By offering exclusively fresh, flavorful, wholesome foods, **Bruin Plate makes the healthy choice the easy choice.**

— Wendy Slusser, Nutrition Director for the UCLA Healthy Campus Initiative
Introduction

After a long day of classes, Brian, a typical UCLA sophomore, is hungry and ready to re-fuel before a night of studying. As the sun begins to set, he walks along Bruin Walk, a popular footpath that runs through campus. Within minutes, Brian soon finds himself across the street from the residence halls where he and his peers live. Conveniently located at this intersection is Bruin Plate, UCLA’s newest residential restaurant. Its modern interior — with high ceilings, wood accents, and gleaming floor-to-ceiling windows — is warmly lit and welcoming.

With seating for up to 900 guests, Bruin Plate is bustling with a multitude of students and several faculty and staff members. After perusing the LED digital menu screens located throughout the restaurant, Brian selects a Cajun Tofu, Spinach & Polenta Bowl, a slice of Southwest Black Bean & Avocado Tortilla Pizza, and a side of Apple-Glazed Acorn Squash.

Brian has a wide variety of options from which to choose at Bruin Plate’s seven food service stations, including made-to-order entrée bowls built with hearty grains or legumes, vegetables, and lean proteins or protein alternatives, such as seitan and tempeh. A stone-fired oven — the centerpiece of the restaurant — offers specialty pizzas and flatbreads topped with roasted vegetables and grilled meats.

Just a few steps away, the “Farm Stand” station showcases the evening’s selection of locally-sourced, organic, and seasonal farm products, including kohlrabi, red and gold beets, and Brussels sprouts. And if Brian feels like having a salad to complete his meal, he knows he can head over to the “Tumbled Greens” station to ask the station attendant to combine the assortment of crisp vegetables, toppings, lean proteins, and house-made dressing, tossing them into a customized creation.

A lover of fresh vegetables, fruits, and natural flavors, Brian is conscientious about what he eats and is sensitive to the way his food is prepared, the quality of the ingredients, and the nutritional content of his choices. His preferences are on-trend with his peers — feedback collected from UCLA students demonstrates a significant shift in customer tastes. Just like Brian, an increasing number of students want healthier, fresher dining options in their daily diets.

ABOUT THE CONCEPT

Bruin Plate makes the healthy choice the easy choice, and represents UCLA Dining Services’ commitment to meeting our students’ needs and supporting UCLA’s Healthy Campus Initiative. Launched in Spring Quarter 2013, this initiative is a campus-wide effort to promote healthier lifestyles through nutrition, exercise, sustainability, and mental wellness. The Bruin Plate concept focuses on nutritionally balanced food choices, creatively incorporating freshly prepared high quality ingredients to ensure the best flavor profiles and exciting menu choices. It also employs sustainability “best practices” in food service operations. Educational materials and programs focused on food, nutrition, and sustainability are provided to support the dining experience.

The Bruin Plate concept aims to have a positive effect on student consumption patterns and to empower students to learn and practice life-long healthy eating habits.

– Daryl Ansel, Director of Food & Beverage, UCLA Dining Services

Fall Harvest Flatbread with Turkey, Cranberries, Butternut Squash, Red Caramelized Onions, Garlic-Herb Spread, Ricotta, and Parmesan
Initial Goals

A “gracious” dining experience has always been a key component of the housing program at UCLA. We believe that a quality meal with friends and colleagues supports our living and learning environment and provides critical support for our students’ academic endeavors. This “gracious” experience, however, was becoming compromised by the growth of our residential community, which caused dense traffic congestion in our dining locations, especially at peak meal times. From 2010/11 to 2012/13, the number of residents grew by 15% to over 10,800 students with nearly zero growth in restaurant seats.

Our first and primary goal in developing Bruin Plate was to support this growth of our residential community and maintain the quality and standard of our services by reducing compaction and crowding in our residential dining venues. With an additional 900 seats, as long as Bruin Plate could attract its fair share of guests, overcrowding would be eliminated.

Supporting UCLA’s Healthy Campus Initiative with a health-oriented dining concept emerged as a secondary goal. While we knew that an increasing number of students desired fresher, healthier foods, promoting the Bruin Plate concept and gaining acceptance from the students was going to be an important undertaking. It was critical for us to ensure Bruin Plate’s popularity through careful menu planning and development and extensive nutrition education.

Through focus groups, market studies, and brainstorming, we developed three objectives to guide the development of Bruin Plate in a direction that would help us accomplish our goals: Innovative Menu Development, Nutrition Education, and Sustainable Product Sourcing.

INNOVATIVE MENU DEVELOPMENT
- Research and develop a wide selection of fresh and nutritionally balanced food choices prepared with healthier techniques, such as baking and roasting, minimized frying, and using less or healthier oils.
- Feature lean and sustainable meats and provide a higher ratio of plant-based proteins.
- Maximize natural ingredients and whole foods while minimizing processed foods.
- Use herbs and spices instead of salt to enhance flavors and reduce overall sodium intake.

