The Campus Beet Cafe
Business Plan
Sunday May 22nd, 2011

The Campus Beet
Http://thecampusbeet.wordpress.com/
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### Sales and Operational Expenditures, monthly

<table>
<thead>
<tr>
<th>Sales</th>
<th>Operational Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>60 people per event</td>
<td>$120 / month volunteer benefits</td>
</tr>
<tr>
<td>$7 / plate x 60 = $420 / event</td>
<td>$30 / month advertising</td>
</tr>
<tr>
<td>$420 / event x 27 events = $11,340</td>
<td>$40 / month shrinkage/spoilage</td>
</tr>
<tr>
<td>$11,340 / 8 months</td>
<td>$640 / month food purchasing</td>
</tr>
<tr>
<td>Total: $1,417.50 / month</td>
<td>Total: $830 / month</td>
</tr>
<tr>
<td><strong>Operating Monthly Profit:</strong> <strong>$587.50</strong></td>
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</tbody>
</table>

### QUANTIFYING RESULTS

- **Profit:** recorded weekly by treasurer
- **Local sourcing:** % sourced locally and from Campus Beet Garden will be recorded
- **Relationships:** number of relationships developed with farms, WMU organizations, and within the WMU community will be recorded
- **Customer satisfaction:** tracked by survey, number of new and returning customers
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      ii. Special Programs
   d. Operations

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1 VISION

A. MISSION & VISION

The Campus Beet is a Registered Student Organization (RSO) at Western Michigan University working towards starting a sustainable student-led café on campus. The mission of The Campus Beet is to lay a foundation for the development of a student-led campus café through establishing a sustainable operating structure and generating awareness of the organization throughout the WMU campus and the Kalamazoo community.

The vision of The Campus Beet is to offer nutritious and ecologically sound food, to build the local economy, and to support the WMU community. The café will provide a space to cultivate growth and expression, while offering an opportunity for student leadership experiences and interdisciplinary learning.

B. COMPANY DESCRIPTION

The Campus Beet Café will be a student-led food service provider run as a business unit of Western Michigan University under the purview of the Division of Student Affairs. Relationships between The Campus Beet Café and Western Michigan University will be maintained in accordance to our memorandum of understanding, outlined in Appendix I.

The Campus Beet Café will offer locally sourced, ethical, sustainable food options that are designed to meet a wide range of dietary and cultural food needs. It will also serve as a space and venue for a variety of other student interests.

The Campus Beet will maintain its status as a RSO by filling our managerial positions with student volunteer, internship, and paid positions. We will retain close relationships with Student Activities & Leadership Programs and other RSOs. The Campus Beet Café will fill the operational roles of the café through paid student employees.

Members of The Campus Beet Café will be encouraged to fill roles in both managerial positions and as student employees. Members will elect leaders based on majority vote. All members will vote on all major decisions first through consensus, then democratically if needed. Any customer may become a member of the RSO, but the availability of non-student positions is limited to promote student involvement, as outlined in Management and Structure, Part G: Volunteer Leadership Positions.

C. CAFE SERVICES

The Campus Beet Café will provide a space for a student-led and run café including dining tables and a performance area.

The Campus Beet Café will sell sit down, take out, or made-to-order options available for purchase throughout the day, including fresh fruit and yogurt, muffins, scones, and smoothies. Lunch will include greens and deli salads, grilled and cold sandwich options, soup, grab & go dips, pita pizzas, and burgers. Dinner will encompass all lunch options, along with rotating seasonal specials and desserts. Our beverage selection will include coffee, teas, seasonal
juices, local root beer, homemade carbonated fruit drinks, and rotating specialty cultural drinks.

**Food purchasing guidelines**

Local sourcing is the priority for food purchasing within The Campus Beet Café. Food should be organic and minimally processed whenever financially possible, and coffee will be fair-trade certified. Business ethics of suppliers will be researched before approved of as a food source, as outlined in Appendix II.

**Special Programs**

The Campus Beet Café will be dedicated to being a hub for student arts, entertainment, education and a source for the most wholesome and sustainable food on campus.

The Campus Beet Café will work to create opportunities for programs of all types, and host a variety of events, either through the café (i.e. specialty baking, food preservation workshops, kitchen skills, nutrition education, etc.), or by providing space for RSOs (i.e. cultural cooking workshops, movie nights, etc.). The Campus Beet Café will offer resources for monthly food outings that immerse students into the food systems and other aspects of the greater Kalamazoo community.

The summer of 2011, The Campus Beet received a land grant from the Kalamazoo Land Bank to develop a plot of land on Summit Avenue into a community garden. The garden has served as one of our strongest recruitment, relationship building, and community outreach tools. We plan to have a presence at the Douglass Neighborhood farmer’s market, and use the produce from our garden to test recipes and host dinners. The Campus Beet Café will source its food from the Student Garden Organization, and potentially continue cultivating the land on Summit Avenue if demand is high enough and interest within the group is maintained.

**D. OPERATIONS**

The Campus Beet Café will be open from 8:00 am to 8:00 pm weekdays and as needed for special events and programs on the weekends, as well as from 8:00pm-12:00am Friday and Saturday evenings. Upon opening, The Campus Beet Café will explore extending weekday hours until 12:00 AM if market demand is perceived. We will initially test market demand by staffing during those hours with volunteers from the RSO. If we see sufficient volume to maintain late-night hours, we will hire additional student assistants as necessary.

The Campus Beet Café will be staffed by an Operations Manager and 6-11 student workers. We anticipate that there will be 1-3 student workers on site at any given time. The Operations Manager will be on site for at least forty hours of operation, including Friday and Saturday evening shifts.

The Operations Manager position will be staffed through a post-graduate fellowship available to graduating Western students. The fellowship will be for a period of one year with optional renewal for a second year. This position will carry a salary of $24,000 per year in addition to benefits as an SCS non-exempt position. We anticipate funding this position will cost $36,000.
Student workers will be hired as hourly staff in accordance to need. All students will be expected to work 10-20 hours per week and be paid at a grade level B.

2. MARKET OPPORTUNITY

The Campus Beet and previous student cafe initiatives have compiled numerous surveys of students on campus designed to gauge the presence of a market interest for a sustainable and ethically oriented cafe. Although these surveys are not wholly unbiased in their sampling, they none the less demonstrate the presence of a significant market for our products and services. A few of these surveys are as follows:

- A survey of Campus Beet open house participants run on 4/8/2011, we included the question, “Are you satisfied with current food options on campus?” Only 14% of 241 respondents checked yes.
- On the same survey we included the question, “Would you purchase food on campus more often if options like the Campus Beet existed?” to which 89% of 241 respondents indicated favorably.
- A survey of 76 students and faculty taken at a Campus Beet menu tasting in January of 2011 indicated that 90% of respondents would purchase food on campus more often if the kind of foods offered at the event were available.
- As part of a survey run by the Purple Potato Café initiative revealed 57.6% of 276 respondents indicated that the provision of vegetarian food was “Important” or “Very important” to them. In the same survey, 55.2% of respondents expressed described “Allergy Sensitive” food as either important or very important to them.
- In the same survey, an average of 36.8% of students expressed dissatisfaction with one of the campus dining options of the Bernhard Center Cafe, Flossie’s Cafe, The Bella Vita Cafe, Parkview Cafe, the Plaza Cafe, the Subway, and Taco Bell/Pizza Hut.
- In the Office for Sustainability’s 2011 Sustainability Survey, 456 student respondents ranked the action of increasing and expanding local, healthy, and sustainable food options on campus at an average importance level of 4.092, with a scale of 1 being least importance and 5 being the most important.

The Campus Beet Café’s commitment to meet a wide range of dietary and cultural food needs will respond to the majority need for specialty diet and allergen sensitive foods. 89 – 90% of respondents on two separate surveys indicating they would purchase more on-campus foods if options similar to those offered at our events is an extremely positive indicator for the acceptability of the options we intend to provide.

A. INDUSTRY DESCRIPTION AND OUTLOOK

Historical and current trends indicate that, despite challenging economic times, the Natural Products industry is experiencing growth and high demand; including a 4.6% growth from 2008-2009. In all, 82% of Americans are “buying green.” Among the areas of strong growth are healthy grab and go products, and vegan foods.1

Student-run food businesses are on the rise, and The Campus Beet has the potential to be a leader of this movement. Campus Beet members have researched the student food movement and are incorporating learned best practices. Research of the 7 most developed

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1Source: UNFI National Trends Jan-March 2010
University food cooperatives show an average annual revenue of $200,000.2

According to a survey run by the National Restaurant Association of 200 member chefs of the American Culinary Association (ACA) conducted in 2010 of "hot trends" in the restaurant industry. Among the top twenty menu trends "Locally Grown Produce," "Locally grown Meats and Seafood" and "Sustainability" held the top three positions. Also included on the list were "gluten-free/food-allergy conscious," "organic produce" and "Nutrition/health foods"3

The Campus Beet's business model belongs to the category of fast casual dining. Such restaurants combine the best aspects of quick service with a casual atmosphere and ambiance. According to a May 2009 report by Technomic4, fast casual dining represented the most rapidly growing market segment during the recession period, representing 1.6 billion dollars in sales and growing at a pace of 10% over 2009.

According to the 2011 Restaurant Industry forecast, provided by the National Restaurant Association, restaurant sales are projected to grow by 3.3 percent this year in the nation overall. According to the same forecast, restaurants will be "an important user of social media." According to the same report, social media savvy consumers dine out more often than others, and 8 out of 10 restaurant owners surveyed by the study anticipate that social messaging will become more important to their business this year. Since the efficacy of social media messaging depends upon forming personal relationships with members of target market, student run businesses are uniquely well-positioned to take advantage of these opportunities. It should be noted that the Campus Beet already has a social media officer, an active face-book page with 114 followers, and weblog.

B. TARGET MARKETS

The Campus Beet will be a centrally located student cafe on campus of Western Michigan University and easily accessible to student foot traffic.

