be established between the contractor and all campus departments, and specifically between the University's Brewer Hegeman Conference Center management team, Physical Plant, Administration, President's Office, and the Department of Athletics. The University considers this step to be critical to the long-term success of any University – Contractor partnership. Event management coordination is critical to synchronize room set-ups, location and timing of events, and the scheduling and coordination with non-catered events. A requirement of this RFP is that the Contractor must provide a state-of-the art "Catering Software Ordering and Scheduling" program for use on campus. Additionally, the contractor is responsible for establishing a partnership relationship with the University's Physical Plant and coordinating the set-up of rooms and areas for catered events. It will not be the responsibility of any University department to coordinate room set-up and table deliveries with the physical plant. The contractor is also expected to make on-line, through the web page, ordering available for the University community.
- Catering China and Small-wares – Contractor will be required, as part of the contract, to furnish the University with four hundred (400) settings

of new catering china and flatware to be agreed upon by the University and the Contractor. The Contractor will retain responsibility to replace this china annually to maintain a four hundred (400) setting minimum. The University also has an expectation that the Contractor will purchase and provide appropriate small-wares for campus catering. The University would like for all potential contractor's to know that the "Student Center Ballroom," located in the Student Center, has seating for four hundred (400) and the "McCastlain Ballroom," located in McCastlain Hall, has seating for 350. Please anticipate these numbers as investment money for catering china and small-wares is allocated.

- Brewer Hegeman Conference Center ("BHCC") - The Contractor, under a separate addendum to the contract, provides exclusive catering services to the BHCC. A close working relationship must be established and maintained with BHCC to keep operations aligned with the goals and expectations of the BHCC and serve the clientele in a manner consistent with top-level executive conference centers.

## Contractor Proposal Expectations:

- Food Quality and Service Excellence - Propose, at minimum, a three-tier catering program from no-frills to executive level service. Include service training expectations, marketing, advertising, and methods to coordinate efforts of catering managers and staff with University departments. The successful partner will work extensively with University Brewer Hegeman Conference Center Events Management team to facilitate the preparation and coordination of campus events, conferences, and camps. Additionally, the contractor should address how it will adapt to last minute bookings and changes in events.
- Catering Development Plan - Outline proposed strategies to provide consistent service whether the event is for a student organization or for the President of the University. Additionally, outline strategies that will lead to increased catering revenues.
- Menu Offerings - Propose a complete menu program to demonstrate the contractor's breadth of understanding of the varied offerings needed to accommodate the diverse University community. This should include printed material, as well as on-line options to streamline the ordering and confirmation process. Pricing for all levels of catering must be presented to the University Contract Administrator annually for approval.
- Training and Development - Provide examples of training programs available to the University employees that will insure that employees are initially and continually trained to insure appropriate levels of service are available to the University's catering clientele.
- Evaluation - Provide tools, assessment, and evaluation models that will be utilized for all aspects of the catering operation. Provide explanation of methodology and how the contractor will determine if the catering programs are successful.
- State and University Processes - Provide processes and ability for streamlining and integrating with state and University systems.
- Catering Commissions - The University will require a minimum of ten percent (10%) return on net sales from on campus and off campus catering and conference revenues. "Net Sales" is defined as "Gross Sales - Sales Tax."



D. Market Development and Financial Partnerships  
(UCA Critical Facts)

- UCA – A Growth Explosion – Currently under construction is a new residential hall. UCA is keenly aware that it needs a partnership with a food service provider to match class schedules, keep the University current on trends in campus dining services, partner with the University financially for current and future development, and meet the culturally diverse needs of our campus community.
- New-Age Financial Partnership – Historically, UCA has outsourced its food service needs for well over twenty (20) years. With this experience, the University recognizes that in order to form a solid partnership, the arrangement must be advantageous to both parties in terms of profit/return potential, as well as allowing for facility renewal and equipment replacement. Previously, UCA has not required the development of this type of relationship with our food service contractor. With the tremendous growth and increased expectations of our clientele, the University must redefine this relationship, not only to expect a reasonable financial return but to also provide the expanded services the University community now expects. (RFP suggestions and assumptions are listed below)

The University fiscal year runs from July 1st through June 30th.

- Ø Rent Payments \$\_\_\_\_\_ per month.
- Ø Commissions on Catering Sales - \_\_\_% on net catering and conference sales. “Net sales” is defined as Gross Sales - Sales Tax.
- Ø Commissions on Retail Sales - \_\_\_% on net retail sales. “Net sales” is defined as Gross Sales - Sales Tax.
- Ø Commissions on Dining Sales - \_\_\_% on net dining sales. “Net sales” is defined as Gross Sales – Sales Tax.
- Ø Renovation and Replacement Accrual- monthly payment \_\_\_ % of net sales to be used for facility development and equipment replacement. Receiving a monthly check to be held in accrual for use as needed. This money will not be refundable to the Contractor.
- Ø Equipment Maintenance and Repair - the Contractor pays the first \$\_\_\_\_\_ of all equipment or facility repairs.
- Ø Investment Proposals - The University is interested in entertaining investment proposals from Contractors specifically relating to any renovation projects for the University.

- Ø Presidential Catering Allowance - Propose an amount, to be made available by the contractor, for use by the President or his or her designee for catering services for the University Community.
- Ø Strategic Business Planning - Because the University of Central Arkansas continues to experience growth and expansion, it is necessary to operate from a comprehensive strategic plan which has been researched, completed, executed, and then measured for continued partnership evaluation.
- Ø (Note: these are examples only, not limited to additional/other proposal suggestions)

### Contractor Proposal Expectations:

- Financial Partnerships - Propose and detail a program that will provide a reasonable financial return to both the University and the Contractor. The financial plan should, at a minimum, set forth details related to the following three areas:
  - Ø Financial return to the University and the Contractor. Explain the proposed amount or percent of profit dollars the contractor anticipates it can manage. Additionally, provide details on any revenue sharing or profit splits the contractor sees as part of its financial package.
  - Ø Describe for the University the amounts, as well as percentages, the contractor is allocating to expenditures. Specify the contractor's costs for food, labor, and direct expenses.
  - Ø Investment - Describe the contractor's investment proposal including the repayment schedule.

Draw the contractor's program together and explain how the contractor perceives and values this financial partnership. The program the contractor describes must be financially dynamic with sufficient investment to complete any suggested renovation project.

- Campus Master Facility Plan - Include methodology, research, and development process the contractor intends to use for current venues in the Student Center, Brewer Hegeman and Christian Cafeteria.
- Strategic Plan Development - Include all programming, formats, and services by business categories, detailed as residential or retail dining venues, service styles, hours of operation, menu recommendations, and pricing where applicable.

- Marketing Plan - Include a detailed marketing plan for the University of Central Arkansas that includes, but is not limited to, targets by the following business units: residential, retail, catering, conference center, etc. Define and outline planned strategies and include brand review, right pricing analysis, new business potential, market segment identification and development. Additionally provide examples of the contractor's intended use of print and visual media and the use of the dining services web page.
- Satisfaction Measurement - Beyond the traditional standard student satisfaction surveys, include a proposed approach to provide on-going meaningful feedback from all business segments on campus.
- On-Campus Marketing Management - The Marketing management position should be a full-time permanent member of the on-site management team. Although the University does not require someone with many years of experience, it will not accept an entry level, non-qualified candidate for the position. The "Marketing Director" should carry operations authority and not simply be a staff member with no operational authority. Hiring of someone with a high level of retail marketing experience from beyond the campus dining service field of expertise is encouraged.
- Feedback and Evaluation – Provide examples of survey efforts and feedback measures that have been used by students and staff. Provide the methodology used and how the information was interpreted and how the contractor has used the information to incorporate changes and improvements to the various operations.
- Contribution – One of the ways the University enhances the presence of the food service contractor on campus is to allow it to become a part of the University community. One of the avenues available is to participate in events throughout the year. Therefore, propose a program to address contribution requests from various constitutes on campus. Examples of events would include, but not be limited to, the following: Midnight Breakfast for Finals, Health and Fitness Fair, Organizational Fund Raisers, and Faculty and Staff Recognition Days.