NUTRITION EDUCATION
- Provide on-site education to culinary staff and guests about well-balanced meals, healthier portion sizes, and the health benefits of certain foods being offered, to increase awareness and understanding.
- Provide more complete and accurate nutritional information online and at points of service.
- Educate students about healthy foods that will support healthy lifestyle choices now and in the future.

SUSTAINABILITY PRODUCT SOURCING
- Develop relationships with local farmers to increase availability of locally-sourced produce and other products.
- Secure a variety of leaner, higher quality, and sustainable proteins.
- Participate in composting of pre- and post-consumer waste and track progress through a waste tracking system.
- Utilize on-campus resources, such as the UCLA Organic Herb Garden.
- Commit to reaching or exceeding a goal of 20% sustainable food purchases as part of the Sustainable Practices Policy set forth by the University of California, Office of the President (UCOP).

Our first and primary goal in developing Bruin Plate was to support this growth of our residential community and maintain the quality and standard of our services by reducing compaction and crowding in our residential dining venues. With an additional 900 seats, as long as Bruin Plate could attract its fair share of guests, overcrowding would be eliminated.
Response to Bruin Plate has been overwhelmingly positive and well-received by students, visitors, faculty, and staff alike. Its popularity and success far exceeded our expectations and has benefited our residential dining operations just as hoped and intended.

Bruin Plate now serves 11% of residents during lunch (7,752 average total patrons) and 19% during dinner (8,738 average total patrons). This impact has positively affected our secondary, but equally important goal of improving demands for fresher, healthier options. Our focus has been reduced to a level that meets expectations and has benefited our residential dining staff alike. Its popularity and success far exceeded our expectations and has benefited our residential dining facilities combined.

Any uncertainties we had about healthy food not being popular enough were overcome, despite offering none of the traditional dining hall favorites — no burgers, pizza, fried foods, commercial soda, and rich desserts. Bruin Plate’s innovative menu, high-quality ingredients, and attention to presentation have all earned high praise from our guests. In fact, overall consumption of less healthy foods, such as fries and soda, have decreased, while consumption of fresh produce such as broccoli and beets have increased. These factors have helped achieve our secondary, but equally important goal of improving consumption patterns and meeting our guests’ increasing demands for fresher, healthier options.

Primary Results & Benefits

In an on-going customer satisfaction survey conducted through computer kiosks located near the restaurant entrance, the majority of 1,978 guests (92%) over a six-month period responded that they would recommend Bruin Plate to a friend or colleague. Scores for overall taste and overall experience were “very satisfied” or “satisfied,” a respective 88% and 89% of respondents. These results correspond with Bruin Plate’s strong performance on our Fall 2013 Quarterly Dining Customer Satisfaction Survey, in which guests indicated they were “satisfied” to “very satisfied” with the restaurant’s tangible, staff courtesy, responsiveness, reliability, and accessibility. Guests also rated their overall experiences at Bruin Plate as extremely positive (scoring a 4.23 on a scale from 0.00-5.00), particularly in comparison to UCLA Dining’s total average overall score of 4.05/5.00 for all dining facilities combined.

Customer Satisfaction

Meeting Bruin Plate’s sustainability goals, over 28% of the ingredients used at restaurant are now sustainably sourced, which surpasses the University of California’s Sustainable Practices Policy. Further, to support the farm-to-table movement, Bruin Plate developed relationships with local farms to source products that travel fewer miles and are stewards of the environment. These farms provide produce, Certified Humane Raised and Handled eggs, olive oil, and Fair Trade Certified coffee.

Bruin Plate’s success demonstrates a bright future for the UCLA Healthy Campus Initiative, as well as an effective way to help students achieve healthy lifestyles now and in the future. Through its strong patron counts and positive feedback, Bruin Plate proves it is entirely possible for food service operators to challenge the stigma of “healthy dining” and not to fear removing “dining hall favorites,” such as pizza, burger, and fries, from the menu.

Staff Courtesy

Overall Taste

Overall Experience

Presentation

Would Recommend to Others

Overall Experience

Overall Taste

Digital Menu Screens

Ambiance & Decor

Food Safety

Satisfaction Survey, in which guests indicated they were “satisfied,” a respective 88% and 89% of respondents. These results correspond with Bruin Plate’s strong performance on our Fall 2013 Quarterly Dining Customer Satisfaction Survey, in which guests indicated they were “satisfied” to “very satisfied” with the restaurant’s tangible, staff courtesy, responsiveness, reliability, and accessibility. Guests also rated their overall experiences at Bruin Plate as extremely positive (scoring a 4.23 on a scale from 0.00-5.00), particularly in comparison to UCLA Dining’s total average overall score of 4.05/5.00 for all dining facilities combined.

Meeting Bruin Plate’s sustainability goals, over 28% of the ingredients used at restaurant are now sustainably sourced, which surpasses the University of California’s Sustainable Practices Policy. Further, to support the farm-to-table movement, Bruin Plate developed relationships with local farms to source products that travel fewer miles and are stewards of the environment. These farms provide produce, Certified Humane Raised and Handled eggs, olive oil, and Fair Trade Certified coffee.