Our target demographic is WMU students, faculty, staff, prospective students, and the general population of Kalamazoo. We are likely to attract:

- People with specific dietary requirements or allergies;
- People who are looking for alternatives to cafeteria food and fast food;
- People looking for affordable, local and sustainable foods, in a convenient location;
- People who want to support a student-run business and non-profit organization;
- People interested in local produce and products, in supporting small farmers, and in knowing where their food is coming from;
- People interested in a comfortable and cozy student cafe for music and events;
- Students looking for low sugar study foods and no-energy-crash meals.
- People who want delicious, affordable ready-made foods;

2 Christina Oatfield's thesis: Best Practices for Starting Sustainable Food Cooperatives in University Communities (University of California, Berkeley, Spring 2010)
People with interests in local economy, global environmental, and personal and social health issues;

One of the great components of The Campus Beet Café is that its target market can be virtually anyone who sets foot on WMU’s campus. Being a hub for real food and culture, The Campus Beet Café will reach a plethora and very diverse range of target markets, and is likely to attract members of the general population of Kalamazoo that might not otherwise regularly visit WMU’s campus.

C. COMPETITIVE ADVANTAGES & DISADVANTAGES

COMPETITION

Multiple food businesses near WMU offer dining options to students. Subway, Jimmy Johns, Pita Pit, Shwarma House, The Real Deal Burgers, The Grotto Subs, and Taco Bell all offer franchise fast food options. Flossie’s Café, The Bernhard Center Café, and the Sprau Tower Café also provide a la carte options on campus. In addition, the WMU Cafeterias and take out services offer students without meal plans an eat-in option.

These competitors may be classified into five main categories: Full service restaurants & Beverage houses (The Grotto, University Roadhouse, Waldo’s), Sandwich shops (Jimmy Johns, Subway, Pita Pit), Ethnic Restaurants (Spice & Rice, Shwarma House), and Quick Service restaurants (Wendy’s, Real Deal Classic Burgers & Shakes, Sprau Tower Cafe).

It should be noted that there are currently no dining options within walking distance of WMU that provide the relaxed café atmosphere we envision for The Campus Beet Café. Although a relaxed atmosphere is provided at a Biggby’s coffee located in the Bernhard Center, it offers only hot and chilled beverages and baked goods. The Campus Beet Café will provide a broader selection of entrees than what is currently available outside of a meal plan. By having freshly prepared food available, we will provide dining options coming to events hosted by the campus beet or near the location where the campus beet is situated.

• ADVANTAGES

The Campus Beet Café will be able to provide healthier and more cost effective options than the aforementioned businesses. We will be healthier by sourcing our food locally and using strict standards on the quality of the foods we purchase. We will reduce price by utilizing work for food and volunteer programs to reduce labor costs, as well as providing volunteer management through the RSO and Campus Beet internship program.

By offering a wider range of allergen free, special diet and local/organic foods, The Campus Beet Café will attract a significant and unsatisfied portion of student food needs. We will also stock a variety of healthy ‘study foods’ which will attract students seeking to avoid sugar crashes and “meal napping.”

By being a centrally located and student-run facility, the Campus Beet Café will attract student attention and be a hub for student and RSO activities such as poetry readings, live performances, extra-curricular workshops, meetings and art shows. The kitchen space will allow the Campus Beet Café to cater to special events and be a showpiece
atmosphere for new students. The atmosphere will be a culturally dynamic studying and dining environment which will draw students to the Café.

- DISADVANTAGES

The Campus Beet Café has four disadvantages to local businesses in the Kalamazoo area.

1. **High food cost ratio**: Our emphasis on using locally sourced produce, using farm-to-table relationships, as well as using organic options where cost feasible, causes us to anticipate a higher food cost ratio than many of the surrounding businesses. Typical in the industry is a food cost-ratio of 33%. Our financial projections are done with a much higher food cost ratio of 45%.

   **Strategic Response:**

   By building a network of direct producer relationships, managed by our logistics team, we will remove the mark-up associated with purchasing from a centralized supplier, therefore lowering our per unit item costs while maintaining a higher standard of quality.

2. **Turnover**: By relying upon a staff of student workers, we anticipate greater average turnover than some restaurants in the region. Few of these students will be available to work full time, and will often have less experience in foodservice then non-students available on the labor market. Therefore we anticipate that we will have to spend more time training new workers than some other food service providers.

   **Strategic Response:**

   The Menu planning arm of the Campus Beet Café will work to develop clear, concise and easily readable instructions for the preparation of each item on our menu. Prior to opening we will develop procedures governing each action that takes place in the kitchen. It will be the primary responsibility of the Operations Manager to assure that these procedures are followed at all times in order that patrons of the Campus Beet may expect consistent and high-quality service.

   We will reduce employee turnover by facilitating an open communication work environment, in which any employee may make his feelings heard at the general meeting, stop changes which he feels will be strongly detrimental through the consensus voting system, and assume leadership and other roles within the RSO.

3. **Management quality**: Because many of our management functions are provided through the RSO, management quality will depend upon the quality of RSO members, which will change as new students enter the RSO and old students graduate. As a result of this, some important functions will be staffed by people relatively new to the role which they will be asked to assume.

   **Strategic Response:**
We are doing three things to mitigate this potential issue. Firstly, by hiring an operations manager, selected from former WMU students, we will be able to train and provide guidance to students assuming new management and leadership roles within the RSO. Secondly, by forming an advisory committee of people knowledgeable about food service, business, and sustainability, we will create a group of experts who are available to RSO members to learn more about their roles. Thirdly, by setting up internships in each of six fields important to our operation we will attract students knowledgeable in essential functions related to The Campus Beet.

4. **Variability in food preparation time**: Since The Campus Beet Café will provide a mix of already prepared and made to order foods, we may face greater variability in food preparation time than other food outlets on campus.

**Strategic Response:**

As above, we will mitigate this problem by producing detailed procedures for employees operating in the kitchen, including in which order to prepare dishes, and how time spent in preparation should be divided between employees. During the lunch rush period, the operations manager will be on-site to help less experienced employees manage the workload and ensure that customers are served in a timely and efficacious manner.

D. **MARKETING AND SALES ACTIVITY**

The Campus Beet Café's primary market strategy will capitalize on our proximity to the University and our connection with our primary customer base, as well as the market niche of health foods on WMU's campus. We will appeal to students who seek a healthy diet and lifestyle by having more diverse food options on campus. The Campus Beet Café recognizes that the health food movement is rapidly spreading as a value-based, lasting trend and we would like to fulfill the dietary needs of the student body as sustainability becomes a growing concern to students. We believe that personal identification as students with the primary customer group will strengthen our ability to cater to consumer needs.

Considering that this will be the first student-run sustainable café in Michigan, we view The Campus Beet Café as a new marketing tool that will be used to promote our esteemed University. The Campus Beet is a unique student operation at WMU, and could be showcased to prospective students.

Promotional materials will be handmade with recycled materials (i.e. screen-printed recycled clothing). We will also sell materials that facilitate reuse (i.e. canvas bags, mugs).

To communicate with our customer base, we will use a variety of social media techniques. A twitter account, along with the existing blog, mailing list, and Facebook account, will be used to advertise our daily specials and workshops. We will continue to promote our events through media sources such as The Western Herald, WIDR, The Kalamazoo Gazette, and through announcements and posting fliers around the community.
Our sales activities will focus on identifying prospective products and suppliers through direct relationships with farms. We will source the majority of our seasonal produce through Community Supported Agriculture shares with the Student Garden Organization.

By having a wide variety of nutritious dietary options at an affordable price range, we will be able to offer something new to WMU students and maintain marketability over a long-term basis.

E. Market Segmentation

The potential market for Campus Beet Café’s food and services is comprised of four main areas:

WMU Students who reside on campus According to our survey data, these students are considerably more likely to purchase food on campus than those who do not reside on campus. Our studies find that students with meal plans are 1.4 times as likely to purchase food on campus outside of their meal plans than students without meal plans. The Campus Beet Café will serve this demographic by providing favorable hours of operation, as well as a relaxed atmosphere conducive to study. In addition, on the weekends we will be providing a late night dining option for students whose schedules are not conducive for eating during normal dining hours.

1. Marketing Strategy for this demographic

By being centrally located on campus, we will rise quickly within the consciousness of this demographic. Prior to our opening, The Campus Beet RSO will aggressively flier in and around campus, use social media, give out samples of our food, and advertise in the Western Herald/Kalamazoo Gazette. After opening, we will keep this demographic in attendance by providing a space well-suited to studying during the day, by serving as a meeting place for student organizations in the evening, and by serving as focus for music, comedy, and artistic events on Friday and Saturday nights. Since the RSO is composed of current WMU students, we are uniquely in touch with the needs and desires of this group of students when it comes to event planning and development.

2. Demographic Trend

Residence hall occupancy averages 4,400-4,900 depending on the semester and year. Campus apartments will have around 850 students in fall 2011, a rise from last year. Most students on campus have purchased a meal plan from dining services. It’s usually less than 150 students without one.

WMU Students, Faculty, and Staff who commute to campus is the largest and most lucrative potential market for food services. There are around 14772 full and part time students that commute to campus. The students in this demographic are also among the most price sensitive in their dining choices. The Campus Beet Café will target this demographic by providing an alternative to fast food dining options that is none the less affordable, and healthier than other foods available on campus. Faculty, staff, and students with a greater degree of disposable income who are interested non-fast food choices will find a better
selection of freshly cooked and nutritious foods than is otherwise available outside of the meal plan system.

5. Marketing Strategy for this Demographic

Students commuting onto campus who elect to purchase food away from home often find it difficult to purchase food from outside of the immediate community. Even with a car, driving off of WMU's campus in search of food can prove to be a substantial time commitment. The key to building awareness among this demographic of The Campus Beet is operating in a high-visibility location and developing quality signage to alert patrons to the Campus Beet's existence, as well as using the public relations arm of the Campus Beet RSO to build student awareness through offering free samples and other promotions during the lunch hour at select high-traffic spots around campus.