E. On-Site Operations Management and Corporate Support:  
(UCA Critical Facts)

- University of Central Arkansas understands the challenges of operating a diversified campus dining program, currently valued at \$7,400,000, serving a University community of over 11,000, and with a considerable

potential for continued growth. With this in mind, UCA sees the following positions to be of essential importance for on-site management and corporate support. While the University does not wish to mandate Contractor internal policies, the University does require candidates with sufficient expertise at all levels of management.

- General Manager - The on-site senior food service manager should have a minimum of five (5) years experience managing at large public institutions; a history of graduated supervisory experience in all areas of the food service operations; personal, people, and political skills; and a vast understanding of campus culture and its various constituencies.
- Retail Management - Requires a minimum of five (5) years experience with a proven track record of viable, successful retail management. The University acknowledges that these individuals may be drawn from areas outside the campus dining industry and would consider the hiring of non-traditional management for the campus.
- Catering Management - Requires a minimum of five (5) years of experience in an environment that shows strong developmental, sales, and operational experience. The successful Contractor will provide management that has experience in a sophisticated, multi-level, and complex catering services. As with retail management, the University will consider managers from outside the area of campus dining.
- Residential Dining Management - Requires a minimum of five (5) years of experience managing operations in a residential environment. The manager should have demonstrated experience in cutting edge residential dining concepts such as just-in-time cooking, platform food delivery, and residential program development.
- Regional and Corporate Support Commitments - The successful Contractor will offer District and Regional support personnel who shall maintain an ongoing and active engagement with the on-site management team and the UCA administration. UCA is convinced that the foundation for any successful partnership lies in the strength of the on-campus personnel. The Contractor will offer only those candidates who entirely meet the qualification cited. Additionally, UCA will require detailed commitments of district, regional, and corporate support activities including personnel, purpose, frequency of involvement on our campus and any expenses the Contractor intends to charge the on-site unit for making the services available. The University is particularly interested what levels and frequency we should expect this support and at what expense to the on-site unit.

- Performance Measurement - UCA seeks a partnership based on mutual performance, financial, and customer satisfaction objectives. The University realizes that financial success is critical to the long-term partnership and will require mutually agreed upon performance standards and measurement within the context of the annual dining service "Strategic Development Plan." The successful proposal will include recommendations on establishing the following:
  - Ø Performance standards, including benchmarks for each individual business unit recommended.
  - Ø Methods and methodology of measurement - Outline the method and timetable for measuring customer feedback - the minimum requirement is to outline a combination of continuous evaluation.
  - Ø Financial Context - provide a detailed framework outlining the relationship of successful performance to the financial partnership.
  - Ø UCA request that Contractors provide performance measurement factors that reflect what the University considers valuable in measuring customer satisfaction. The Contractor's internal measurement success factors may or may not be relevant to the identified success indicators for UCA.

F. Food Safety Management  
(UCA Critical Requirements)

- Food Safety Standards - Provide action plans for maintenance of industry standards for food and physical safety.
- Staff Training - Provide staff training plan for start-up and continuing training for all management and unit staff.
- H.A.A.C.P. - Provide HAACP management and review procedure. Provide information on how the contractor will institute this program to its hourly employees and ensure that they are responsible for its daily implementation.
- Management Certification - All professional managers assigned to UCA are required to have successfully passed the "NSF" Food Safety Certification course, Health Department Food Safety class or any equitable courses within ninety (90) days of their appointment to UCA.
- Professional Testing Services - Provide detailed plan for testing to be performed by independent testing services, as well as the Contractor, to assure proper implementation of health and safety standards.

- Professional Testing Results - The University requires that all testing results, as well as semi-annual health department inspections, be sent to the contract administrator within fourteen (14) days of being received by the contractor.

G. Nutrition Awareness Management:  
(UCA Critical Requirements)

- Comprehensive Nutrition Awareness Program - Provide a comprehensive program that includes relevant, current nutrition information for the campus community. At a minimum this information should be made available on the MYUCA web page, as well as posted at all major food service locations.
- Nutrition Data Management - Detail the contractor's approach to maintaining a vibrant, lively nutrition information program. Detail programs, seminars, and any activities the contractor plans to recommend for use to the University community.

## Attachment C

### Contractor Requirements

In order for the University of Central Arkansas to be a knowledgeable partner with our food service provider, the University must be an informed consumer. This section details requirements regarding the on-going operation of the University of Central Arkansas Dining Services. These requirements are separate from the "*Program Proposal*" submission. Contractors are required to address each of the following criteria in the order presented below. These materials should provide details, policies, and other pertinent information, which cumulatively present a clear foot print of the data and interpretative avenues the University will have to judge program development and growth. For areas such as financial reporting, the contractor should offer sample reports, proposed benchmarks, statistical information, etc. as examples. The information presented from this section of the proposal will become part of the contract between the successful Contractor and the University.

A. Financial and Program Information Requirements: Upon award of the contract, the Contractor is required to submit the following:

1. Monthly Reports: Within fifteen (15) days of the closing of the current period, contractor should submit detailed monthly client statement to include the following:
  - Client Statement - Provide monthly detail of all revenues, expenses, and profit distribution for each business unit.
  - Meal Plan Participation Review - Provide monthly summary of plan usage/missed meal, including meal equivalency as a review of how it compares to the benchmark.
  - Performance to Plan Target Report - Include all revenues, expenses, and profit distribution. Additionally, provide examples of marketing activities and how the results of these activities measured against the anticipated benchmark results.
  - Statistical Information Recap - Provide monthly statistical recaps for items such as resident meal plan participation, meals per labor hour, sales per labor hour, and average check for all business units.
  - Employee Training Programs - Detail continuing training that has taken place during this period. Also include how employee training enhances the employee's ability to perform the job as well as enhance customer service.
2. Quarterly Reports: Within fifteen (15) days of the closing of each quarter, the following is required of the contractor:
  - Financial Summary - Provide a detailed client statement(s) including revenue streams, costs in the three (3) major expense categories, and

profit distribution. The University will review all financial information; however, special attention will be given to negative variances to benchmarks.

- University and Corporate Review – The contractor will be required to meet with the contract administrator within thirty (30) days of the closing of the quarter to review the financial and performance data with the following used as an outline for the discussions:
  - Ø Review financial variances, agreed upon statistical information, and recovery plans as warranted by quarterly financial results.
  - Ø Review key issues from the development plans with focus on the Contractor's ability to meet the benchmarks established.
  - Ø Review and discuss "hot" topics, such as service hours, marketing efforts, portion size adjustments, and client satisfaction issues.
  - Ø Complete safety review and discuss any safety concerns in all dining service areas.
  - Ø Review Health and NSF inspections.
  - Ø Report on injury, loss, and illness.