Bruin Plate’s success demonstrates a bright future for the UCLA Healthy Campus Initiative, as well as an effective way to help students achieve healthy lifestyles now and in the future. Through its strong patron counts and positive feedback, Bruin Plate proves it is entirely possible for food service operators to challenge the stigma of “healthy dining” and not to fear removing “dining hall favorites,” such as pizza, burger, and fries, from the menu.

Meeting Bruin Plate’s sustainability goals, over 28% of the ingredients used at restaurant are now sustainably sourced, which surpasses the University of California’s Sustainable Practices Policy. Further, to support the farm-to-table movement, Bruin Plate developed relationships with local farms to source products that travel fewer miles and are stewards of the environment. These farms provide produce, Certified Humane Raised and Handled eggs, olive oil, and Fair Trade Certified coffee.

Bruin Plate’s success demonstrates a bright future for the UCLA Healthy Campus Initiative, as well as an effective way to help students achieve healthy lifestyles now and in the future. Through its strong patron counts and positive feedback, Bruin Plate proves it is entirely possible for food service operators to challenge the stigma of “healthy dining” and not to fear removing “dining hall favorites,” such as pizza, burger, and fries, from the menu.

Meeting Bruin Plate’s sustainability goals, over 28% of the ingredients used at restaurant are now sustainably sourced, which surpasses the University of California’s Sustainable Practices Policy. Further, to support the farm-to-table movement, Bruin Plate developed relationships with local farms to source products that travel fewer miles and are stewards of the environment. These farms provide produce, Certified Humane Raised and Handled eggs, olive oil, and Fair Trade Certified coffee.

Bruin Plate’s success demonstrates a bright future for the UCLA Healthy Campus Initiative, as well as an effective way to help students achieve healthy lifestyles now and in the future. Through its strong patron counts and positive feedback, Bruin Plate proves it is entirely possible for food service operators to challenge the stigma of “healthy dining” and not to fear removing “dining hall favorites,” such as pizza, burger, and fries, from the menu.

Meeting Bruin Plate’s sustainability goals, over 28% of the ingredients used at restaurant are now sustainably sourced, which surpasses the University of California’s Sustainable Practices Policy. Further, to support the farm-to-table movement, Bruin Plate developed relationships with local farms to source products that travel fewer miles and are stewards of the environment. These farms provide produce, Certified Humane Raised and Handled eggs, olive oil, and Fair Trade Certified coffee.

Bruin Plate’s success demonstrates a bright future for the UCLA Healthy Campus Initiative, as well as an effective way to help students achieve healthy lifestyles now and in the future. Through its strong patron counts and positive feedback, Bruin Plate proves it is entirely possible for food service operators to challenge the stigma of “healthy dining” and not to fear removing “dining hall favorites,” such as pizza, burger, and fries, from the menu.

Meeting Bruin Plate’s sustainability goals, over 28% of the ingredients used at restaurant are now sustainably sourced, which surpasses the University of California’s Sustainable Practices Policy. Further, to support the farm-to-table movement, Bruin Plate developed relationships with local farms to source products that travel fewer miles and are stewards of the environment. These farms provide produce, Certified Humane Raised and Handled eggs, olive oil, and Fair Trade Certified coffee.

Bruin Plate’s success demonstrates a bright future for the UCLA Healthy Campus Initiative, as well as an effective way to help students achieve healthy lifestyles now and in the future. Through its strong patron counts and positive feedback, Bruin Plate proves it is entirely possible for food service operators to challenge the stigma of “healthy dining” and not to fear removing “dining hall favorites,” such as pizza, burger, and fries, from the menu.
Menu Development

At Bruin Plate, breakfast, lunch, and dinner are served daily from seven distinct stations located throughout the restaurant. Comprised of over 830 unique recipes, Bruin Plate’s menu is the result of an 18-month effort which ran from January 2012 and August 2013 prior to the restaurant’s opening in October 2013.

The menu development process began in January 2012 with a study of the restaurant’s concept guidelines and service platform parameters. The concept guidelines ensured that all new menu creations supported the goal of providing wholesome and healthy meals. Service platform parameters clearly defined what each station would provide.

Identifying and refining our service platform parameters led us to innovations such as our “Freshly Bowled” service station and “Greens & More” salad bar feature. The “Freshly Bowled” station is unique within our dining operation and offers guests “built-to-order” entrée bowls made with a hearty mix of legumes or whole grains, seasonal vegetables, and meats or protein alternatives. Similarly, the “Tumbled Greens” mini-station at our salad bar is the first of its kind in our residential restaurants, inviting guests to enjoy customized salads expertly tossed by the station attendant.

Once the foundation of Bruin Plate’s menu structure was set, recipe creation and testing was given the “green light” to officially begin in June 2012. Led by our experienced Research & Development (R&D) chefs, the culinary team invested the next six months in developing the master menu, sourcing ingredients, and comparing prices. Under the leadership of our in-house dietitian, Dolores Hernandez, the team also established a detailed set of nutritional criteria for the master menu. Based on these criteria, new menu creations were not to exceed specific caloric, fat, cholesterol, and sodium limits. This stage in the menu development process was vital in helping to achieve Bruin Plate’s overall concept and mission.