The health and diet conscious members of the WMU community is the demographic that The Campus Beet Café is best positioned to serve. By providing low/no meat options, protein rich, and low-sugar, low-fat, low processed foods, and by clearly posting sourcing information, ingredients, and nutrition statements about each of our menu items, we will provide a broad array of choices to those who are trying to lose weight, improve their diet, or are otherwise seeking healthily and freshly prepared eating options outside of the dining hall. As part of a survey run by the Purple Potato Café initiative revealed 57.6% of 276 respondents indicated that the provision of vegetarian food was "Important" or "Very important" to them. In the same survey, 55.2% of respondents expressed described "Allergy Sensitive" food as either important or very important to them. As previously stated, we will work to purchase food directly from producers in order to minimize supply costs, and provide these foods at a lower cost than our competitors.

6. Marketing Strategy for this demographic

The Campus Beet Café will serve as a meeting and organization place for student interested in healthy eating. We will use the premise to provide cooking classes, as well as organizing lectures, discussions, and by showing films related to local, healthy, and sustainable eating. Finally, we will use the premise as a distribution point for locally grown produce from our garden, and if time and interest allow, for produce grown by local farmers from the surrounding region.

Visitors who come to campus and would like to eat outside of the Dining hall system. As a research university, Western Michigan University is host to a wide array of conferences, developmental programs and special events. In many of these cases, participants feel obliged to leave campus for lunch and dinner due to a paucity of non-meal plan options. These visitors often have ample, either personal or provided, funding available for dining out but whose schedules do not permit them sufficient time to leave campus in order to acquire food, especially for lunch. The Campus Beet RSO will maintain a dedicated volunteer in our public relations branch who will keep track of major campus events, provide advertising and other announcement services to alert event participants to our presence and work with the operations manager and business planning committee to adjust staffing levels as needed to accommodate for greater than average demand.

7. Marketing strategy for this demographic is key that The Campus Beet Café be in
touch with on-campus event organizers, so that they are aware that our food and so they can transmit this information to campus-event participants. As needed and as funding allows we will place advertisements with conference organizers and otherwise provide sponsorship.

3. MANAGEMENT AND STRUCTURE

The current structure of the RSO will first be described in italics. The future structure of the café will then be described in standard typeface.

A. LEGAL STRUCTURE

The Campus Beet will operate as a business unit of Western Michigan University, under the purview of the Division of Student Affairs. The affiliated Campus Beet RSO will provide steering and planning functions for the Campus Beet business unit, as per outlines in Memorandum of Understanding (see Appendix I). The Campus Beet RSO will assist with business functions such as logistics, purchasing, and financial planning; serve as a recruiting conduit for new student assistants; and provide event planning, sales, and marketing assistance to the Campus Beet business unit.

B. MEMBERSHIP

The Campus Beet currently has 20 active members.

The Campus Beet Café will have 10 - 20 paid general operations employees, up to 6 interns working on the visioning team, 15 volunteers and 1 salaried operations manager. There will also be a number of general operations volunteers, to be determined at the discretion of the Organizational Human Resources team.

C. COMMITTEES

We currently have five planning committees: Business Plan, Menu, Public Relations, Events, and Grant & Fundraising.

- BUSINESS
  The primary goal of the business committee has been to compile the information for our business plan. They are currently finalizing the internal operations of the café through the development of a handbook. Internship building opportunities have been researched through coursework done Spring 2011 in ENVS 4100: Campus as a Living, Social Laboratory.

- MENU
  The menu selection committee has developed a rotating menu for the café. They are working closely with Chef Nick to test, standardize, and price recipes for the menu of the future café. A priced equipment list has been created to assist in predicting startup costs. Recipes have been tested at events to determine desirability. We are currently working with the Kalamazoo County Health & Community services to arrange for yearly certification of three professional food
managers, developing a detailed production schedule, and developing guidelines for safety and sanitation in the café are also current projects for this committee.

- PUBLIC RELATIONS/EVENTS

The public relations committee has advertised for the group and its various events, and is constantly working on recruitment, developing promotional materials, developing an online presence, and enhancing communication through the group.

The Events Committee is closely tied with PR and bottom-lines our promotional and recruiting events. This involves coordinating with and financing various groups and individuals.

- GRANT & FUNDRAISING

The grant & fundraising committee has resourced over $17,000 for events and research materials. They are currently pursuing funding and applying for external grants to assist in covering start-up costs.
Figure A
The Campus Beet Café’s RSO Labor Structure

**PR (7)**
1. Web
2. Advertising
3. Fundraising
4. RSO/Diversity
5. Events Intern
6. PR & MKTG intern

**OPERATIONS (5)**
1. Menu
2. ENVS intern
3. Nutrition intern

**ORGANIZATION (6)**
1. Handbook
2. Human Resources

**STEERING (13)**
1. Interns/Visioning Team
2. Spoke Reps
3. Operation Manager

**PURCHASING (5)**
1. Logistics Intern
2. Dry goods
3. Non-consumables
4. Fresh
5. Menu rep

**FINANCE (6)**
1. Payroll
2. Cash out
3. Dvlpmnt & Revenue Mgmt Intern
4. Training
5. Hiring

**HUMAN RESOURCES (9)**
1. Scheduling
2. Training
3. Hiring
Our future structure and committees have been established through closely researching and contrasting three cafes which we found to have best-practices in sustainability and student-leadership: Sprouts Café of University of Canada, Vancouver; The Flaming Eggplant at Evergreen University, and Earthfoods Café at the University of Massachusetts, Amherst (See APPENDIX VII: Labor Structure Comparative Chart). Each committee outlined below will meet once a week as a committee. All workers of The Campus Beet, both employed and voluntary, will meet weekly in a mandatory collective meeting. A member may fill more than one role in the same or a variety of committees.

- **STEERING COMMITTEE**

  The steering committee coordinates between six core committees (see Figure A). The steering committee consists of a “visioning team” of interns, a representative from each “spoke”, and the post-graduate operations manager/intern coordinator.

- **PUBLIC RELATIONS COMMITTEE**

  The public relations committee will have 7 roles:
  - 1 person will maintain all forms of internet communication.
  - 1 person will be in charge of creating advertising and promotional opportunities, and should have artistic skills in poster design.
  - 2 members will attain grants and funding while working closely with the events coordinator, through external sources and through funding available for RSO’s.
  - 1 RSO/Diversity enthusiast will find opportunities to work with student groups and individuals to expand our vision to meet the needs of a larger portion of the student demographic.
  - 1 events intern will frequently partner with the RSO/Diversity manager to plan events and group outings. The events intern is responsible for communicating with the fundraising managers when money is needed.
  - The public relations & marketing intern is responsible for researching and learning to serve the needs of each of as many student groups as possible. He or she will also work closely with the business development intern when assessing the market potential of new business opportunities.

- **ORGANIZATION COMMITTEE**

  The organization committee will have 7 roles:
  - The majority of these will be filled by a human resources team, consisting of 4 members who work towards implementing employee rewards/benefits systems and serve as an advising committee for employees. It is important that the operations manager gives this committee a lot of freedom to foster individual growth, despite the traditional role of an operations manager being closely linked to this type of work.
  - The handbook team will be updating policies and procedures as needed, and creating organizational charts for a variety of purposes, such as logs for health and safety codes and operating procedures for large equipment. The handbook team will consistently work to develop more efficient systems for communicating information and documenting progress.

- **FINANCE COMMITTEE**
The finance committee will have 6 roles:
- 1 person will do payroll weekly.
- Nightly cash-out will be taken care of by 4 rotating "closers" who are also café shift managers.
- The business development and revenue management intern will be in charge of assessing financial data and daily cash flows, forming projections and reporting any new revenue developments to the business committee.

- **HUMAN RESOURCES COMMITTEE**

The human resources committee will have 9 roles:
- 1 person will do scheduling weekly. This person will also be in charge of scheduling cleaning of equipment as needed and at least monthly.
- A subcommittee of 4 will train new hires at the beginning of each semester, and as needed throughout the semester.
- A subcommittee of 4 will do hiring for The Campus Beet café. It is necessary that all 4 members are present on hiring days. Anyone on a committee is encouraged to sit in on these hiring committees meetings.

- **PURCHASING**

The purchasing committee will have 5 roles:
- 1 person will be responsible for purchasing dry foods.
- 1 person will be responsible for purchasing non-consumables.
- 1 person will be responsible for purchasing fresh foods.
- 1 member from the Operations committee’s menu subcommittee will be responsible for arranging for special food purchases.
- The logistics intern will be in charge of maintaining current and researching new accounts with local suppliers, and cutting out the middleperson whenever possible to increase profit.

- **OPERATIONS**

The operations committee will have 6 roles:
- A subcommittee of 3 will be responsible for menu planning. 1 member will be responsible for reporting to the purchasing committee. The subcommittee’s job involves finding and testing nightly special recipes and securing/budgeting extra purchasing, standardizing recipes, and updating procedures. Members of menu planning should be employees of The Campus Beet Café's kitchen.
- The environmental studies intern will work to assure that the food options we provide are sustainably sourced and produced, and consistently search for means of increasing The Campus Beet Café’s environmental integrity.
- The nutrition intern will be a dietetics student tasked with standardizing and organizing recipes, performing nutritional analyses, providing ingredient information and health information, and showcasing local product sourcing. The nutrition intern will be consistently searching for ways to make the food we serve better for our customer’s bodies and meet their unique dietary needs and desires.

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**D. BOARD OF DIRECTORS**
The Board of Directors consists of the elected Co-chairs, secretary, treasurer, WSA representative, and historian. A leading representative from each committee also serves on the Board of Directors.

The steering committee of The Campus Beet Café is analogous to the Board of Directors.

E. ADVISORY BOARD

- Chef Nick Petruska, WMU Catering
  Providing training in food preparation and planning. Resources on food pricing, standardizing and procurement.