3. Annual Planning and Timelines:

- On October 1 of each contract year, the University of Central Arkansas requires the submission of a pro-forma budget from the Contractor. This budget will be developed concurrently with recommended program development and price proposals for University consideration and approval. The projected budget should be updated by May 1 for final review and discussion between the Contractor's and University's representatives.
- No later than April 1 of each contract year, the University requires its Contractor to develop and submit for discussions and approval a comprehensive Annual Plan, which shall include, but not be limited to, the following:
  - Ø Strategic Operational Plan
  - Ø Strategic Marketing Plan
  - Ø Strategic Budget Benchmark Analysis
  - Ø Evaluation and Assessment of Prior Year
  - Ø Comprehensive Dining Report
  - Ø Facility Renovation Recommendations
  - Ø Management Development Schedule

4. Information Formats: Specific reporting formats and level of detail required will be mutually agreed upon by the Contractor and the Contract Administrator to allow for accurate oversight and audit by the University.

B. Organizational Structure:

The contractor shall perform the following:



1. Corporate Organizational Directory and Chart: Provide a copy of the Offeror's organizational directory and organizational chart with a listing of services or resources that are available through the district office or corporate headquarters to supplement the on-site program.
2. Program Organizational Chart: Provide a proposed organizational chart for the on-site staff to include reporting relationships.

C. Employment Policy and Training Schedule:

The contractor shall perform the following:

1. Personnel: Provide sufficient, trained, qualified, and licensed (as necessary) personnel to perform the duties required in accordance with the specifications and have sole responsibility in terms of salary, benefits and taxes.
2. Appearance: Ensure that all employees are dressed in clean, neat-appearing uniforms to include proper footwear and identification while working on University premises.
3. Staffing Plan: Provide a staffing plan for each venue and maintain an adequate staff of employees on duty at each shift and at each operation of the University to ensure efficient operation.
4. Management Personnel: Provide professionally trained and salaried management personnel in each venue as designated by the University. All management personnel hiring and assignment requires University approval. The contractor's management staff shall cover all meals, preparation, special dinners, catering events and operation hours as determined by the University.
5. Training Programs: Provide copies of employee training programs to include areas such as customer service, OSHA safety, food safety, employee development, etc.
6. Training Schedule: Within sixty (60) days of award, provide a schedule of employee training programs. On an on-going basis, provide monthly reports of training programs for employees who have participated in initial and refresher training courses, as necessary, in order to maintain a well-run, customer friendly, and safe operation.

7. Student Labor: To the fullest extent possible, use student labor. As a result of the University's learning-centered focus, the University has a special interest in student management training programs.

8. Student Labor Costs: Employ the maximum number of students possible to effectively execute the contract. Contractor will incur all costs associated with hiring, employment and training of these student employees. All FICA, Workmen's Compensation, and other employment-related expenses shall be borne by the contractor(s).

9. Time and Attendance Records: Provide an auditable time and attendance system for contract employees.

D. Quality Control Program

The Contractor shall perform the following:

1. Food Quality: Provide the levels of food quality that must be maintained as part of the proposal. Records of procurement procedures assuring these standards will be maintained and will be made available at any time to the Contract Administrator.

2. Emergency Operations: The contractor(s) shall be required to operate food service under emergency and/or unpredictable circumstances, e.g. breakdown of equipment, power failure, inclement weather closings, and terrorism alerts, etc.

3. Food Preparation: Food shall be prepared and cooked the day it is served, as close to the meal period as time will permit.

4. Serving Lines: Serving lines shall be well supplied with menu items and staffed with adequate personnel, including management, throughout the entire serving period. The last customer served is to be offered the same range of choices as the first customer.

5. Leftover Foods: Leftover foods should be kept to a minimum and properly stored, if retained. Leftover foods must be disposed of after a twenty-four (24) hour period.

6. Food Distribution: Special attention should be given to developing relationships with local shelters for food distribution.

7. Cultural and Ethnic Foods: The successful contractor(s) shall offer a wide range of cultural, ethnic, and special dietary-needs foods, such as vegan and low-fat foods.

8. Location: All cooking and preparation of food shall be done on campus, unless mutually agreed upon by the contractor(s) and the Contract Administrator.

E. Maintenance Schedule

The contractor(s) shall perform the following:

1. Schedule and Staffing: Provide a maintenance schedule to include staffing and scheduling to provide the following services: housekeeping, cleaning and general maintenance services for all preparation and serving areas.
2. Housekeeping: Provide housekeeping for all dining areas during operating hours and work with University personnel and other non-food service contractors in order to ensure the highest levels of cleanliness at all times and in all places.
3. Safety: Adhere to all state, federal and OSHA regulations.
4. Standards: The maintenance standards must meet University requirements and be subject to inspection by the Contract Administrator.
5. Certification: All certification and verification requirements are the responsibility of the contractor and should be available upon request by the Contractor Administrator.
6. Neglect and Misuse: Any repair of equipment due to misuse or negligence will be charged to the contractor. At the inception of this contract, all equipment will be inspected to assess the "AS IS, WHERE-IS" condition at the mutual satisfaction of the University and the contractor.

F. Sanitation Schedule and Environmental Maintenance

The contractor(s) shall perform the following:

1. Standards: Maintain National Sanitation Foundation standards for food service establishments, keeping all work and service areas clean and orderly.
2. Rating: Maintain a Health Department Grade of ninety-five percent (95%) at all times. Copies of all Health Department inspection reports shall be provided to the University upon request.

3. Deficiencies: Immediately remedy any shortcomings within its control and responsibility. If the contractor fails to rectify and remedy any such deficiencies in its operations with due dispatch, the University may terminate the contract.
4. Timeliness: Be responsible for the timely removal of any dishes or trays left on the tables. Promptly remove equipment, debris, and food residue from areas following the completion of the meal or meeting when the Contractor caters or provides food service in a meeting, class, conference room, or at outdoor events.
5. Daily Custodial: Provide all custodial services that are required for daily routine housekeeping duties including all surfaces and all equipment in each facility.
6. Trash Removal: Be responsible for all trash removal and disposal from all food service areas.
7. Pest Control: Be responsible for providing extermination and pest control services in food service areas.
8. Laundry Service: Be responsible for all laundry service associated with its operations.
9. Recycling: Comply with all current and future University recycling programs. Be responsible for breaking down all cardboard for recycling.
10. Energy Consumption: Manage energy consumption and comply with energy conservation practices and policies as mutually agreed upon between the contractor(s) and the University. The University shall not be liable for any loss that may result from the interruption or failure of any utility.
11. Grease Removal: The contractor(s) shall be responsible for all grease removal/recovery.
12. Waste Prevention: Employ all reasonable measures to reduce and prevent waste.
13. Equitable Application: Apply all programs addressing quality control, maintenance, and sanitation equally to all food service areas.

14. Inspection: The University reserves the right to inspect all dining areas, kitchen and preparation areas, storage areas, offices and any other space under the contractor's control at any time, with or without notice.
15. Certification: All certification and verification are the responsibility of the contractor and shall be available upon request by the Contract Administrator.