TEST KITCHEN AT HEDRICK

Recipe testing for Bruin Plate was extensive and underwent two rounds of feedback. The first round was on a small scale and consisted of only the immediate culinary team. The second round of testing was planned on a larger scale to better simulate a true residential restaurant experience. In order to gain more direct feedback from our eventual guests — our student residents — we decided to rebrand one of our underperforming anchor restaurants, Hedrick Dining, into a testing venue for Bruin Plate recipes.

Newly rebranded as “Test Kitchen at Hedrick,” the restaurant became a stage for presenting experimental creations by our R&D chefs. As it grew in popularity, Test Kitchen soon became crucial in identifying student likes and dislikes for Bruin Plate’s menu. Guests were encouraged to provide detailed, real-time feedback after their meals via computer kiosks set up near the restaurant’s entrance. This feedback, both positive and negative, was immensely helpful in identifying where the R&D chefs needed to tweak their recipes to meet guests’ tastes and expectations.

Hundreds of unique recipes were tested and served at Test Kitchen during the 2012/13 academic year, with more than 7,450 feedback responses submitted. Top performing recipes (judged on taste, temperature, presentation, and desired frequency) were officially added to the Bruin Plate menu list. The recipes that did not perform as well were further refined for re-testing at a later time. This open feedback model emphasized greater precision in the UCLA Dining Services R&D process and also helped foster a culture of increased communication with our guests. Because of this process, our guests continue to submit their feedback at Bruin Plate, helping to refine recipes and menus even further.
Menu Development

**Selections from our menu**

Farro & Egg Souffle with Vegetable Medley
Beef & Bulgur Burger
Red Lentil Stew with Golden Beets
Fall Harvest Flatbread
Fruit, Granola & Greek Yogurt Wrap
BBQ Chicken & Black Quinoa Bowl
Banana-Pecan Buckwheat Pancakes
Bison Burger with Caramelized Onions & Sweet Potato Bun
Red Quinoa & Sweet Potato Burger
BBQ Chicken & Black Quinoa Bowl

Beet Carpaccio with Arugula & Goat Cheese
**Nutrition Guidelines & Standards**

**SAMPLE NUTRITION INFORMATION**

### Pork with Buckwheat Noodles in a Roasted Vegetable Broth

Wine, Onion, Carrot, Tomato, Celery, Lite Soy Sauce, Garlic, Olive Oil, Peppercom, Sea Salt, Thyme, Bay Leaf, Soba Noodles, Enoki Mushrooms, Mizuna Lettuce, Green Onion, Pork Loin, Fresh Lemon Juice, Barl, Oregon, Black Pepper

**AMOUNT PER SERVING**

<table>
<thead>
<tr>
<th>Calories: 127</th>
<th>Serving Size: 5 oz</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Fat: 2.6 g</td>
<td>% Daily Value *</td>
</tr>
<tr>
<td>Saturated Fat: 0.8 g</td>
<td>4%</td>
</tr>
<tr>
<td>Trans Fat: 0 g</td>
<td>4%</td>
</tr>
<tr>
<td>Cholesterol: 21.6 mg</td>
<td>7%</td>
</tr>
<tr>
<td>Sodium: 135.8 mg</td>
<td>9%</td>
</tr>
<tr>
<td>Total Carbohydrate: 15.8 g</td>
<td>12%</td>
</tr>
<tr>
<td>Dietary Fiber: 1 g</td>
<td>3%</td>
</tr>
<tr>
<td>Sugars: 0.8 g</td>
<td></td>
</tr>
<tr>
<td>Protein: 11.1 g</td>
<td></td>
</tr>
</tbody>
</table>

* Percent Daily Values are based on a 2000 calorie diet.

### Pork, Peas, Barley, & Swiss Chard Bowl

Rainbow Swiss Chard, Roasted Pork Loin, Garlic Herb Spread (Roasted Garlic, Olive Oil, Fresh Lemon Juice, Barl, Sea Salt, Oregano, Black Pepper), Green Pea Stew (Water, Split Peas, Onion, Garlic, Olive Oil, Sea Salt, Black Pepper), Steamed Barley, Parsnips, Zara Vegan Olive Oil

**AMOUNT PER SERVING**

<table>
<thead>
<tr>
<th>Calories: 238</th>
<th>Serving Size: 5 oz</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Fat: 5.7 g</td>
<td>% Daily Value *</td>
</tr>
<tr>
<td>Saturated Fat: 1.5 g</td>
<td>9%</td>
</tr>
<tr>
<td>Trans Fat: 0 g</td>
<td>7%</td>
</tr>
<tr>
<td>Cholesterol: 22.4 mg</td>
<td>11%</td>
</tr>
<tr>
<td>Sodium: 435.7 mg</td>
<td>29%</td>
</tr>
<tr>
<td>Total Carbohydrate: 28.2 g</td>
<td>22%</td>
</tr>
<tr>
<td>Dietary Fiber: 5.3 g</td>
<td>14%</td>
</tr>
<tr>
<td>Sugars: 3.5 g</td>
<td></td>
</tr>
<tr>
<td>Protein: 18.7 g</td>
<td></td>
</tr>
</tbody>
</table>

* Percent Daily Values are based on a 2000 calorie diet.