- Dr. Harold Glasser, Executive Director for Campus Sustainability
  Advisor for The Campus Beet. Has incubated past café initiatives in ENVS 4100, Campus as a Living, Social Laboratory. These include The Fireside Café (Spring 2007), Weekly Initiative for a Student-led Cooperative Café (Spring 2008), and The Purple Potato Café (Spring 2010).

- Matthew Hollander, Coordinator of Sustainability Projects, WMU Office for Sustainability
  Advisor for The Campus Beet. Leader of 2008 café initiative, Weekly Initiative for a Student-led Cooperative Café.

- Yoni Landeau, Cooperative Food Empowerment Directives (CoFed)
  Providing support and resources in creating, maintaining, organizing, and guidance for structuring student-run sustainable food cooperatives. CoFed advises student food cooperative initiatives nationally.

- Dr. Caroline Webber, Director, Dietetic Intern Program
  Nutritional guidance for The Campus Beet through incorporating projects into Dietetic Internship program. Working to develop connections between dietetic undergraduate program and The Campus Beet.

- John Schmitt, Business Consultant, Haworth College of Business
  Insight in small business enterprise. Has advised business committee meetings and provided feedback on start-up plans for the café.

- Charles Henderson, Treasurer, People’s Food Co-op Board of Directors; WMU Physics Associate Professor
  Liaison between The Campus Beet and the People’s Food Co-op of Kalamazoo.

- Sarah Kozminkske, Deli Manager, People’s Food Co-op
  Advises on bulk food purchasing and sourcing, financial aspects of menu planning, cost cutters, and standardizing recipes.

F. PAID STAFF
Four members of The Campus Beet RSO have received some form of compensation for their work on the initiative. Amelia Stefanac’s Gibbs House Fellowship/Office for Sustainability internship has allowed her to receive pay for a large portion of her work on The Campus Beet initiative. Part of Caleb Oliver’s work has been compensated through The Peace Center. Megan Muzzell has a Campus Beet-focused Summer Internship at the Office for Sustainability. Michelle Tomasko has done work for The Campus Beet through her Office for Sustainability internship. The Campus Beet is extremely thankful for these internships allowing students to devote more time to the initiative.

The Campus Beet Café is comprised of paid general operations staff who are all encouraged to take on voluntary leadership positions. The paid general operations staff consists of ten to twenty student employees, as well as the operations manager. We expect the student employees to collectively work approximately 186 hours per week.

G. INTERNSHIPS/VISIONING TEAM

We will set up a series of six initially unpaid internships in different areas available for students interested in developing skills relevant to professional development. As The Campus Beet Café moves into a stage of financial certainty, we will fund as many of these internships as possible through sales revenue. Until we reach this phase, we anticipate that some students will apply to receive independent studies credits for their completion of internships. The six internships we intend to fill are as follows:

- **LOGISTICS**
  Efficient businesses run by cutting out the middleman whenever possible. The difficulty here lies in the fact that as the number of direct-producer relationships increases, more effort is required to efficiently manage a supply chain. By utilizing a team of volunteers within the purchasing spoke to manage responsibilities that would normally fall to the restaurant manager, we can support a much more intricate supply chain than the typical small restaurant or franchise operation. The Logistics intern would lead this team of volunteers, and additionally would be in charge of researching new accounts with local suppliers. This position is essential in order to assure food quality in accordance with our food purchasing policy while allowing us to fulfill our mission of providing locally sourced food to the student body. This internship will be the first to receive funding once robust operating profits are achieved.

- **SUSTAINABILITY**
  In order to fulfill our vision of providing ethically sound and sustainably sourced food, we will work with a student within the environmental studies program to assure that the food options we provide are produced with a minimum of environmentally destructive practices. The idea for a sustainability-oriented café on campus was a product of ENVS 4100: Appropriate Technologies and Sustainability. We will continue to work with members of that class to seek business practices that enhance profitability while reducing environmental impact. It is likely that the particular intern will be selected each year from that class based on the quality and relevance of their project proposal.

- **NUTRITION**
  Our survey data indicates that potentially as much as 12% of the student body may suffer from some form of lactose, soy, nut, or gluten allergy. In many cases these
students are unsure whether heavily processed foods are safe for them to eat. Anecdotally, many of these students report being unable to determine which foods available from dining services or from franchised food providers on campus are suitable for their consumption. The Dietetics intern will be tasked with classifying recipes according to which allergies they are likely to trigger and finding ways that this information can be clearly displayed on our menu. They will also work to provide balanced menu options for all prospective dietary needs.

• BUSINESS DEVELOPMENT & REVENUE MANAGEMENT

Our business development intern will be in charge of seeking out new market opportunities and developing new profitable services that the Campus Beet may provide. The Campus Beet will strive to be a dynamic organization, reacting to new trends in technology and in dietary preferences.

This student will be in charge of assessing financial data, forming projections and reporting new revenue developments to the finance spoke. He or she will also be available to carry out additional research at the behest of the finance spoke.

• PUBLIC RELATIONS & MARKETING

The Campus Beet will constantly strive to promote diversity among customers, employees, and the rest of the campus community. Our goal is to have the Campus Beet serve as a valuable meeting and discussion space for various student groups. It is the responsibility of the PR & Marketing intern to research and serve the needs of each of these student groups, and to promote The Campus Beet’s sustainable endeavors on campus and in the Kalamazoo community. He or she will also work closely with the Business development intern when assessing the market potential of new business opportunities.

• EVENT PLANNING

In order to help the Campus Beet serve as a social hub for student events on campus, and to draw more customers onto the premise, we will maintain a dedicated event planning intern. This person will be in charge of booking live entertainment. According to our survey data, there is a strong desire among the student body for “live music” themed events. It will be imperative that the event planning intern seek out talented WMU student artists as well as young and developing artists from the greater Kalamazoo area.

H. VOLUNTEERS

Currently, The Campus Beet is run almost entirely on a volunteer basis, with the exception of the positions outlined in Part A.

• GENERAL OPERATION POSITIONS

Voluntary general operation positions will be created to increase efficiency of The Campus Beet Café during its operating hours. These positions are comprised of short shifts, which will be outlined and monitored by the Human Resources team. The purpose of the general operation volunteer position is to provide a low-commitment opportunity for involvement with the café in exchange for benefits to be determined by the Human Resources team.

• VOLUNTEER LEADERSHIP POSITIONS
The Campus Beet will retain its status as a RSO, and RSO volunteer work will be specialized into the managerial functions of the café. The idea of each volunteer taking on managerial tasks is based off of the Earthfoods Café structure. In our rendition of this structure, each employee may volunteer 5 unpaid hours in addition to their normal responsibilities as employees of The Campus Beet. Increasing responsibilities for volunteers will increase benefits for volunteers by providing real-world work and leadership experiences. Volunteers need not be students. To create more direct connections to the greater Kalamazoo community and respond to expressed interest, up to 15% of the volunteer positions may be filled by members of the Kalamazoo community.

I. PARTNERSHIPS AND SUPPORT

- STUDENT

The Campus Beet has partnered with many student groups on campus. Our menu-tasting event involved partnerships with the Student Garden Organization, the Dietetic Interns, and the Peace Center. The Open House involved partnerships with student writing group Onomatopoeia, Students for a Sustainable Earth, WMU School of Music jazz trio, and Interior Design Student Organization.

- UNIVERSITY

The Campus Beet has partnered with WMU Catering Services, as well as the Office for Sustainability. The Campus Beet also has support from the individuals listed on our board of advisors.

- KALAMAZOO COMMUNITY

Within a wider scope, The Campus Beet has support from the People’s Food Co-op of Kalamazoo and The Kalamazoo Land Bank. We also have received support from farmers such as Eater’s Guild, DeLano Farms, Visser Farms, and Chanterelle Voghtmann.

- NATIONAL

The Campus Beet consults with Cooperative Food Empowerment Directives: a national organization that enables students to create ethically sourced, community-run cafes on college campuses.

4. FINANCIAL PROJECTIONS

Appendix V on the following page presents a table of summary financial data for the first full year of operations along with the key assumptions upon which they are based.

A. CURRENT FUNDING REQUIREMENTS
Until we enter the leasehold build-out phase of the operation, we require no external funding. All labor, public relations, menu planning and business planning work is provided on a volunteer basis by RSO members. It should be noted that the Office for Sustainability has provided one intern for 20 hours per week of labor to the RSO.

Once we enter the build-out phase, we hope that leasehold build-out costs will be handled by WMU’s planning and facilities departments, since we are not well positioned to hire outside contractors to modify existing WMU facilities. We are, however, positioned to handle equipment purchasing; a conservative estimate of our total equipment & furnishing costs is $174,125.

B. FUNDING REQUIREMENTS OVER THE NEXT 3 YEARS

Over the next three years we anticipate no external funding requirements outside of our initial requirements of $240,000, exempting build-out costs to be handled by planning. This can be divided between $174,125 for equipment, furnishing and other construction expenses and $53,846 as working capital to help cover any transient shortfalls in cash flow, as well as to help with initial food purchasing and other expenses. The Campus Beet’s primary financial objective is achieving a sustainable operating profit. This includes break periods where the campus beet will not be in operation, however the salary of the operations manager and SCS non-exempt benefits.

Although we do not anticipate any need for external funding for the campus beet business unit, The Campus Beet RSO will apply for both external grants as well as Western Student Association and Student Sustainability grants through its public relations spoke. Student Sustainability grants will be used to help provide food & cooking workshops to promote knowledge about local and sustainable agriculture, as well as to promote student knowledge about home cooking and healthy lifestyle options. WSA grants will be used to help promote diversity in our client base, as well as to collaborate with other student organizations to bring new events and activities to the campus beet. We are especially interested in reaching out to the international community, in order to discover new foods and recipes, and to help promote cultural interchange through recipe sharing, cultural demonstrations and lectures, and targeting international students for membership in the RSO.