G. Construction, Renovation: and Renewal of Dining Service Facilities: The University considers construction to be the planning, development, and building of new facilities. Renovation is defined as modification of existing facilities with no major structural changes. Renewal is considered a major restoration, replacement, or updating of facility systems or fixtures. All construction and renovation projects exceeding \$250,000.00, in their totality, must be approved by the University of Central Arkansas Board of Trustees. Building permits are required for all construction and renovation. The contractor is responsible for the following:

1. Plans and Specifications - Prepare or have prepared by an AIA Certified Architect, plans and specifications for areas or buildings to be constructed, renovated, or repaired. All plans and specifications must be reviewed and approved by the University Physical Plant Department.
2. Coordination - Coordinate work with the office of the Director of the Physical Plant.
3. Contracting - Award contracts associated with the work.
4. Construction Management - Provide construction management and oversight for all or part of the work, as agreed.
5. Quality Control - Ensure quality control and adherence to agreed-upon construction schedules.
6. As-Builts - Provide to the Physical Plant Office, all stamped and signed blueprints, drawings, as-built drawings, specifications, and manuals specific to the completed project.
7. Work Site - Restore the work site to no less than the original condition at the conclusion of the project.
8. Costs - Costs associated with the agreed upon recommendations and plans may be funded by the University, contractor investment, or some combination of funding agreed upon by the University and the Contractor.

9. Job Completion - The job shall not be considered complete until the University and the Contractor agree it is complete. Note that the minimum specifications are as follows: all work must be complete, state and local inspections must be complete, and the Director of the Physical Plant must sign-off on the project.

#### H. Administrative

The Contractor will perform the following:

1. Equipment: Furnish all necessary equipment under this contract. This will be new equipment, unless otherwise agreed upon.
2. Stolen Goods: The University will not be accountable for any cost of stolen materials, tools, and equipment.
3. Outside Contracts: Manage outside service contracts as required or assigned.
4. Time and Attendance Records: Provide an auditable time and attendance system for contractor employees.
5. Transportation: Furnish all transportation necessary to provide the contracted and catering services. Include make, model and year of all transportation vehicles that will be provided for the UCA campus.
6. Work Area Custodial Standards: Keep all work areas clean and orderly to the satisfaction of the University, local, state, and federal requirements.
7. ADA Compliance: Ensure that the Dining Facilities meet and comply with all ADA requirements, including meeting with disabled students, their parents, and other interested parties to determine modifications necessary to provide complete accessibility for these customers. Once these modifications have been determined, the Contractor may be asked to manage the renovation of the facilities to achieve the modifications.

#### I. University BearCard Operations:

1. BearCard System – The University's privilege control system is "BlackBoard Transact 3.6.7 from BlackBoard, Inc.", (web: [www.blackboard.com](http://www.blackboard.com)). The University's current client manager is Greg Martin, (email: [greg.martin@blackboard.com](mailto:greg.martin@blackboard.com))

2. Information from the UCA BearCard Office:

The BlackBoard system uses three-track magnetic stripe technology with various types of online card readers to control access to food plans (board and declining balance) in the food service facilities, and access to the various libraries, the health center, and campus buildings. For food service, data encoded on track 2 of the card is read at NCR RealPOS21 terminals, Motorola MC65 Wireless Devices, and Veriphone Vx570 devices. The devices communicate with the server to access patron accounts in real time. Transactions are logged in the case of loss of communication between device and server and are uploaded automatically when communication is restored.

UCA currently has ten (10) board plan options, as well as five (5) stored value account types (typically declining balance). Purchase made using certain declining balance accounts in dining services are tax exempt, and one stored value account receives a 10% discount when used in dining services locations.

The University's current food service vendor has purchased the hardware needed for it to operate BlackBoard's software. This includes the NCR RealPOS21 terminals, wireless devices, veriphone devices, deposit machines, etc. Food Service also pays for the annual POS terminal maintenance contract and repairs. The UCA BearCard staff typically completes the troubleshooting for hardware related issues, but UCA is open to collaboration with a dining-services employed technician. UCA paid for the interface software and installation, as well as paying for the annual support maintenance and license fees. UCA Staff is responsible for troubleshooting interface and communication issues. Weekly and monthly sales and participation reports are prepared by the BearCard office and by the Dining Services office from the BlackBoard system and compared for account reconciliation and payment.

The BearCard office handles most student problems and questions regarding the BearCard, board plan, and stored value usage. This office communicates with food service, housing, and information technology on a daily basis to verify data and solve issues. Deposits to stored value accounts are accepted in this office and through the BearCard website or deposits thru the contractor's web site, if it meets the specifications of the BlackBoard system.

3. Credit Card and Debit Cards - Provide a payment processor merchant and terminal ID in order to be used within the BlackBoard system to process credit/debit cards at dining locations.

## Attachment D

### Description of Current Program

#### Position Overview of Current Program:

Over the past decade, the University of Central Arkansas has experienced growth to today's population of an estimated 10,000. With this growth there has been a steady increase of services required from the University's dining service provider. The University now offers a variety of food service options - from a platform food station approach in the University's residential dining, retail programs, food court operations which are heavily nationally branded, to remote service locations that include a Java City and Starbucks. All areas have multiple purchasing options including traditional board plans, declining balance, meal equivalency, and some locations offer the use of credit cards. Our catering operations are range from a "no frills" catering service to "black tie" gourmet presentations. During the past twenty (20) plus years, the University has enjoyed a productive partnership with the University's food service vendor. The University's intention is to establish a true partnership with its food service vendor of choice in order to allow the program to grow and respond to the needs of the University's clientele and the University community.

#### Summer 2004 - Facility and Program Changes:

During the summer of 2004, the University, with the assistance of its current food service provider, made cosmetic, expansion, equipment, and programming changes to the Christian Cafeteria. The service area was transformed from a traditional line generated service facility, to a platform based scatter system. This renovation has been well received by all members of the University community.

#### Future Direction of the UCA Dining Service Programs:

The University's current food service provider has conducted various surveys, which provided the University with insight as the University begins to address the needs of the millennium generation. The University is seeking a food service provider that will take the initiative in researching, developing, and instituting a dining service program that is consistent with today's trends in University dining. Additionally, the University seeks a food service provider with timely, innovative ideas, who aggressively surveys the population, and engages in self-examination to bring about new and innovative programs to the UCA Dining Services.



### Current Points of Service:

Dining Service on the UCA campus consists of a combination of platform based residential dining program, food courts, a convenience store, and remote food locations. The current location of food service operations are the University Student Center, Torreyson Library, College of Business, Christian Cafeteria, Burdick Business Administration, Bear Village Apartments (C-Store), Baseball, Softball, Farris Center and Estes Stadium Concessions. The catering services operations are located in the Brewer Hegeman Conference Center.

### University Student Center:

The University Student Center is centrally located and features a food court and showcases a collection of fast-food and in-house restaurants. Currently, the following food service options are available in the University's Student Center:

- Chick-fil-A Express
- Pizza Hut Express
- Grille Works
- Einstein Bros.
- Quizno's
- Sushi

### Starbucks Cafe:

Located in the Torreyson Library, Starbucks offers a variety of coffee, espresso, cappuccino, cold beverages, bakery products, teas, and waters. Select pastries, muffins and breads are also served.

### Bear Express:

Located in the Burdick Business Administration building, the Bear Express offers a Montagues Deli with deli style sandwiches and also includes a C-Store offering grab and go items, beverages, candies, and essentials.

### Java City :

Java City recently opened in the newly constructed College of Business. This location serves coffee, espresso, cold coffee beverages, muffins and pastries.

Bear Village Residential: A C-Store centered in the Bear Village Residential Apartments offers many convenience items including a variety of packaged foods, beverages, and grab and go items. Students with Declining Dollars can use this form of payment in this location.