Through nutritional recommendations from our dietitian, the menu at Bruin Plate follows a specific set of criteria and standards. Overall, Bruin Plate dishes use less oil, lean proteins, more plant-based foods, and herbs and spices as alternatives to seasoning with salt. The menu is planned around seasonal ingredients and portions that are properly sized to help discourage overeating.

All recipes must also abide by a list of food additives that are not allowed, including several artificial sweeteners and coloring, all of which are banned or have been scientifically found to produce adverse health consequences.

**THE CONCEPT OF STEALTH HEALTH**

While all of Bruin Plate’s menu items carefully follow these nutritional guidelines, we intentionally keep these guidelines in the background, supporting the concept of “stealth health.” Our goal is to make it easy and intuitive for diners to pursue healthier lifestyles, without having to overthink it and make choices they are unsure about.

Healthy choices are made easy at Bruin Plate because each and every dish we serve is delicious and nutritious. Diners do not have to make a conscious choice about which dishes are better or healthier — they are all healthy! In essence, Bruin Plate guests are eating healthy cuisine without necessarily knowing it. That’s the concept of “stealth health” — and it’s all offered up in a relaxed environment that emphasizes flavor, freshness, and creativity at Bruin Plate.

For guests who are interested, we also offer extensive nutrition education opportunities. Students can learn that what they eat matters, and they can begin to understand the direct link between good consumption patterns and good health.

**NUTRITION CRITERIA (PER SERVING)**

**Entrées, Main Dishes & Sandwiches**

- 400 calories or less
- Less than 30% of total daily calories from total fat
- Less than 10% of total daily calories from saturated fat
- 0 grams Trans Fats
- Less than 75 mg cholesterol
- Less than 500 mg sodium

**Sides & Desserts**

- Less than 200 calories
- Less than 30% of total daily calories from total fat
- Less than 10% of total daily calories from saturated fat
- 0 grams Trans Fats
- Less than 25% of total daily calories from added sugar
- Less than 240 mg sodium

**Proteins**

- Extra lean beef and pork
  - Less than 5 g total fat
  - Less than 2 g saturated fat
  - Less than 95 mg cholesterol
- Lean beef and pork
  - Less than 10 g total fat
  - Less than 4.5 g saturated fat
  - Less than 95 mg cholesterol
- Chicken
- Turkey
- Cornish Hens
- Canned or frozen tuna, seafood, or salmon
  (Must contain less than or equal to 290 mg sodium per serving)
- Seafood from Seafood Watch’s “Best Choices” or “Good Alternatives” (As stated in the University of California’s Sustainable Practices Policy)
Overview of Stations

Freshly Bowled
Features two chef-recommended bowls at each meal — one with meat and one vegetarian option. Guests then customize their bowls to suit their tastes.

1. Hearty bowls of lean protein topped with vegetables and legumes and a poached egg. The vegetarian option is a bowl of slightly sweet, hot cereal made from various grains such as millet and quinoa, topped with seasonal fruit.

2. Light salad bowls or fresh vegetable sautés.

3. Bowls built from the bottom up starting with a hearty grain, legume, or whole wheat pasta, topped with seasonal vegetables, and finished with a lean protein or protein alternative like seitan or tempeh.

Simply Grilled
Offers a variety of grilled items for breakfast, lunch, and dinner. Many are traditional favorites with a healthy twist.

1. Pancakes, waffles, or French toast made from whole wheat, pulse, and nut flours accompanied by house-made fruit compotes, marmalades, and butters.

2. Stackers — our open-faced sandwiches of lean protein or protein alternative, topped with lettuce and simple sauces. Side items include vegetable hashes and our rotating baked potato bar.

3. A lean meat, chicken, or alternative protein option, that has been marinated or spice-rubbed then grilled to perfection.

Stone Fired
Showcases nutritious artisan flatbread creations with freshly-made toppings made on distinctive crusts in our stone-fired oven.

1. Three types of artisanal breads topped with our house-made spreads such as Grapefruit, Ginger & Rose Marmalade, Pear-Fennel Butter, Smokey Hibiscus Compote, Blueberry & Roasted Grape Marmalade, and fresh, house-milled nut butters.

2. Specialty pizzas and flatbreads made from three distinct crusts topped with combinations of roasted vegetables, grilled meats, and fresh salads. The California-Style Crust, the thickest of our offerings, is made of whole wheat dough and soft grains. The Flatbread Crust is an oval-shaped, crispy crust made of whole wheat flours, molasses, and honey. The Tortilla Crust is made from brown rice flour for a cracker-crisp texture.

Farm Stand
Features seasonal, local, and organic vegetables and farm products, whenever possible.

1. The daily selection includes a steamed grain, a sautéed leafy green, and a seasonal featured vegetable. Our selection of locally-sourced vegetables is minimally prepared to retain their nutritional benefits and natural flavors.