C. USE OF FUNDS

Campus Beet funding will be applied to the following uses, totaling $380,000 over our pre-opening period.

Capital expenditures: $380,000
- Leasehold build-out: $140,000
  This amount depends significantly on our ultimate location. If we are operating in an area that has previously been used for food preparation, our costs could be as low as $30,000, where if an entire new location is to be renovated, costs could run as high as $600,000. Our hope is to operate in a location that has been previously used for food service, or to have a location installed as part of a larger renovation/construction project.
- Furnishings, fixtures and equipment: $174,251.
  This is a conservative estimate, these numbers were computed by tallying retail prices using our kitchen equipment & fixtures list, with an estimated cost of $119,251, and
allowing a budget of $25,000 for interior decoration and furnishing, a budget of $30,000 for the purchase of kitchen utensils and small equipment, as well a budget of $800 for our initial purchase of tableware. Since we intend to purchase previously owned equipment wherever possible, and purchase new equipment through WMU at institutional rather than retail prices, which are typically lower, we do not anticipate that our actual equipment costs will be this high. For a full list of equipment and expenses please see appendix V below.

- Other (and unanticipated) start-up expenses: $12,900
  Invariably there will be some expenses associated with opening that do not fall under the purview of build-out or equipment costs. If this fund remains untapped at the end of the pre-opening period, it may be used for the establishment of an escrow account if deemed necessary. This number includes $1,400 initial advertising and product giveaways.
  Working Capital: $52,849
  This corresponds to $2,977 over two months operational expenses for continuous operation during the fall or spring semester. Since the campus cafe will not be open during college breaks it is worth noting that this corresponds to 3 months average yearly operating expenses.

Operational Expenditures: $24,936/month (Fall and Spring semester)
The following numbers are computed for a full month of continuous operation for the fall or spring semester

- Wages and Salary: $9,843/month.
  This is the monthly cost for hiring 185 hours of payscale B student assistants per week, paying the operations manager $2000 in addition to setting aside $1000 for payment of benefits.
- Utilities: $1200/month
  Estimated by reading discussions of utility costs by other small restaurant owners.
- Cleaning and Office Supplies: $70/month
- Advertising and publicity materials: $50/month
- Miscellaneous (including shrinkage, spoilage, and credit card costs): $1,000/month
- Food Purchasing Costs: $11,596/month
- Payroll Tax Liability $1,176

Operational Expenditures: $10,509/month (Summer I & II sessions)
The following numbers are computed for a full month of continuous operation for the summer I or II sessions

- Wages and Salary: $5,281/month.
  This is the monthly cost for hiring 31 hours of payscale B student assistants per week, paying the operations manager $2000 in addition to setting aside $1000 for payment of benefits.
- Utilities: $400/month
  Estimated by reading discussions of utility costs by other small restaurant owners.
- Cleaning and Office Supplies: $60/month
- Advertising and publicity materials: $0/month
- Miscellaneous (including shrinkage, spoilage, and credit card costs): $333/month
- Food Purchasing Costs: $3,865/month
- Payroll Tax Liability $569
D. SALES PROJECTIONS

Due to the past efficacy of the Campus Beet RSO’s PR arm, as well as our anticipated central location, we do not anticipate difficulty building awareness of our presence among the campus community. Yearly sales are therefore expected to vary chiefly as a function of the size and income of the student body, as well as the proportion of students that reside on campus. Sales projections as listed below are for the first year of operation.

- During each full month of operation during the fall and spring semester we anticipate sales of $28,991
- During each full month of operation during the summer I & II sessions we anticipate sales of $9,664

The sales projections were estimated by observing traffic and spending patterns at businesses located in the Bernhard center and applying by what were judged to be appropriate scaling factors.

<table>
<thead>
<tr>
<th>Month</th>
<th>Estimated Monthly Sales Volume</th>
<th>Estimated Weekly Traffic (while school is in session)</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>$26,092</td>
<td>1288</td>
</tr>
<tr>
<td>October</td>
<td>$28,991</td>
<td>1288</td>
</tr>
<tr>
<td>November</td>
<td>$26,126</td>
<td>1288</td>
</tr>
<tr>
<td>December</td>
<td>$13,093</td>
<td>1288</td>
</tr>
<tr>
<td>January</td>
<td>$23,380</td>
<td>1288</td>
</tr>
<tr>
<td>February</td>
<td>$22,445</td>
<td>1288</td>
</tr>
<tr>
<td>March</td>
<td>$25,126</td>
<td>1288</td>
</tr>
<tr>
<td>April</td>
<td>$25,126</td>
<td>1288</td>
</tr>
<tr>
<td>May</td>
<td>$8,105</td>
<td>429</td>
</tr>
<tr>
<td>June</td>
<td>$9,664</td>
<td>429</td>
</tr>
<tr>
<td>July</td>
<td>$9,664</td>
<td>429</td>
</tr>
<tr>
<td>August</td>
<td>$5,154</td>
<td>429</td>
</tr>
</tbody>
</table>
5. RISKS

Because of our unusual business model and organizational structure, as well as the limited geographic sphere of our target market, The Campus Beet faces a few unique risks. Below is a list of these perceived risks, and components of the business plan and how we hope to address each of them.

1. Student Management.
Student management is both a blessing and a curse. It is a blessing in that it allows a team of volunteers to handle responsibilities which would normally all have to be performed by the restaurant owner. However because many responsibilities are passed onto students, it is essential to maintain a group of highly devoted volunteers within the RSO to ensure the café achieves its full potential. Without a dedicated group, some management functions may be underperformed or poorly performed.

Strategic Response
• The operations manager will be available for 20 hours a week during the fall and spring semester to supplement RSO volunteer positions which are temporarily unfilled or members are temporarily called away from their posts. This allows us to quickly react when the duties associated with one to three RSO positions are not be performed.
• Many of the most essential functions can be overseen & performed by one of the six members of the internship team. If it is deemed necessary the HR committee may offer financial remuneration to interns who take up additional duties outside of those associated with their internship position.
• If shortfalls in leadership provision are not quickly resolved, we will use our association with both the Kalamazoo Peace Center and Cofed to bring in outside consultants for leadership retraining and RSO development.
• As a last resort, the HR committee may either request that student assistants fulfill certain key rolls, or hire additional student assistants to assure that these key rolls are fulfilled.

2. Students as Customers.
All on campus businesses are intrinsically vulnerable to shifts in the student population size. As the state reduces its education budget in response to recent decreases in tax revenue, it is possible that higher tuition will reduce the number of students entering WMU and the disposable income of those students.

Strategic Response
• It is important that sales forecasts be formed at the beginning of each school year based on market trends including the on-campus student population as
well as WMU total enrollment. Forming these forecasts will be the responsibility of
the Business planning and Revenue Management Intern. Based on our yearly
sales forecasts we will then hire workers as needed at the start of each semester.
• If we experience a significant intra-semester mismatch between our sales
projections and labor hours, the HR committee will reduce student employee
hours and the food purchasing spoke will reduce purchases accordingly.

3. Volatile Summer Demand.
Although sales projections are by nature unpredictable, summer demand is
especially prone to fluctuation. Many restaurants around campus that cater chiefly
to the student population reduce their hours or shut down over summer due to
reduced demand. We intend to be operational during the summer, and therefore
we expect correspondingly high variance in the number of patrons.

Strategic Response
• The RSO will continue to function over the summer, and typically RSO members
will have fewer time constraints due to coursework than during the fall and
spring semester. This year 70% of RSO membership continued to work during the
summer to help with planning and other projects.
• We hope to use the greater free time and availability of RSO members over the
summer to reach out to the greater community, and bring people onto campus
for special events, workshops and performances hosted by the campus beet. If
student sales volume proves insufficient we will shift our advertising and
marketing strategy to appeal to the community demographic.
• During the Summer, the operations manager will be more directly involved in the
kitchen, reducing our required student labor by approximately 10-15 hours per
week. This allows us to trim the marginal cost of food provision over the summer.
• If these factors are insufficient to offset low sales, if possible we will expend some
of our working capital funds (working capital requirements will be lower in the
summer due to reduced volume) to purchase 1-2 food carts and acquire
proper licensing to sell in the downtown market, while using the campus beet
kitchen as a food preparation area.
APPENDIX I: Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING PROPOSAL
BETWEEN
THE CAMPUS BEET CAFÉ
AND
WESTERN MICHIGAN UNIVERSITY

This memorandum of understanding is hereby made and entered into by and between the The Campus Beet Café, hereinafter referred to as The Campus Beet, and the Division of Student Affairs of Western Michigan University, hereinafter referred to as WMU.

A. PURPOSE

The purpose of this document is to define the bilateral agreement between The Campus Beet Café and WMU. This document will detail which leadership responsibilities will be handled by students, and which will be reserved to WMU.

B. STATEMENT OF MUTUAL BENEFITS AND INTERESTS:

By providing a space for The Campus Beet, WMU will gain a valuable educational and recruitment tool while hastening strides towards its three pillars of diversity and inclusion, health and wellness, and sustainability. By existing at a centralized location on campus, The Campus Beet will gain the ability to fulfill its vision and be recognized by a large portion of the WMU community.

C. THE CAMPUS BEET SHALL:

1. Operate all aspects of a student-run café via student employees, volunteers, and an operations manager from 8 AM to 8 PM weekdays and 8 PM – 12 AM Friday – Saturday. The Campus Beet will reduce hours or close during break periods and post signs indicating these changes to alter the community. The Campus Beet reserves the right to reduce hours if deemed necessary to reduce operating costs.
2. Maintain the exterior of the café to meet WMU standards.
3. Maintain a Food Establishment Service License through the Michigan Department of Agriculture and demonstrate that The Campus Beet can consistently meet county health codes and pass health department visits.
4. Approve any changes in the mission of the café or venue location with the Advisory Board and WMU.
5. Deposit all funds into appropriate accounts daily and handle in accordance to Business & Finance’s approved policies.
6. Document quarterly income, balance sheets, and budget projections, and make available to the Board of Advisors quarterly.
D. WMU SHALL:

1. Have the ability to provide support from Business & Finance, Facilities, Student Affairs, as well as other necessary departments in an effort to support The Campus Beet’s success in meeting expectations.

