



Expanding our insight into quantum materials
Bruce Gauin
BRIGHTER WORLD
McMaster University



Hospitality Services Strategic Plan

2023-2028

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hospitality.mcmaster.ca

Hospitality Services



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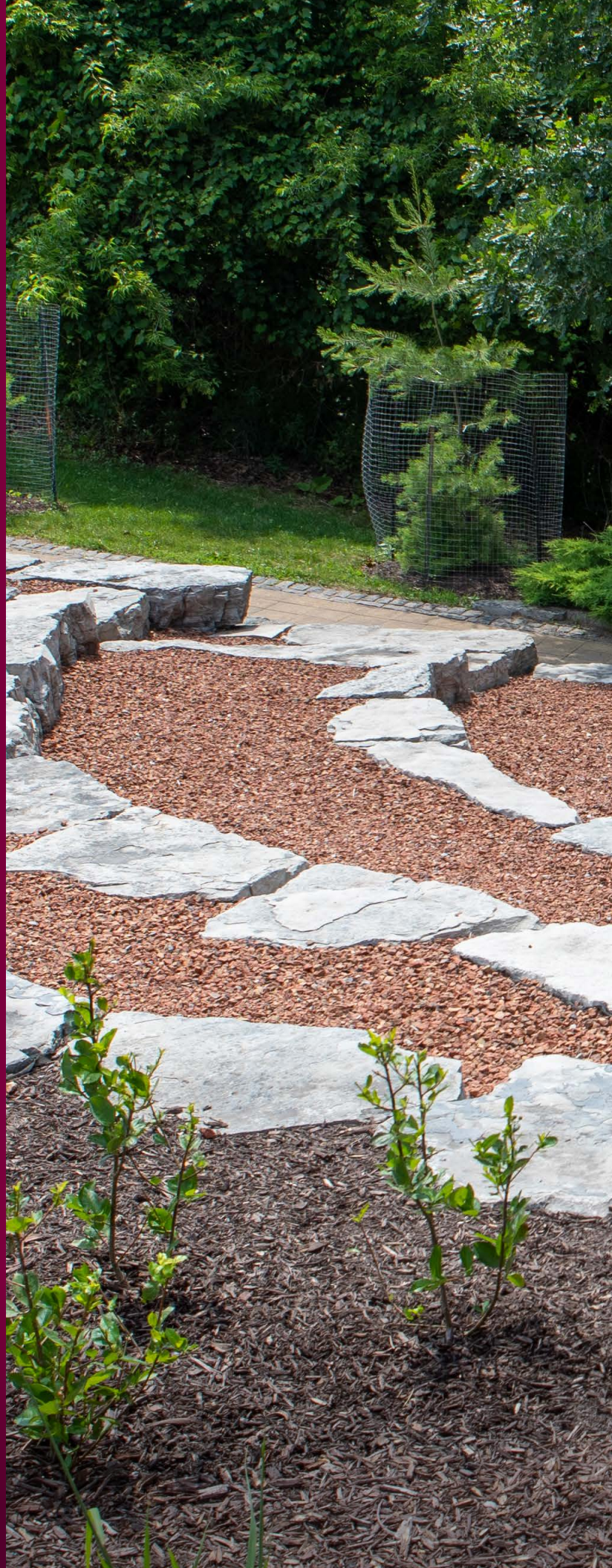
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Land Acknowledgement

McMaster University recognizes and acknowledges that it is located on the traditional territories of the Mississauga and Haudenosaunee nations, and within the lands protected by the “Dish with One Spoon” wampum agreement.

Pictured: The Indigenous Circle or Karahakon Kateweienstha (Learning in the Forest) in Mohawk, and Nibwaajkaawin Teg (Place of Wisdom) in Ojibway, was created under the guidance of McMaster’s Indigenous Education Council as a space for learning, reconciliation and the remembrance of Indigenous people and the histories of this land.

The Indigenous Circle is bordered by both the McMaster campus and the lush canopy of Cootes Paradise. The space features tiered stone arranged around a stage in the form of a medicine wheel, a symbol that represents the interconnectivity of all beings. Plantings in the space were sourced from Six Nations of the Grand River. The area demonstrates the role nature and outdoor spaces play in teaching and learning and signifies the importance of Indigenous knowledge to the growth of the McMaster community.





Letter from the Director



I am pleased to share with you the Hospitality Services Strategic Plan for 2023-2028, which outlines our department's vision for the future, and the steps to achieve our vision.

The Hospitality Services Strategic Plan was developed through a collaborative effort with the McMaster community – including Hospitality Services staff and leaders, the student community, faculty and administrative leaders, and members of our Steering Committee. I want to take this opportunity to thank everyone who contributed to our strategy. Your voice and vision have translated into strategic priorities that will progress our department over the next five years.

The feedback we received helped us identify our three strategic drivers: the Holistic Student Experience; Environmental, Societal and Financial Sustainability; and, Growing Capacity and Human Potential. Each driver is followed by strategic themes that elaborate on areas of attention or enhancement. The Hospitality Services Strategic Plan is aligned with the Institutional Priorities and Strategic Framework set out by the Office of the President, alongside other campus partner plans such as Facilities Services, Teaching and Learning, Equity, Diversity and Inclusion, Housing and Conference Services, and the Okanagan Charter.

We are excited about the opportunities that lie ahead and are committed to working closely with our community to achieve our goals. We believe that this plan will enable us to continue to grow and evolve as a department, and we look forward to sharing our progress with you over the coming years.