Some leafy greens include wilted collard greens, spinach and kale, baby bok choy, and rainbow Swiss chard. Seasonal vegetable rotations include kohlrabi, cauliflower, butternut squash, celery root, gold and red beets, and Brussels sprouts. Examples of grain offerings include farro, barley, wheat berry, bulgur wheat, several kinds of rice, and three types of quinoa.

Turkey Meatballs with Cranberry-Orange Sauce
Grilled Turkey Dijon with Wilted Mustard Greens
Coconut Quinoa Pancake with Blueberries
Artichoke & Olive Flatbread
Apple-Glazed Acorn Squash with Mustard Greens
Overview of Stations — continued

Harvest
Features a variety of cooking methods and menu options fresh from the farm and field.

- Frittatas, egg soufflés, breakfast sandwiches, and benedicts.
- Boldly-flavored salads and hearty wraps made with fresh vegetables and legumes.
- Entrée plates feature a variety of cooking techniques, from rotisserie to poaching to broiling. All dishes offer lean meats and poultry, sustainable seafood, or hearty vegetarian entrées accompanied by seasonal vegetables and wholesome grains — a balanced meal on a plate.

Greens & More
Focus on seasonality and fresh ingredients.

- Delicate lettuces and dark leafy greens — like watercress and chopped kale — are showcased, plus toppings that include a rotation of crisp vegetables, beans, olives, and cheeses. Dressings are made from scratch using fresh ingredients packed with anti-oxidants and include innovative recipes such as Kale Vinaigrette, Balsamic Date Dressing, and Carrot & Parsnip Vinaigrette.
- Greens & More also features a “Tumbled Greens” station where guests choose from a selection of fresh ingredients, crunch toppings, and lean meat or alternative proteins that are gently tossed with house-made dressings by the station attendant for a unique, customized salad creation.

Sweet Bites
Provides a satisfying selection of seasonal whole and sliced fresh fruit, freshly baked breads, and a Greek yogurt bar with toppings that include an array of nuts and fruit. It suggests that guests do not need a full size dessert, but just a sweet bite to end the meal.

- Fruit- and vegetable-based quick breads, breakfast yogurt parfaits, a house-made power bar or energy ball, and Greek yogurt with fresh fruit.
- Freshly-baked hearth bread with a signature fruit compote, sliced fresh fruit, and a yogurt coupe made of low-fat Greek yogurt with assorted toppings such as cacao nibs, amaranth, and dates.
- Greek yogurt bar with toppings, hearth breads with a compote, and a daily rotation of a small plated dessert or specialty bites.

Special Beverages
Our water and hydration stations are prominently featured throughout the restaurant and encourage consumption of all-natural carbonated and non-carbonated soda alternatives. We offer our own line of bubbly, low-sugar fruit spritzers; sugar-free, fruit-infused waters; and organic, Fair Trade Certified coffee, Fair Trade Certified and organic tea, and milk.

- Fruit- and vegetable-based quick breads, breakfast yogurt parfaits, a house-made power bar or energy ball, and Greek yogurt with fresh fruit.
- Freshly-baked hearth bread with a signature fruit compote, sliced fresh fruit, and a yogurt coupe made of low-fat Greek yogurt with assorted toppings such as cacao nibs, amaranth, and dates.
- Greek yogurt bar with toppings, hearth breads with a compote, and a daily rotation of a small plated dessert or specialty bites.

- Our water and hydration stations are prominently featured throughout the restaurant and encourage consumption of all-natural carbonated and non-carbonated soda alternatives. We offer our own line of bubbly, low-sugar fruit spritzers; sugar-free, fruit-infused waters; and organic, Fair Trade Certified coffee, Fair Trade Certified and organic tea, and milk.
## Excerpt from Fall 2013 Cycle Menu