2. The Vice President of Student Affairs and the Vice President of Business & Finance reserve the right and responsibility to temporarily pause or permanently halt operations of The Campus Beet. The Campus Beet’s Board of Advisors and steering committee must be consulted when WMU is considering restricting operations.

3. The Board of Advisors also has the responsibility to pause or halt operations if it deems it necessary. Cause for temporary or permanently halting operations includes, but is not limited to, failure to adhere to one or more stipulations identified in this memorandum as outlined in Section E.

4. Recognize the opportunity for The Campus Beet to pursue alternate funding sources.

E. THE FOLLOWING ITEMS ARE MUTUALLY UNDERSTOOD AND AGREED UPON BY AND BETWEEN BOTH PARTIES:

1. Commencement/expiration/termination of MOU: This MOU takes effect upon the signature of The Campus Beet and WMU and shall remain in effect for three years from the date of execution. This MOU may be extended or amended upon written request of either The Campus Beet or WMU and the subsequent written concurrence of the other.

2. Responsibilities of Parties: The Campus Beet and WMU will handle their own activities and utilize their own resources, including the expenditures of their own funds, and pursuing their own objectives. Each party shall negotiate shared usage of resources upon arousal of need. Each party shall carry out its separate activities in a coordinated and mutually beneficial manner.

3. Principal contacts:

4. Non-fund obligating document: Nothing in this MOU shall obligate either The Campus Beet or WMU to transfer any funds. Specific work projects or activities that involve the transfer of funds, services, or property will require execution of separate agreements and can be contingent upon the availability of appropriated funds. Such activity must be independently authorized by appropriate authority.
APPENDIX II: Food Purchasing Policy and Guidelines

The food purchasing spoke will purchase from suppliers that do not use practices that are ecologically damaging or harmful to wildlife. Suppliers must use practices that minimize on factors that contribute to the depletion of soils, such as tillage, wind and water erosion, and use of soil fumigants and other chemicals. The food purchasing spoke will research suppliers to ensure that they minimize on agricultural practices that contribute to global warming, such as methane from animal waste, ozone-depleting chemicals, carbon dioxide from farm equipment and transportation, and additional energy that is used for food processing, packaging, and refrigeration\(^1\). Members of the food purchasing spoke will propose new suppliers, the ethical standards of these suppliers will then be vetted by the logistics intern. The logistics intern will then take this proposal to the next general meeting for confirmation by a consensus vote. The confirmation process may, however, be skipped if the supplier satisfies any of the “Green Light” criteria according to the Real Food Criteria put forward by the Real Food Challenge. All food purchasing decisions will be made in consultation with these criteria.

Goals and Evaluation

The Campus Beet has set the following goals regarding of food purchasing:

Labor Issues:
- The Campus Beet will exclusively stock Fair Trade certified teas and coffee.
- The Campus Beet will not use meats packed under unsafe conditions, to be as determined by purchasing spoke.

Animal Welfare:
- All Beef will be American Grassfed Association certified.
- All Poultry & Eggs must be certified Cage-Free

Hormones and Non-Therapeutic Antibiotics
- Within 4 year of opening we will use Bovine Somatotropin free milk
- Within 4 years of opening, no meat purchases will contain non-therapeutic antibiotics.

Genetic Modification of Crops and Livestock
- We will not use pesticide producing genetically modified organisms as ingredients in our food.

Toxicity
- Within 3 years of opening our ingredient list will be at least 25% organic.
- Within 6 years of opening our ingredient list will be at least 30% organic.
- Within 8 years of opening our ingredient list will be at least 35% organic.
- The Board of Directors may vote to modify this timeline as needed.

\(^1\) A Guide to Developing a Sustainable Food Purchasing Policy, [www.sustainablefoodpolicy.org](http://www.sustainablefoodpolicy.org), page 5,
Local Economies
- Within 5 years of opening 50% of our ingredient list will be locally sourced.
- Within 10 years of opening 90% of our ingredient list will be locally sourced.
- All ingredients considered locally sourced must be grown within 500 miles of Kalamazoo.
- 75% of ingredients considered locally sourced must be grown within 250 miles of Kalamazoo.

Food Quality
- We will not add artificial preservatives to our foods to extend shelf-life.
- We will use fresh ingredients whenever possible, and therefore avoid using ingredients with artificial preservatives where possible.

Diet Related Health Concerns
- We will avoid serving foods connected with obesity, diabetes, high-blood pressure, or otherwise connected with sickness and death.
- We will work to accommodate those with special allergies.
- We will clearly and accurately post ingredient lists for all items on our menu.

Prohibited ingredients and foods
We will not use food that has any of the following:
- Trans-fatty Acids,
- Sodium Nitrate,
- Sodium Nitrite,
- Monosodium glutamate,
- Hydrogenated Vegetable Oils.
- Meat from animals raised in 'intense' confinement
- Meats from animals raised using Battery Cages.

Review and Changes to the policy
This food purchasing policy will be brought under review at the start of each fall semester by the board of directors. The board of directors will then outline its priorities for the year regarding fulfillment of the standards and goals outlined above.

Changes to the food purchasing policy require a consensus vote of all directors. If not all directors are present when voting is taking place, absent directors must provide letters (either physical or electronic) of support or consent in order for changes to the policy to take place.
<table>
<thead>
<tr>
<th>Business Name</th>
<th>Area/ Side of Campus</th>
<th>Business Type</th>
<th>Competitive Advantages</th>
<th>Convenience (close to campus)</th>
<th>Affordability</th>
<th>Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wendy’s</td>
<td>West side (near Campus Pointe)</td>
<td>Quick Service (fast food)</td>
<td>Healthier, more exotic food choices!</td>
<td>Six minute walk from campus</td>
<td>Combo meals in the $5-7 range, smaller items for $2-4</td>
<td>Non-local</td>
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<td>Non-healthy</td>
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<td></td>
<td>No vegetarian</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Entrees</td>
</tr>
<tr>
<td>Panda Express</td>
<td>Campus Pointe</td>
<td>Quick Service, Ethnic (Chinese)</td>
<td>Alternative Atmosphere</td>
<td>Six minute walk from central campus</td>
<td>Entrees tend to run $5-8 range, appetizers tend to be in the $2-3 ran</td>
<td>Non-local</td>
</tr>
<tr>
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<td>Some healthy</td>
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<td>options</td>
</tr>
<tr>
<td>The Grotto</td>
<td>Campus Pointe</td>
<td>Casual dining &amp; Beverages</td>
<td>Lower Prices</td>
<td>Six minute walk from central campus</td>
<td>Entrees: $8-9</td>
<td>Healthy options</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>More relaxed atmosphere for the evenings</td>
<td></td>
<td>Appetizers: $6-7 (party of 2-3) Pizza: $10-15</td>
<td>available</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Few vegetarian options outside of pizza</td>
</tr>
<tr>
<td>Subway</td>
<td>Campus Pointe</td>
<td>Quick Service (fast food)</td>
<td>Greater Variety of options, Better seating</td>
<td>Six minute walk from central campus</td>
<td>Sandwiches $3-5. Combo meals $4-8</td>
<td>Healthy options</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>available, few high-protein veg options</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pita Pit</td>
<td>Campus Pointe</td>
<td>Quick service (fast food)</td>
<td>Greater Variety of options, Better seating</td>
<td>Six minute walk from central campus</td>
<td>Sandwiches $5-6. Chips &amp; Drinks $1-2</td>
<td>Healthy options</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>available</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Some high protein</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>vegetarian options</td>
</tr>
<tr>
<td>Real Deal Burgers &amp; Shakes</td>
<td>Campus Pointe</td>
<td>Quick Service</td>
<td>Greater variety of options, better prices</td>
<td>Six minute walk from central campus</td>
<td>Burgers: $5-6. Shakes $3.50</td>
<td>No vegetarian</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Healthier Options</td>
<td></td>
<td></td>
<td>entrees</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Not health-oriented</td>
</tr>
<tr>
<td>Business Name</td>
<td>Area/ Side of Campus</td>
<td>Business Type</td>
<td>Competitive Advantages</td>
<td>Convenience (close to campus)</td>
<td>Affordability</td>
<td>Principles</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------</td>
<td>---------------------</td>
<td>-----------------------------------------</td>
<td>---------------------------------------------------</td>
<td>-------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Campus Wok</td>
<td>West Side</td>
<td>Ethnic (Chinese)</td>
<td>Better Seating American food options</td>
<td>Four minute walk from central campus</td>
<td>Lunch Entrées: $4-5</td>
<td>Few healthy options available, Many vegetarian dishes available</td>
</tr>
<tr>
<td>Shwarma House</td>
<td>West Side</td>
<td>Ethnic (Lebanese)</td>
<td>American food options, Larger and better ambiance</td>
<td>Four Minute walk from central campus</td>
<td>Sandwiches $2-3</td>
<td>Healthy options available, Moderate # of vegetarian dishes</td>
</tr>
<tr>
<td>Bernhard Center Café and Market</td>
<td>West Campus</td>
<td>Prepared food, quick service, Packed goods</td>
<td>More consistent selection, greater degree of options</td>
<td>On central campus</td>
<td>Breakfast combos $2-3</td>
<td>Menu changes daily, some healthy options available, food tends to be non-local</td>
</tr>
<tr>
<td>Flossie's Café</td>
<td>West Campus</td>
<td>Coffee, nachos, Other low/no prep Foods</td>
<td>Hot foods Healthier Options Open Later</td>
<td>On Central Campus</td>
<td>Appetizers only $1-2</td>
<td>Few healthy options available Few high protein vegetarian options available</td>
</tr>
<tr>
<td>Sprau Tower Café</td>
<td>West Campus</td>
<td>Coffee, nachos, other low/no prep Foods</td>
<td>Hot food Healthier options, Open Later</td>
<td>On Central Campus</td>
<td>Appetizers only $1-2</td>
<td>Few healthy options available Few high protein vegetarian options available</td>
</tr>
<tr>
<td>Principles</td>
<td>Affordability</td>
<td>Convenience (close to campus)</td>
<td>Competitive Advantages</td>
<td>Business Type</td>
<td>Area/Side of Campus</td>
<td>Business Name</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------------</td>
<td>--------------------------------</td>
<td>------------------------</td>
<td>---------------</td>
<td>---------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Uses locally produced bread, some vegetable options, moderately healthy.</td>
<td>Few healthy options, moderate number of vegetarian options, fresh ingredients.</td>
<td>Few healthy options, moderate number of vegetarian options, fresh ingredients.</td>
<td>Only pizza is vegetarian, few healthy options.</td>
<td>Deli, sandwiches and salads</td>
<td>West Campus</td>
<td>The Den</td>
</tr>
<tr>
<td>Sandwiches &amp; Salads: $3-6</td>
<td>Breakfast: $3-6, Lunch Entrees: $4-7</td>
<td>Lunch specials: $5-7, Dinner in the $8-11, Appetizers: $7-11</td>
<td>Lunch specials: $5-7, Dinner in the $8-11, Appetizers: $7-11</td>
<td>Breakfast and dinner style foods, more exotic and unusual options. Better atmosphere.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six minute walk from campus</td>
<td>Six minute walk from campus</td>
<td>Six minute walk from campus</td>
<td>Six minute walk from campus</td>
<td>Competitive, offer a greater variety of entrees.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Healthier food, more fresh food</td>
<td>Healthier food, better atmosphere, more fresh food</td>
<td>Healthier food, better atmosphere, more fresh food</td>
<td>Healthier food, better atmosphere, more fresh food</td>
<td>Greater selections, lower prices, more exotic foods.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spice and Rice</td>
<td>East of Campus (near K)</td>
<td>East of Campus (near K)</td>
<td>East of Campus (near K)</td>
<td>Casual, traditional pizzeria</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maggie's Campus Café</td>
<td>East of Campus (near K)</td>
<td>East of Campus (near K)</td>
<td>East of Campus (near K)</td>
<td>Greater variety in selection, lower prices, more fresh foods.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wald's Campus Tavern</td>
<td>Bruno's Pizza and Restaurant</td>
<td>Bruno's Pizza and Restaurant</td>
<td>Bruno's Pizza and Restaurant</td>
<td>Few non-pizza vegetarian options, few healthy options.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Name</td>
<td>Area/ Side of Campus</td>
<td>Competitive Advantages</td>
<td>Convenience (close to campus)</td>
<td>Affordability</td>
<td>Principles</td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------</td>
<td>---------------------------------------------</td>
<td>-------------------------------</td>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>University Roadhouse</td>
<td>East of campus</td>
<td>Lower prices, Casual, &amp; Beverage</td>
<td>Six minute walk from campus</td>
<td>Salads: $6-7</td>
<td>Few high-protein vegetarian options.</td>
<td></td>
</tr>
<tr>
<td>Jimmy Johns</td>
<td>East and West of campus</td>
<td>Slightly lower prices, Lunch</td>
<td>6-10 minute walk from campus depending on east or west shop</td>
<td>Sandwiches: $6-8 Entrees: $8 Appetizers $5-6</td>
<td>One vegetarian sandwich, (protein from cheese content) Same healthy options</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>oriented atmosphere</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX IV:
Leadership Bios