Students who live in the residence halls, with the exception of the Apartments, are required to choose from the current meal plan options excluding the Dining Dollars only meal plan options. The Dining Dollars meal plan options are only for Apartment residents and commuter students. The meal plan week begins on Sunday and runs through Saturday evening. Pertaining to meal plans with a stated number of meals per week, students are allowed to use one (1) meal during each meal period throughout the week. The all access plan allows the student to use as many meals as he or she would like during any meal period, however this is for the student holding the plan, not the student's guests. Currently, unused meals on all Resident Meal Plans do not carry over to the following week. Students do have the ability to purchase "~~Declining Balance~~ Dining Dollars" to supplement their meal plans.

#### Residential meal plans and the declining balance program:

Current Meal plans are detailed below:

##### 1. Resident Meal Plans:

All residential meal plans have three (3) defined meal times per day. Students are allowed to use only one (1) meal per period and Block meal plans are allowed transferability through meal equivalency at selected retail locations. ~~during the lunch period.~~ Students may not discontinue meal plan participation as long as they reside in campus housing during any semester. Refunds on meal plans are not permitted, except as provided by policy for students withdrawing from the University. The Director of Housing Operations and/or the Assistant Vice-President of Housing and Contract Services must approve any exceptions to this policy. These plans have a missed meal factor, which the University understands is a consideration in determining the prices of the plans.

Current semester Meal Plans are listed below:

- The following plans are available to all Residents and Commuters:
  - Total Access - \$1,120.00
  - Total Access with \$50 DD - \$1,170.00
  - 10 meals per week with \$100 DD - \$1,160.00
  - 15 meals per week with \$80 DD - \$1,160.00

- 140 Block plan with \$160 DD - \$1,260.00
  - 220 Block - \$1,210.00
  - 220 Block with \$50 DD - \$1,260.00\*\*\*The block plans allow the meal-plan holder the option to eat any of his or her meals for the semester in either the Christian Cafeteria or the Student Center food court under the equivalency program.
- The following plans are available for Apartment Residents and Commuters Only:
    - 600 DD - \$600.00
    - 700 DD with 50 Bonus DD - \$700.00
    - 900 DD with 50 Bonus DD - \$900.00
  - The following plan is available to Senior Apartment Residents and Commuters Only:
    - Seniors Only Plan 75 Block with \$500 DD - \$1,170.00

## 2. Dining Dollars:

“Dining Dollars” (“DD”) are prepaid dollars automatically deposited onto the student ID card. The amount of DD is to be used in the form of declining balance at any dining facility. DD amounts are a great value, convenient to use, and offer flexibility in the contractor’s meal plan. They may be used to purchase full meals in the cafeteria or to make a la carte purchases of food, snacks, and beverages at one of the University’s other locations. Meal-plan holders may purchase additional DD amounts. Additional Funds can be added to Dining Dollars with cash, check, money order, or credit card by visiting the Dining Services office in the Christian Cafeteria, or cash can be inserted in the “Bear Buck” machines that are located at the Christian Cafeteria and Torreyson Library. UCA’s declining balance program is a great addition to any of the Resident Meal plans or for other faculty, staff, and students. Overall dining dollars deposits for Fall 2011 were \$1,060,517.

## 3. Bear Bucks:

“Bear Bucks” is a declining balance program similar to Dining Dollars. Bear Bucks are sold directly through the Bear Card Center located in 208 Bernard Hall. Bear Bucks carry over from semester to semester and year to year as long as the student is enrolled at UCA. The Bear Bucks account may be used for copies and laser printing in the Torreyson Library, Bookstore purchases, purchases at all

UCA food service locations, and a growing number of off-campus vendors. From June 2010 through June 2011, Bear Bucks deposits totaled \$390,641

4. Inclining Balance Program:

The Inclining Balance Program allows faculty and staff to use their university's identification card as a credit card to charge to their account and are billed monthly from the contractor.

5. Meal Equivalency Program:

"Meal equivalency" allows a meal-plan holder to use a meal plan at the Student Center food court. Certain meal plans allow the meal-plan holder the option to eat any of his or her meals for the semester in either the Christian Cafeteria or the Student Center food court under the equivalency program. University students value this program.

2011-2012 Academic Year Rates :

The contractor will be required to honor the following rates for the Summer 2012 as part of the current yearly agreement with the University. New board rate quotes shall take affect with the commencement of the Fall 2012 semester.

Summer Camp Rates

Breakfast:	\$ 4.66
Lunch:	\$ 5.67
Dinner:	\$ 5.67
Brunch:	\$ 5.67

Current Serving Hours for the Christina Cafeteria:

Breakfast:	7:00 am - 9:30 am
Continental Breakfast:	9:30 am - 10:30 am
Lunch:	10:45am - 2:00pm
Lite Lunch:	2:00 pm - 3:45pm
Full Dinner:	4:00pm - 7:00pm
Late Night:	7:00pm - 9:00pm

Cash or Casual Meals:

The University currently offers cash transactions at Christina Cafeteria; the current rates are as follows:

Breakfast:	\$ 6.73
Lunch:	\$ 9.05
Dinner:	\$ 9.65
Brunch:	\$ 8.33
Specials:	\$9.65

Weekly Board Billing: At the beginning of each semester, the University will provide the contractor with a list of all persons entitled to service at contract rates. Changes to the eligible list can be adjusted through contact from the university or current software applications. Students released from the meal plan agreement by the University will not be charge on the weekly board billing after notification to the Food Service Contractor.

Sample Menu Cycles:

Although the University will allow for change as the program develops, the Contractor shall provide a detailed sample of a proposed menu cycle relating the Contractor's vision of the Residential Dining Program.

Meal Plan Development:

The University is interested in new flexible innovative meal plans, and the Contractor should feel free to propose what it feels will best serve the University's residential population.

## Attachment E

Unamortized Balance with ARAMARK as of May 2012

Description	<u>Unamortized Balance</u>	<u>Accrue but unbilled Interest</u>	<u>Total</u>
\$3,568,379.19 Christian Cafeteria Renovation	\$2,215,984.17	\$1,646,834.34	\$3,862,818.51
\$210,000.00 - \$100k Cart & Grill, Concessions, Cafeteria Restrooms	\$126,000.00	\$72,119.93	\$198,119.93
\$800,000.00 Student Center Renovation	\$563,333.33	\$283,110.42	\$846,443.75
\$800,000.00 Student Center Renovation	\$573,333.33	\$266,475.00	\$839,808.33
\$250,000.00 Starbucks	\$195,833.33	\$38,153.65	\$233,986.98
\$118,750.56 (\$125K) Starbucks	\$92,880.25	\$18,095.59	\$110,975.84
\$650,000.00 Einsteins/Java City	\$606,666.67	\$22,086.46	\$628,753.13
\$80,876.45 – Point of Sale System-Blackboard	\$70,092.92	\$2,665.55	\$72,758.47
	\$4,444,124.00	\$2,349,540.94	<u>\$6,793,664.94</u>