<table>
<thead>
<tr>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
<th>SATURDAY</th>
<th>SUNDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshly Bowled</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Braised Brisket, Pigeon Peas, and Tatsuo Bowl</td>
<td>Basil-Oregano Chicken with Beans &amp; Kale Bowl</td>
<td>Lamb, Bulgur Wheat, &amp; Sunchoke Bowl</td>
<td>Grilled Tuna &amp; Quinoa Bowl with Ginger-Miso</td>
<td>Coffee-Braised Brisket &amp; Turnip-Squash Mash</td>
<td>Indian-Spiced Pork, Lentil &amp; Quinoa Bowl</td>
<td>Roasted Pork &amp; Kabocha Squash</td>
</tr>
<tr>
<td>Tamarind Tofu &amp; Cabbage Bowl</td>
<td>Greek Farro Bowl</td>
<td>Chickpea Panisse with Mixed Grains &amp; Rapini</td>
<td>Seared Tofu Quinoa Bowl with Ginger-Miso</td>
<td>Chayote Squash &amp; Heirloom Bean Stew</td>
<td>Indian-Spiced Tofu, Lentil &amp; Quinoa Bowl</td>
<td>Ginger-Maple Seitan with Potato Celeriac Purée</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Harvest</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ground Beef, Farro &amp; Mushroom Wrap</td>
<td>Sweet Pepper &amp; Steak Salad</td>
<td>Herbed Rotisserie Chicken with Wild Rice</td>
<td>Roasted Mahi-Mahi with Tomatillo Sauce</td>
<td>Turkey Meatloaf with Mushroom Sauce</td>
<td>Scallop, Wild Rice Risotto &amp; Butternut Squash</td>
<td>Grilled Balsamic Flank Steak with Cous Cous</td>
</tr>
<tr>
<td>Braised Burdock &amp; Carrots over Brown Rice</td>
<td>Spicy Azuki Bean &amp; Tempeh Chile</td>
<td>Parmesan-Dusted Tempeh with Purple Potato Mash</td>
<td>Tabbouleh Salad with Lentils &amp; Fava Beans</td>
<td>Mushroom &amp; Spinach Lasagna</td>
<td>Butternut Squash Soup</td>
<td>Spinach &amp; Bulgur Wheat Tacos</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Farm Stand</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Stone Fired</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beef, Black Bean &amp; Cabbage Tortilla Pizza</td>
<td>Chicken, Dill &amp; Potato Flatbread</td>
<td>Tri-Tip, Arugula &amp; Pequinero Flatbread</td>
<td>Apple-Rosemary Chicken Flatbread</td>
<td>Roasted Pork, Sorrell &amp; Goat Cheese Pizza</td>
<td>Brisket, Caramelized Onion &amp; Salisfy Pizza</td>
<td>Guajillo Chili Chicken &amp; Poblanio Pepper Pizza</td>
</tr>
<tr>
<td>Spicy Fall Squash Tortilla Pizza</td>
<td>Pear, Thyme &amp; Blue Cheese Pizza</td>
<td>Roasted Beet, Caramelized Onion &amp; Blue Cheese Pizza</td>
<td>Late Harvest Roasted Tomato Pizza</td>
<td>Tri-Color Cauliflower Flatbread</td>
<td>Artichoke &amp; Olive Flatbread</td>
<td>Marinated Vegetable, Black Bean &amp; Cotija Flatbread</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Simply Grilled</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grilled Mole Turkey Breast</td>
<td>Grilled Wahoo Fish</td>
<td>Maple-Dijon Pork Loin</td>
<td>Santa Maria Tri-Tip</td>
<td>Grilled Pork Tenderloin</td>
<td>Grilled Salmon</td>
<td>Mojo-Marinated Flank Steak</td>
</tr>
<tr>
<td>Grilled Mole Seitan</td>
<td>Persian-Style Mushroom</td>
<td>Grilled Portobello Mushroom</td>
<td>Santa Maria Tofu</td>
<td>Grilled Sweet Potato</td>
<td>African-Spiced Grilled Rutabaga</td>
<td>Grilled Balsamic Eggplant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Greens &amp; More</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corn &amp; Leek Soup</td>
<td>Red Lentil Pumpkin Soup</td>
<td>Sweet Potato &amp; Ginger Soup</td>
<td>Tomato &amp; Kale Soup</td>
<td>Spicy Red Lentil Soup</td>
<td>Watercress Soup</td>
<td>Parsnip &amp; Squash Soup</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Sweet Bites</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power Balls Spiced Apple Bread Banana Cream Trifle</td>
<td>Cranberry Flaxseed Bread Raspberry Coconut Bar Kalamata Olive Bread</td>
<td>Fresh Fruit Torte Apricot Almond Bar Boston Brown Bread</td>
<td>Coconut Pineapple Bread Olive Oil Mocha Bread Flaxseed Breakfast Cookie</td>
<td>Key Lime Tart Honey Bread Millet Pumpkin Bread</td>
<td>Ginger Bars California Walnut Bread Vegan Pumpkin Walnut Bread</td>
<td>Pretzel Knot Yuzu Trifle Carrot Zucchini Bread</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Special Beverages</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Interior Design

Bruin Plate is UCLA’s largest residential restaurant with a seating capacity of 900 guests, located on the second floor in a new student residential complex and commons building. To support the restaurant’s healthy and sustainable concept, the interior of Bruin Plate creates a vibrant, contemporary dining experience with a “California Fresh” ambiance featuring sustainable materials and California-themed art and plants.

Warm tones are used throughout the restaurant, with natural woods complemented by the natural light streaming through the floor-to-ceiling windows with panoramic views of the campus, and multiple skylights. To support UCLA Dining’s commitment to sustainability, Bruin Plate features long-lasting terrazzo floors made from recyclable materials, 100% recyclable carpeting, and naturally bacteriostatic and recyclable quartz station counters and table tops. Bruin Plate meets all qualifications for Silver LEED™ construction and operation standards and is currently applying for Gold LEED™ and Green Restaurant Association certifications.

To accommodate a variety of guest dining preferences, seating options include community tables made locally in Los Angeles, booths, and other tables of varied sizes and heights. Accompanying chairs are crafted from warm-colored wood to support the overall atmosphere.