- International Comparative Politics major, French minor

Jerrard Wheeler, Events Committee Director 2010 – 2011, Co-Chair 2011 – 2012
- Biomed major

Olivia Rappel, Co-Chair 2010 – 2012, Community Representative
- Experienced in whole foods cooking, collectives, and community building.
- Enthusiast of building people’s connections to food, land, and art.
- Studies holistic healing.

Caleb Oliver, Co-Chair 2010 – 2011, Co-founder
- Film, Video, and Media and Environmental Studies major, non-profit minor
- Co-founder of Purple Potato Café initiative (Spring 2010)

Amelia Stefanac, Co-Chair 2010 – 2011, Co-founder
- Bachelors of Science in Dietetics and Bachelors of Arts in English from Western Michigan University. Studied secondary education.
- Gibbs House for Environmental Research fellow and Office for Sustainability Intern.
- Member of Weekly Initiative for a Student-led Cooperative Café (Spring 2008)

Alexander Houser, Treasurer 2011 – 2012, Business Committee Leader
- First year Doctoral student in Applied Economics in the college of Arts and Sciences.
- Holds a bachelors degree of arts from the college of Wooster, with a major in economics and a minor in mathematics.

Maia Hausler, Public Relations Director 2010 – 2011
- Art and Environmental Studies major
- President of Student Environmental Conservation Organization

- Environmental Studies and Anthropology major, French minor
- Office for Sustainability Intern

Kimberly Wilkins, Public Relations Street Team Leader 2010 – 2011, Secretary 2011
- Environmental Studies, Environmental Analysis and Resource management major

Bridget Dooley, WSA Representative 2010 – 2011, Co-founder
- Creative Writing major, non-profit minor
- Peace Center Director

Daniel Mohié, Business and Menu Committee
- First year Second Bachelors student in Interior Design.
- Holds a Bachelors of Science in Nutrition and Food Service Management from Oregon State University.
- Has over 20 Years in Foodservice experience.
- Owns a Kitchen Design and Renovation Consulting company.
- Trained in ADA requirements for commercial and residential
# APPENDIX V: Equipment Cost Estimates

<table>
<thead>
<tr>
<th>Priority</th>
<th>Item</th>
<th>QTY</th>
<th>Cost (ea.)</th>
<th>Total Cost</th>
<th>Dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prep table - more than qty one (3)</td>
<td>1</td>
<td>$559.00</td>
<td>$559.00</td>
<td>6'x30&quot;x42&quot;</td>
</tr>
<tr>
<td>1</td>
<td>Double stacked convection oven (1)</td>
<td>1</td>
<td>$25,380.00</td>
<td>$25,380.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>24&quot; Thermostatic Griddle</td>
<td>1</td>
<td>$3,690.00</td>
<td>$3,690.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>60&quot; Range with 2 Stndr Ovens and 10 Burners</td>
<td>1</td>
<td>$10,960.00</td>
<td>$10,960.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Slicer</td>
<td>1</td>
<td>$2,250.00</td>
<td>$2,250.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>rice cooker - (dual as beans) (1) (qty two = 3)</td>
<td>1</td>
<td>$300.00</td>
<td>$300.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>20 qt Mixer with 5 Fixed Speeds</td>
<td>1</td>
<td>$4,830.00</td>
<td>$4,830.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>SS Bowl</td>
<td>2</td>
<td>$410.00</td>
<td>$820.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Batter Beater</td>
<td>2</td>
<td>$190.00</td>
<td>$380.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Wire Whip</td>
<td>2</td>
<td>$260.00</td>
<td>$520.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Spiral Hook</td>
<td>2</td>
<td>$220.00</td>
<td>$440.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Vegetable Shredder with Plate Holder and #20 Plate and Front Hopper</td>
<td>1</td>
<td>$1,080.00</td>
<td>$1,080.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Soup touraine (soup warmar) (1)</td>
<td>1</td>
<td>$264.00</td>
<td>$264.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Bein Marie (warmer for sauces)</td>
<td>1</td>
<td>$250.00</td>
<td>$250.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>walk in freezer (1) (5x5)</td>
<td>1</td>
<td>$4,581.12</td>
<td>$4,581.12</td>
<td>4'W x 5'D x 6'H</td>
</tr>
<tr>
<td>1</td>
<td>chest freezer (1) qty three (2) qty three</td>
<td>1</td>
<td>$500.00</td>
<td>$500.00</td>
<td>Estimated Price</td>
</tr>
<tr>
<td>1</td>
<td>walk in cooler (1) (9x9)</td>
<td>1</td>
<td>$9,493.92</td>
<td>$9,493.92</td>
<td>10'W x 14'D x 7'-7&quot;H</td>
</tr>
<tr>
<td>1</td>
<td>racks inside freezer and cooler</td>
<td>9</td>
<td>$425.00</td>
<td>$3,825.00</td>
<td>Estimated Price</td>
</tr>
<tr>
<td>1</td>
<td>4 quart Waring Commercial Food Processor</td>
<td>1</td>
<td>$2,067.33</td>
<td>$2,067.33</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Champion juicer - (on its way!)</td>
<td>1</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Panini Grill</td>
<td>1</td>
<td>$150.00</td>
<td>$150.00</td>
<td>Estimated Price</td>
</tr>
<tr>
<td>1</td>
<td>Oat cooker (like rice cooker)</td>
<td>1</td>
<td>$300.00</td>
<td>$300.00</td>
<td>Estimated Price</td>
</tr>
<tr>
<td>1</td>
<td>Microwave</td>
<td>1</td>
<td>$350.00</td>
<td>$350.00</td>
<td>Estimated Price</td>
</tr>
<tr>
<td>1</td>
<td>H2O Carbonator (SodaStream)</td>
<td>1</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Water Purifier</td>
<td>1</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Large canisters for Beverages</td>
<td>3</td>
<td>$29.95</td>
<td>$89.85</td>
<td>Estimated Price</td>
</tr>
<tr>
<td>1</td>
<td>Refrigeration cases for deli items</td>
<td>1</td>
<td>$4,800.00</td>
<td>$4,800.00</td>
<td>Estimated Price</td>
</tr>
<tr>
<td>1</td>
<td>Coffee Urns</td>
<td>3</td>
<td>$100.00</td>
<td>$300.00</td>
<td>Estimated Price</td>
</tr>
<tr>
<td>1</td>
<td>Bunn 3-Warmer Pourover Coffee Brewer</td>
<td>1</td>
<td>$374.99</td>
<td>$374.99</td>
<td>8.5&quot;Wx17.7&quot;Dx18.9&quot;H</td>
</tr>
<tr>
<td>1</td>
<td>Bunn Glass Coffee Decanter w/Handle</td>
<td>4</td>
<td>$10.90</td>
<td>$43.60</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>40 qt Mixer with 5 Fixed Speeds</td>
<td>1</td>
<td>$10,980.00</td>
<td>$10,980.00</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>SS Bowl</td>
<td>2</td>
<td>$1,180.00</td>
<td>$2,360.00</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Batter Beater</td>
<td>2</td>
<td>$230.00</td>
<td>$460.00</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Wire Whip</td>
<td>2</td>
<td>$290.00</td>
<td>$580.00</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Spiral Hook</td>
<td>2</td>
<td>$280.00</td>
<td>$560.00</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Prep table with refrigeration built underneath</td>
<td>1</td>
<td>$3,184.70</td>
<td>$3,184.70</td>
<td>61&quot;Lx36 1/2&quot;Dx42&quot;H</td>
</tr>
<tr>
<td>2</td>
<td>Cold table with refrigeration (2)</td>
<td>1</td>
<td>$1,248.10</td>
<td>$1,248.10</td>
<td>27&quot;Wx31&quot;Dx39&quot;H</td>
</tr>
<tr>
<td>2</td>
<td>POS system</td>
<td>1</td>
<td>$12,000.00</td>
<td>$12,000.00</td>
<td>Estimated Price</td>
</tr>
<tr>
<td>3</td>
<td>Proofer</td>
<td>1</td>
<td>$4,206.00</td>
<td>$4,206.00</td>
<td>25¼&quot; x 30¾&quot; x 71&quot;</td>
</tr>
<tr>
<td>3</td>
<td>Char grill (3)</td>
<td>1</td>
<td>$5,074.00</td>
<td>$5,074.00</td>
<td>25¼&quot; x 27¾&quot; x 14¾&quot;</td>
</tr>
<tr>
<td>3</td>
<td>Toaster oven</td>
<td>1</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>cellar space (maybe ??!)</td>
<td>1</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
</tr>
</tbody>
</table>