Attachment F

Brewer Hegeman Conference History of Events

<b>Date</b>	<b>Class Title</b>	<b>Total Participants</b>	<b>Number of Meetings</b>
7/06/09	Child Nutrition Directors Certification Workshop	29	10
7/06/09	Safe School Institute July 13-17, 2009	14	5
7/07/09	Noon Lion's Club Luncheon	32	4
7/07/09	Gideon's South Camp Monthly Meeting & Dinner	19	1
7/10/09	KARK Gold Circle Reception & Community Service Awards	500	1
7/11/09	AR State Bowling Association "Hall of Fame" Dinner	98	1
7/11/09	Minority Mentorship Executive Board Meeting	8	1
7/15/09	Reaching Unreachable Kids 7-15-09	30	1
7/15/09	Roller McNutt Christmas Party	125	1
7/16/09	ADE - Tech Camp	51	2
7/22/09	Arkansas Math Science Institute	64	1
7/24/09	Data Use and Formative Assessment	100	1
7/24/09	AWE Retreat	21	1
7/25/09	Esparza Wedding and Reception-Dinner	55	1
7/28/09	Drawing Techniques for the Classroom	28	1
7/30/09	National Conference of Academic Deans July 30-Aug 1, 2009	64	3
8/03/09	2009 Community Development Institute	109	5
8/07/09	PT Convocation Reception	250	1
8/09/09	Resident Assistant Training	100	1
8/11/09	Giedon's South Camp Monthly Meeting & Dinner	11	1
8/15/09	Resident Assistant Training II	120	1

8/17/09	Welcome Week Convocation 8-17-09	60	1
8/18/09	New Faculty Orientation	50	1
8/19/09	Rising Scholars Banquet	90	1
8/22/09	Christiansen-Hearn Reception	150	1
8/24/09	Meet Your Mentor	125	1
8/26/09	Advisory Council Meeting	8	1
8/27/09	Healthcare Forum Press Conference	6	1
8/27/09	Education Renewal Zone Directors Meeting	15	1
8/27/09	Federal Reserve Bank Bankers Breakfast	70	1
9/01/09	Colored Pencil Drawing	10	6
9/02/09	Learn the Basics:Photography:	18	6
9/03/09	Floral Design1	4	1
9/03/09	Drawing Pencil Portraits	1	5
9/08/09	Minority Enterprise Development Awards Luncheon	100	1
9/08/09	Gideon's South Camp Pastor's Appreciation Banquet	105	1
9/09/09	Pilates	8	19
9/09/09	Total Body	8	15
9/10/09	Arkansas Public School Resource Center (APSRC) Conference	75	1
9/11/09	Articulaiton Workshop	190	1
9/12/09	Easy Bridge	7	8
9/13/09	Jr. Cotillion Class	98	1
9/14/09	R Squared Training	13	5
9/16/09	Instant Piano for Hopelessly Busy People	10	1
9/19/09	Public Appearances Meals	19	15
9/22/09	CEU Workshop	8	1
9/24/09	Annual Meeting of the AR. Assoc. of Teacher Educators	50	2
9/26/09	Bear FActs Day September 2009	200	1
9/28/09	Hewlett Packard Job Fair	2150	1
10/06/09	Yoga	12	9



10/07/09	Central Arkansas Counselor Luncheon	48	1
10/07/09	Leave a Legacy: Write Your Life Story	9	4
10/09/09	ACTEB (Ark College Teachers of Econ & Bus) Annual Conference 2009	38	1
10/10/09	Hunter's Education	87	1
10/13/09	Gideon's South Camp Monthly Meeting & Dinner	17	1
10/14/09	Advanced Photography	13	6
10/14/09	Alzheimer's: A Brainy Buffet of Information Seasoned with Positive Coping Skills	13	6
10/14/09	Communities Empowering Youth	26	1
10/15/09	Ark Assoc for Marriage & Family Therapy Conf--Oct 15,2009	26	1
10/16/09	Ark Assoc for Marriage & Family Therapy Conf --Oct 16,2009	23	1
10/17/09	82nd Anti-Aircraft Battalion from Korea Dinner	70	1
10/22/09	of Watercolor: Compositions from Photos	4	5
10/23/09	ADE Surveys of Enacted Curriculum	50	1
10/26/09	Arkansas School Psychology Association Annual Conference	180	2
10/27/09	Thrivent Financial	6	1
10/28/09	Education Renewal Zone Advisory Council Meeting	17	1
10/28/09	Graybar/Fluke Workshop	30	1
10/29/09	Retirement Planning Today session 1	13	2
11/01/09	Jr. Cotillion Class	96	1
11/04/09	ERZ Directors Meeting	17	1
11/05/09	ADE Tech Camp Fall 2009	53	1
11/05/09	Chamber CEO Luncheon	160	1
11/12/09	Humanities Fair	150	1
11/12/09	Career Pathways in Psychology	99	2
11/14/09	President's Scholars Day November 2009	150	1
11/17/09	Dean's Symposium	25	1
11/20/09	Model UN	75	2

12/04/09	Conway Hematology & Oncology Christmas Party	50	1
12/04/09	Admissions Bear Facts Day #2	175	1
12/05/09	Jr. Cotillion Holly Ball	125	1
12/05/09	Conway Symphony Orchestra Social	85	1
12/07/09	Catholic Knights Christmas Gathering	31	0
12/08/09	Hewlett Packard Meeting	40	3
12/11/09	ARKSHA Meeting	25	1
12/12/09	Mt. Sinai Church Christmas Party	1 05	1
12/15/09	HP Dinner	1 30	1
12/16/09	CEO Luncheon December	85	1
1/03/10	Jr. Cotillion Class	76	1
1/05/10	Lion's Club Luncheon	33	4
1/11/10	RA Training	113	1
1/12/10	Gideon January	21	1
1/12/10	Gideon's South Camp Meeting & Dinner	16	1
1/15/10	Internship II	120	1
1/21/10	Founders Day Program	35	1
1/25/10	Provost Meeting	20	1
1/27/10	Acxiom Leadership Awareness Workshop	80	1
2/01/10	We the People State Competition	115	1
2/02/10	Lion's Club Luncheon	27	3
2/04/10	ERZ Directors Meeting	17	1
2/05/10	Arch Ford Counselor	40	1
2/06/10	Election Commissioners Association	81	1
2/07/10	Jr. Cotillion Class	69	1
2/08/10	Total Body Strength and Conditioning	9	18
2/08/10	Pilates	8	18
2/10/10	Photography: Learn the Basics	24	4
2/10/10	Drawing Pencil Portrait I	5	5

2/11/10	AR Textbook Publishers Caravan	60	1
2/11/10	Splash of Watercolor: Learn the Basics	8	6
2/11/10	Drawing Pencil Portraits 2	7	5
2/16/10	New Year/New You: Rediffining Your Life From the Inside Out	2	6
2/16/10	Gideon's South Camp Meeting & Dinner	13	1
2/16/10	Scrapbooking for Beginners	3	3
2/16/10	Yoga for Everyone	13	8
2/17/10	Reaching Unreachable Kids	25	1
2/22/10	CMLA State Competition	50	1
2/22/10	Southwestern Energy Training	23	3
2/24/10	Supervisory Leadership Training	6	2
2/24/10	Southwestern Energy HS&E	30	1
2/26/10	Guidance in Action	5	1
2/27/10	Intermediate Bridge	7	10
2/27/10	The Basics of Disaster Preparedness. . .and Then Some	28	1
3/01/10	Census Bureau Meeting	35	4
3/02/10	Smart, Sensible Spending and Saving	16	4
3/02/10	Splash of Watercolor: Learn the Basics- UCA	6	4
3/02/10	Lion's Club Luncheon	31	4
3/09/10	Gideon's South Camp Meeting & Dinner	22	1
3/10/10	UCA New Professionals Seminar	32	1
3/10/10	Instant Piano for Hopelessly Busy People	6	1
3/12/10	Math/Science Event	85	1
3/13/10	JR. Cotillion Ball	85	1
3/13/10	Admissions Bear Facts Day #4	238	1
3/15/10	Slice of UCA	0	1
3/18/10	Marketing/Managment-Purchasing Management Dinner	34	1
3/20/10	Retirement Planning Today 1	11	2
3/20/10	Retirement Planning Today 1	11	2