Thank you for your continued support and partnership in helping us educate, influence, and impact the McMaster community.

Chris Roberts
Director, Hospitality Services



Mission and Vision

Mission

Our mission is to enhance the campus life experience at McMaster University by providing the community with a diverse range of world cuisine options that reflect our commitment to quality and value. We strive to create a welcoming, inclusive, and vibrant environment that fosters personal growth, community engagement, and academic success.

Vision

Through creativity, innovation, and a sustainable approach, we envision ourselves as adaptable and responsive to the evolving needs of the McMaster community. By supporting the values and mission of the University, we strive to play a vital role in its pursuit of excellence. We aspire to create memorable experiences and contribute to a thriving campus culture that inspires lifelong connections.



Our Core Values

Integrity

We conduct ourselves with honesty, transparency, and ethical behaviour. We uphold the highest standards of integrity in all aspects of our operations and interactions.



Respect

We value and embrace the diversity of individuals, treating everyone with dignity, fairness, and respect. We foster an inclusive environment where everyone's contributions and perspectives are valued.



Trust

We build trust through open communication, reliability, and delivering on our commitments. We strive to establish and maintain trustful relationships with our team members, customers, and the McMaster community.



Accountability

We take responsibility for our actions, decisions, and outcomes. We are dedicated to delivering high-quality services and continuously improving our performance.



Teamwork

We believe in the power of collaboration and teamwork. We foster a supportive and inclusive work environment where teamwork, shared goals, and mutual support lead to exceptional outcomes.



By embodying these core values, we are committed to enhancing the campus life experience, supporting the University's vision and mission, and contributing to the overall well-being and success of the McMaster community.



Timeline

2022

2023



*Hospitality Services: Senior Leadership Team, Management Team, Staff

**McMaster University Community: Students, Staff, Faculty, Steering Committee, Senior Leadership, Directors and McMaster Campus Food Council



Strategic Drivers Overview

1

Holistic Student Experience

Students are at the core of what we do.

Under this strategic driver, we are committed to enhancing an inclusive and holistic student experience. This includes expanding inclusive menu options that cater to a variety of needs and expanding experiential learning opportunities for students. We are also committed to engaging with and embedding formal communication mechanisms with our student community.



2

Environmental, Societal and Financial Sustainability

Sustainability is an integral part of our work.

By prioritizing environmental, societal, and financial sustainability, we strive to create a more resilient and responsible approach to benefit the McMaster community and the planet.



3

Growing Capacity and Human Potential

Our employee group is the cornerstone of our strength.

We will prioritize the development of the team, recognizing that their growth is crucial to meeting the ever-evolving needs of the community. We are also committed to being active contributors to the space planning process to expand the capacity of our culinary and community spaces to enhance campus life.





1

Strategic Driver 1: Holistic Student Experience



Student Affordability

Objectives:

- Increase access to nutritional menu options that align with student affordability.
- Develop progressive initiatives and programs that support food affordability for students.

Inclusive Excellence

Objectives:

- Design dining spaces that focus on inclusive excellence through food affordability, menu design, physical accessibility, programming, and space utilization.
- Develop and incorporate creative, diverse, and nutritious menu options to reflect a variety of cultural cuisine.
- Enhance the allergy risk management program to support students with severe dietary restrictions.

Student Engagement

Objectives:

- Enhance and develop formal feedback mechanisms to engage students in guiding operational and strategic directions.

Responsive and Proactive Communication

Objectives:

- Embed communication best practices in internal and external activities to build awareness and responsive action within the McMaster community.

Living Lab

Objectives:

- Expand experiential academic learning opportunities through partnerships with teaching, learning and research.
- Increase number of nutritional education and student food skills learning opportunities on campus.



2

Strategic Driver 2: Environmental, Societal and Financial Sustainability



Environmental Sustainability

Objectives:

- Align Hospitality initiatives to the United Nations Sustainable Development Goals.

Societal Sustainability

Objectives:

- Contribute to the development of global stewards in alignment with the Okanagan Charter.

Financial Sustainability

Objectives:

- In partnership with the University, explore financial models that further support student food affordability while continuing to contribute to the University operating budget and funding reserves.



3 Strategic Driver 3: Growing Capacity and Human Potential



Engaged Hospitality Services Culture

Objectives:

- Continue to develop and implement seamless and proactive recruitment practices to address the changing workforce within the hospitality industry.
- Expand mental health and wellbeing supports for employees in partnership with University resources.
- Develop and implement mentorship and knowledge transfer processes to provide avenues for support and career growth.

Expanded Culinary and Social Food Service Space

Objectives:

- Expand culinary and food service space through proactive and continuous involvement in the space planning process.
- Take an active approach in University projects to encourage new social food gathering spaces throughout campus to foster community building.

McMaster and Community Collaborations

Objectives:

- Foster partnerships with Indigenous Studies Program to incorporate Indigenous ways of knowing into operations and programming.
- In collaboration with core campus partners, support the development of a seamless client experience and enhance the University reputation through an integrated planning process.

Seamless Technology

Objectives:

- Implement seamless integration of food service technology into operations.
- Support in the implementation of the University integrated technology initiatives.

Thank you

Thank you to our colleagues for taking the time to provide insights into the development of this plan. We appreciate your candid and honest feedback that highlighted our strengths and outlined opportunities for growth. We look forward to continued engagement as we implement this work.

Saher Fazilat
Sean Van Koughnett
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and many members of the Hospitality Services team