| Totals    | 65 | $112,499.01 | $119,251.61 |
The MISSION of the pilot program for The Campus Beet café is to serve weekly dinners.

The Campus Beet pilot will achieve its goals by incorporating the following programs:

- Featured weekly artist
- Featured weekly musician
- RSO outreach and volunteer involvement
- International monthly meals
- Visits from local farms

PILOT PROJECT

Goals

1. Promote vision and build following
2. Prove a financially viable investment
3. Become increasingly proficient in business operations

Hours of Operation

**Kitchen Prep**
Friday, 3PM – 7PM

**Business Hours**
Fridays, 6PM – 9PM

**Advertising**
Mon – Weds,
11AM – 2PM

QUANTIFYING RESULTS

Weekly profit
Food sourcing
- sourced locally
- from garden

Building Relationships
- WML Community
- Local Organizations
- Students

Advertisements
- Customer Satisfaction
  - Net Promoter Score
  - Customer survey
The Campus Beet

Pilot Project Proposal

Fall 2011
BACKGROUND

The pilot project, “Eats with Beets,” is the first phase of a three-step implementation plan for building a permanent home at Western Michigan University for The Campus Beet Café. In this beginning stage, The Campus Beet will serve weekly dinners to achieve three primary goals outlined below. In the second phase, The Campus Beet will serve food daily from a temporary location. In the third and final phase, The Campus Beet will operate from its final location.

GOALS

1. Promote The Campus Beet and build a following
2. Prove The Campus Beet financially viable to investors
3. Becoming increasingly proficient in business operations

MISSION & VISION

The mission of The Campus Beet is to establish a student led sustainable café on WMU’s campus.

The vision of The Campus Beet is for a café where all students at Western Michigan University have access to fresh, nutritious, delicious, and ecologically sound food; a café that builds the local economy, while supporting and strengthening the WMU community.

The Campus Beet Café will provide a space for growth and expression, while offering an opportunity for student leadership and interdisciplinary learning.

STORE SERVICES

“Eats with Beets” will operate as a buffet-style dinner that will initially serve 50 – 75 individuals. Courses served will include two entrees, soup or salad, and dessert. Foods served will adhere to our food purchasing policy. A suggested donation of $7 will go towards covering costs of the meals provided and serve as a means of raising funds for The Campus Beet.

To ensure high volunteer availability and participation, “Eats with Beets” will take place on Friday nights. Cooking will start at 3 PM and dinner will be served from 6 PM until 9 PM.
"For the things we have to learn before we can do them, we learn by doing them."

—Aristotle

The VISION of The Campus Beet is to create a space where all students at Western Michigan University have access to food that is nutritious, ecologically sound, and supportive of the local economy and for students to have abundant public space to express and share their creative passions.

The MISSION of The Campus Beet Registered Student Organization is to realize this vision by establishing and running a café on campus.

CULTIVATING STUDENT SUPPORT

- Hosted January Menu Tasting (125 served)
- Hosted April Open House (500 served)
- Planted downtown garden for recruitment and community outreach
- Established social media presence through Facebook and WordPress
- Created handmade, screen printed, branded merchandise

Students want The Campus Beet!

In the 2011 Student Sustainability Survey, respondents ranked "increasing and expanding local, healthy, and sustainable food options on campus" the second most important sustainability action on campus.

5 Reasons Why The Campus Beet is Great for WMU:

- It will be the first student-led cafe in Michigan
- Michigan is the second most agriculturally diverse state in the U.S.
- The Campus Beet supports President Dunn’s three institutional pillars – Diversity & Inclusion, Health & Wellness, and Sustainability
- The Campus Beet is the fourth phase of the student-led cafe initiative at WMU – it builds on previous work by Ash Norton (2007), The Weekly Initiative for a Student Cooperative Cafe (2008), and The Purple Potato Cafe (2010)
- We have five dedicated subcommittees: business, menu, public relations, events, and grants & fundraising

GETTING DOWN TO BUSINESS

- Organized local retreat with Cooperative Food Empowerment Directives (CoFed)
- Analyzed best practices in existing student-led cafes
- Researched institutionalization of Café Internships
- Observed traffic at campus eateries to gather data for business plan
- Developed operating structure
- Conducted competitive analysis of campus area dining options
- Made financial projections to determine café viability
- Completed draft business plan
- Attending week-long planning retreat with CoFed in Ghent, NY (June 2011)
MOVING FORWARD

Our next steps are to free ourselves from homelessness and establish a build-out timeline. We are eager to collaborate with the WMU Administration to plan, finance, and establish a location on campus for this project.

Campus Beet Collaborators
2010-2011

Student Organizations
The Student Garden Organization
Interior Design Student Organization
Onomatopoeia
Students for a Sustainable Earth
The Peace Center
WMU Dietetics Interns

Institutional Partners
WMU Office for Sustainability
WMU Catering
Student Activities & Leadership Programs
WMU Dietetics Program

Non-Profit Supporters
Cooperative Food Empowerment Directive
The I.D.E.A. Association
Kalamazoo Land Bank
The People's Food Co-op
Fair Food Matters

Growers & Purveyors
Eater's Guild (Bangor, MI)
Visser Farms (Zeeland, MI)
DeLano Farms (Kalamazoo, MI)

Campus Beet Advisory Board
2011-2012

Chef Nick Petruska
Executive Chef
WMU Catering

Dr. Harold Glasser
Executive Director for Campus Sustainability
WMU Office for Sustainability

Matthew Hollander
Coordinator of Sustainability Projects
WMU Office for Sustainability

Yonatan Landau
National Director
Cooperative Food Empowerment Directive

Dr. Caroline Webber
Director
WMU Dietetics Internship Program

John Schmitt
Business Consultant
Haworth College of Business

Charles Henderson
Treasurer
People's Food Co-op

The Campus Beet
Want to help start a student led cafe?
MEETINGS 7pm WEDS.
Campus Beet
Campusbeet@gmail.com
www.thecampusbeet.wordpress.com
Special Programs

To adhere to our vision throughout all phases of development, "Eats with Beets" will provide several special programs in addition to serving food.

To promote a greater consciousness of student culture, we will feature a weekly visual and musical artist.

To reach out to fellow student organizations, we will meet with and contact a new Registered Student Organization every week to ask for their help preparing the weekly dinner.

To develop well-rounded palates, build relationships, and promote diversity, we will feature a monthly international meal.

To educate students about the economic and nutritional importance of eating locally, and to develop a greater sense of connection to where the food we serve comes from, we will feature a local farm once a month.

LOCATION

"Eats with Beets" is currently researching the feasibility of using the food lab at Kohrman hall or the test kitchen in the Bernhard Center for preparing food. We have secured a back-up location of Fair Food Matter's Can-Do Kitchen in the event that neither one of these WMU kitchens are available.

"Eats with Beets" aims to serve meals in the Bernhard Center. We have researched several alternatives in the event that this is not a possibility.

OPERATIONS

Project Coordinator
"Eats with Beets" will have one specified project coordinator who facilitates completion of all involved tasks of operating pilot.

Menu Team
The menu team will be in charge of the following tasks:
• Deciding on and standardizing seasonal recipes
• Ordering and obtaining needed ingredients
• Preparing and organizing cooking of food for events
• Coordinating clean up

Event Team
The event team will be in charge of the following tasks:
- Set up and clean up
- Serving food and busing tables
- Greeting customers and customer service
- Administering survey

**Public Relations Team**
The public relations team will overlap with the public relations committee for The Campus Beet RSO. This team will be in charge of the following tasks:
- Social media to advertise events
- Promotional materials and articles

**BUDGET**

**CAPITAL EXPENDITURES**

- Various start-up expenses: $500
  - 14.3%
- Furnishings, fixtures, equipment: $680
  - 19.4%
- Volunteer training:
  - $720
  - 20.6%

$3,500

Working capital:

- $1,600
  - 45.7%