3/23/10	Retirement Planning Today 2	9	2
3/24/10	Advanced Photography	8	6
3/25/10	Super Saver Class 2	5	2
4/01/10	Town Hall Meeting	50	1
4/02/10	Family & Consumer Sciences Alumni Luncheon	144	1
4/06/10	Scrapbook Techniques	5	4
4/06/10	Lion's Club Luncheon	45	4
4/09/10	2010 ALAR Conference	225	1
4/13/10	Gideon's South Camp Meeting & Dinner	18	1
4/15/10	English Literature Conference	25	2
4/19/10	Southwestern Energy USACE Training	25	1
4/22/10	Department of Workforce Services	17	1
4/23/10	ACWHE Spring Workshop	130	1
4/25/10	Liberal Arts Honors Convocation	120	1
4/26/10	Body Assault	10	12
4/27/10	Founder's Day	63	1
4/28/10	Personal Finance Challenge	0	1
4/29/10	ResLife End of the Year Banquet	130	1
5/01/10	Barbie Auction	60	1
5/05/10	Arkansas Federal Credit Union Luncheon	56	1
5/06/10	Pinning Ceremony & Reception	200	1
5/11/10	Gideon's South Camp Meeting & Dinner	15	1
5/11/10	Southwestern Energy VPSI Meeting	15	2
5/20/10	Conway Chamber CEO Luncheon	136	1
5/21/10	Conway Regional Geriatric Conference	80	1
6/01/10	Lion's Club Luncheon	29	4
6/03/10	Working with Parents in Poverty	15	1
6/03/10	ADD, ADHD, Autism: Working Strategies for the Classroom	32	1
6/03/10	Maumelle-ADD, ADHD, Autism: Working Strategies/Classroom	40	1

6/04/10	Faulkner County Bar Association	30	1
6/07/10	Premier Jewelry	33	1
6/08/10	Gideon's South Camp Monthly Meeting & Dinner	12	1
6/09/10	Art Making Techniques 3D Projects	28	2
6/11/10	2010 Leadership Institute	130	1
6/15/10	College Bound Disability Camp	52	4
6/16/10	Hospice Education Brunch	25	1
6/21/10	Queens Reception	74	1
6/23/10	UCA/Acxiom IT Camp	26	4
6/23/10	Autism Awareness Conference	23	2
6/28/10	Psychology Assessment Training	43	1
6/29/10	HP Training for Trainers	17	2
6/29/10	Southwestern Energy	15	2
7/06/10	Lion's Club Luncheon	35	4
7/12/10	Child Nutrition Directors Certification	17	10
7/13/10	Gideons July	17	1
7/15/10	TLC Laser Eye Center Workshop	2	1
7/16/10	KARK Gold Circle Reception Awards Ceremony	202	1
7/20/10	Arkansas HIV Aids Task Force Forum	11	1
7/21/10	Southwestern Energy HS&E	30	2
7/22/10	Southwestern Energy Measurement Techs	15	2
7/28/10	Arkansas Environmental Education Association Meeting	90	1
7/29/10	National Conference of Academic Deans	60	3
8/02/10	Community Development Institute--- Aug 2-6, 2010	131	0
8/10/10	Gideons August	15	1
8/10/10	Lions Club August	34	3
8/12/10	Chamber of Commerce CEO Luncheon	350	1
8/12/10	Faulkner County Day School	61	2
8/13/10	DNP Planning Task Force	12	1

8/17/10	New Faculty Orientation	65	1
8/18/10	Conway Regional Nursing Workshop	27	1
8/18/10	Southwestern Energy August 18	17	1
8/20/10	Nursing Retreat	21	1
8/23/10	Welcome Week Convocation	40	1
8/25/10	Rising Scholars Banquet	115	1
8/27/10	Psychology Workshop	100	1
8/28/10	Ambassador Training	75	1
8/30/10	Meet Your Mentor: Pt 1	115	1
8/31/10	State Chamber Door to Door	25	1
9/03/10	Admissions Counselor Luncheon	60	1
9/07/10	Vision Board=The Law of Attraction	6	3
9/07/10	Lions Club September	32	4
9/07/10	Yoga for Everyone	10	8
9/08/10	Southwestern Energy Measurement Techs	18	3
9/08/10	Drawing with Colored Pencils	5	6
9/08/10	Pilates	10	22
9/08/10	Burn and Chisel	18	19
9/09/10	Scrapbooking for Everyone	3	5
9/09/10	Splash of Watercolor: Learn the Basics-Class 1	6	6
9/09/10	Greenbrier Chamber of Commerce Board Meeting	7	1
9/09/10	Quickbooks 101 (Class 1)	4	3
9/11/10	Adventures in Duplicate Bridge	9	1
9/12/10	Cotillion September	66	1
9/13/10	Grant Writing for Beginners	4	4
9/14/10	Gideons September	107	1
9/17/10	DNP Planning Task Force	12	1
9/18/10	Bear Facts Day September	200	1
9/23/10	Ark. Assoc. of Teacher's of Educators	55	2

9/30/10	Conway Regional Wound Conference	30	1
10/2/10	Conway High School 55th Class Reunion	72	1
10/3/10	Cotillion October	56	1
10/4/10	How to Start a Small Business	42	1
10/5/10	Going Green the Southern Way	5	1
10/5/10	Lions Club October	23	4
10/5/10	Meeting & Luncheon of School Superintendents & Principals	15	1
10/7/10	Reaching Unreachable Kids	17	1
10/11/10	Intermediate & Advanced Grant Writing	5	4
10/11/10	ELECTION 2010 DEBATE	50	3
10/12/10	Gideons October	15	1
10/14/10	Coaching for Success	7	1
10/16/10	Ark. Geographic Alliance Planning Meeting	11	1
10/18/10	Risk Manager in Residence Luncheon	44	1
10/18/10	Superintendents Advisory Council Meeting	25	1
10/18/10	Centennial Bank Meeting	17	1
10/18/10	College of Fine Arts Guest Dinner	16	1
10/21/10	Splash of Watercolor: Learn the Basics-Class 2	4	6
10/21/10	ACDS Conference	70	1
10/21/10	HP 7 HABITS	20	2
10/22/10	Arkansas Association of Masters in Psychology	32	1
10/23/10	Hunter's Education	110	1
10/23/10	Retirement Planning Today 2	7	2
10/23/10	Retirement Planning Today 2	7	2
10/28/10	Quickbooks 101 (Class 2)	3	3
10/29/10	DNP Planning Meeting	15	1
10/30/10	Bears Facts Day	95	1
11/02/10	Lions Club November	27	0

11/04/10	Foreign Language Association of Central Arkansas	51	1
11/07/10	Cotillion November	56	1
11/09/10	Gideons November	15	1
11/11/10	Humanities Fair	180	1
11/12/10	DNP Planning Meeting	18	1
11/13/10	Listening From the Heart	6	1
11/15/10	CEO Luncheon	102	1
11/16/10	Ark. Institutional Research Organization	60	1
11/18/10	President's Day	100	1
11/19/10	Model UN 2010	600	2
12/2/10	Roller Christmas Party	115	1
12/2/10	UCA High School Honor Band Clinic	16	2
12/2/10	Arkansas Shakespeare Theater	150	1
12/4/10	Cotillion Holly Ball	59	1
12/7/10	Conway Adult Education Welcome Meeting	41	1
12/8/10	High School Counselors Meeting	40	1
12/9/10	Catholic Knights Christmas Party	40	1
12/15/10	Southwestern Energy Supply Services	20	2
1/04/11	Lions Club January	31	3
1/11/11	Gideons January	15	1
1/12/11	Southwestern Energy HS&E	28	1
1/15/11	High School Film Makers Symposium	70	1
1/18/11	HP LEADERSHIP SERIES	16	5
1/26/11	ISO TRAINING	10	2
1/28/11	Arch Ford's Counselor's Meeting	100	1
2/01/11	Internship II Professional Development	100	1
2/01/11	Lions Club February	31	4
2/11/11	AR Textbook Publishers Caravan	70	1
2/17/11	Ariel Strategic Communications Meeting	20	1



2/17/11	Admissions Luncheon	120	1
2/17/11	Arkansas Geography Alliance	12	1
2/21/11	Kimberly Clark Dinner	21	1
2/23/11	We the People State Hearings	175	1
2/24/11	Arkansas Publishers Caravan	120	1
2/26/11	Phi Theta Kappa Annual Convention	130	1
3/01/11	Arkansas Department of Emergency Management	62	1
3/01/11	Southwestern Energy VPSI Training Session	20	3
3/01/11	Lions Club March	31	5
3/02/11	CMLA Conference	100	1
3/07/11	Slice of UCA	170	1
3/08/11	Gideons March	23	1
3/10/11	Internship II Professional Development March	100	1
3/11/11	Eating Disorders	44	1
3/11/11	DNP Consortitum Meeting March	10	1
3/12/11	Cotillion March-Ball	75	1
3/12/11	Bear Facts Day March	500	1
3/12/11	Woody Allen Lecture	30	1
3/17/11	HP 7 HABITS TRAINING	1	1
3/22/11	Southwestern Energy VPSI Training Session	17	3
3/24/11	Chief Nursing Officers	30	1
3/26/11	Trimble Birthday Party	60	1
3/28/11	Sponsored Programs Conference/David Bauer Seminar	20	2
3/30/11	Purchasing Management Class Banquet	26	1
3/31/11	College of Business Federal Reserve Luncheon	26	1
4/01/11	Consortium for Computing Sciences	85	1
4/04/11	Sigma Theta Tau Awards Dinner	25	1
4/05/11	Lions Club April	36	4
4/06/11	Internship II Professional Development April	70	1

4/08/11	Bears Facts Day April	305	1
4/12/11	Gideons April	16	1
4/12/11	Southwestern Energy VPSI Training Session	17	3
4/16/11	AFLAC Luncheon	150	1
4/17/11	Tri Sigma Founders' Day Banquet	65	1
4/19/11	SP11CEOLUNCHEON	128	1
4/20/11	Conway Adult Education Welcome Meeting	23	1
4/22/11	Dept of Family and Consumer Science Luncheon	158	1
4/28/11	Personal Finance Challenge	100	1
4/29/11	Minority Mentorship Meet & Greet	40	1
4/30/11	Staggs Wedding	80	1
4/30/11	Baby Shower	30	1
5/01/11	Liberal Arts Honors Convocation	200	1
5/02/11	ArkAAN	80	1
5/03/11	Lions Club May	48	5
5/03/11	Southwestern Energy VPSI Training Session	18	3
5/05/11	College of Education Pinning Ceremony	1000	1
5/06/11	JUNIOR FBLA CONFERENCE	1100	1
5/10/11	Gideons May	20	1
5/11/11	Arkansas Federal Credit Union Luncheon	64	1
5/12/11	Taste of Homes- CANCELED	0	0
5/14/11	ADD, ADHD, Autism: Working Strategies for the Classroom	8	1
5/17/11	Southwestern Energy VPSI Training Session	18	3
6/01/11	Southwestern Energy VPSI Training Session	17	1
6/03/11	ADD, ADHD, Autism: Working Strategies for the Classroom	16	1
6/03/11	Faulkner County Bar Association	40	1
6/06/11	Arkansas Insurance Education Institute	14	3
6/07/11	Lions Club June	33	3

6/09/11	Reaching Unreachable Kids	15	1
6/09/11	UCA PD Emergency Management Meeting	20	1
6/10/11	Leadership Institute	100	1
6/14/11	Gideons June	16	1
6/15/11	College Bound Summer Camp 2011	50	3
6/18/11	Charnefa Harper Wedding Reception	0	0
6/20/11	Center of Teacher Effectiveness	6	1
6/22/11	UCA/Axiom IT Careers Camp	49	3
7/05/11	Lions Club Meeting	30	1
7/06/11	Council of Deans and General Education Council	26	1
7/12/11	Gideons Monthly Meeting	16	1
7/14/11	Working with Parents in Poverty	0	1
7/21/11	2011 CHINA BUSINESS SUMMIT	170	1
7/26/11	Physical Plant Electrical Training Class	14	1
7/28/11	National Conference of Academic Deans 2011	60	1
8/11/11	KARK Gold Circle Reception	100	1
8/19/11	ARKTESOL Meeting	13	1
8/19/11	Nursing Department & Luncheon	21	1
8/20/11	Minority Mentorship Program Training	70	1
8/22/11	Conway Chamber of Commerce CEO Luncheon	125	1
8/23/11	New Faculty Orientation	75	1
8/24/11	Rising Scholar Banquet	100	1
8/26/11	Nursing faculty Workshop	50	1
8/27/11	Civil War Battles	60	1
8/29/11	Student Services Meet your Mentor	80	1
8/30/11	Transition Speaker & Light Dinner/Minority Services	80	1
9/01/11	David Bauer Seminar	85	2
9/09/11	Wesson Rehearsal Dinner	36	1
9/11/11	Cotillion	105	1

9/12/11	Chamber Minority Luncheon	108	1
9/16/11	UCA Student Government Association Dinner	58	1
9/19/11	Arkansas Conference of Academic Deans	82	1
9/19/11	Southwestern Energy Meeting Week One	11	5
9/19/11	AHDE Meeting	100	1
9/23/11	50th Birthday Party	25	1
9/27/11	Arkansas Legislative Subcommitte Meeting	35	1
9/28/11	12th Annual Perinatal Women's Health Conference	100	1
9/29/11	Focus for Time Management: Outlook - Prof Development	5	1
9/29/11	ArKADE	80	2
10/1/11	ADD, ADHD, Autism: Working Strategies for the Classroom	11	1
10/2/11	Cotillion	100	1
10/6/11	Arkansas Philological Associates Conference	90	2
10/10/11	UCA Police-ICS 300/400	40	3
10/14/11	Psychology & Counseling Meeting and Luncheon	20	1
10/14/11	Eating Disorders	53	1
10/15/11	History Symposium: Teaching Social Studies	35	1
10/19/11	Arkansas Community Development Society (ACDS) Annual Conference	78	1
10/20/11	ARKTESOL	215	1
10/24/11	Self- Mutilation Workshop	14	1
10/24/11	Arkansas Department of Higher Education	65	1