The artwork featured at Bruin Plate also supports the restaurant’s concept with vintage prints of herbs, photographs of local California farm fields, and a series of handcrafted fruit and vegetable paintings by artist and sustainable food practice advocate, Linda Wexler. Small accent plants around the restaurant are native to California and include an assortment of succulents for low water maintenance.

State-of-the-art technology featured at Bruin Plate also supports the restaurant’s concept. Guests are welcomed at each station with LED digital menu screens that feature items being served for that day, along with accompanying nutritional information. Soothing “chill-pop” music from custom playlists fills the restaurant through the expansive sound system. All lighting is low-energy and programmable, helping to set an inviting mood for guests and ensuring that maximum energy is saved.
The Stone Fired platform is the centerpiece of Bruin Plate, and features flatbread and pizza creations, baked fresh in the restaurant’s stone oven.
Bruin Plate offers its diners flexibility through a variety of seating options, including several high-top community tables.
Since its opening in October 2013, the Bruin Plate team has earned a stunning satisfaction rating of 96% “satisfied” to “very satisfied” from over 1,950 guests who completed surveys. Guest comments indicate that the high rating is in part due to exceptional customer service, as well as a strong culinary knowledge of the dishes and ingredients used.

Though many of our team members were recruited from prestigious culinary institutions, the whole team was required to attend an intensive, 19-day training in August 2013. The training was split into two sessions: a “classroom” portion with several workshops, held over a nine-day period, and a “hands-on” portion that spanned over ten days and included several field trips.

HANDS-ON TRAINING

The “hands-on” portion added an interactive element to the training, and was intended to truly give new team members a sense of Bruin Plate’s innovative concept. On-site at the restaurant, employees were rotated through all stations and trained on preparing and presenting the different menu items served at each platform. Numerous outings were also carefully planned for the new Bruin Plate team.

During an all-day trip to a local family farm, team members learned about Bruin Plate’s “farm-to-table” concept through the Farm’s expansive fields and diverse crops. Toward the end of the day, the team was allowed to pick fruits and vegetables, all fresh from the farm. They were then assigned to return home with their ingredients, prepare a meal, and photograph it. The exercise helped to prepare the team to cook with truly fresh ingredients.

The Bruin Plate team also enjoyed outings to local restaurants, which were selected because of their innovative position in the new “better-for-you” category. At these restaurants, the team was able to experience the flavors, textures, and aromas of dishes similar to what they would soon be expected to provide to guests at Bruin Plate.

IN-HOUSE “CLASSROOM” TRAINING

A variety of in-house classroom-style training took place prior to Bruin Plate’s opening. To start, UCLA Housing & Hospitality Services Sustainability Manager, Allana Lungo-Shapiro, led the team in workshops and exercises on waste sorting, composting, and reducing carbon footprints. Discussions held on defining sustainability and environmental problems followed these sessions, along with screenings of educational films, including “Fresh” and “Ingredients.”

To help team members better understand customer eating preferences and needs, UCLA Dining Services dietitian, Dolores Hernandez, M.A., R.D., gave several workshops on basic nutrition, vegetarianism, veganism, and food allergies. A tour of UCLA’s on-campus Herb Garden was also arranged to help employees see and learn where many of the herbs and spices from UCLA Dining Services’ kitchens come from.

Additionally, as many employees are new members of the UCLA community, a workshop on the campus’ Healthy Campus Initiative (HCI) was given by Dr. Wendy Slusser, Associate Clinical Professor of Pediatrics and Nutrition Director of HCI. Dr. Slusser introduced the premise of HCI to the team, and explained the initiative’s main goals of fostering wellness, encouraging personal responsibility, respecting diversity, and health awareness.

REHEARSAL MEALS

The entire Bruin Plate team received valuable hands-on training for several weeks prior to the restaurant’s official opening in October 2013 through rehearsal meals. Selected groups of student leaders and professional staff were invited to attend a breakfast or lunch “rehearsal meal” using entry-controlled tickets distributed for various days and meal times. The number of guests for these rehearsal meals gradually increased over a two-week period, after which Bruin Plate opened its doors to the student residents.

Together, all of the training components created a successful, fun, and memorable experience for the Bruin Plate team. These activities are just the beginning of additional nutrition and culinary training and education we have planned for the future.
Location & Target Market

Bruin Plate has a prime location at the crossroads of student foot traffic from the residential community to the core campus where their classes and many of their extracurricular activities take place. Located in the newly remodeled Sproul residential complex, Bruin Plate is the newest anchor restaurant from UCLA Dining Services, which manages a residential dining program of four other anchor restaurants and four quick-service boutique restaurants. Our primary customers are UCLA student residents who hold meal plans as part of their room and board packages. The restaurant is also open to UCLA faculty, staff, and campus guests.

The primary target market for Bruin Plate is the growing percentage of students who provided feedback that they wanted their dining options to include fresher, less processed, and healthier foods. The Bruin Plate healthy dining concept meets these requests and supports a continuing dialogue to refine and develop menu options.

MAP OF UCLA RESIDENTIAL COMMUNITY

EXPLANATION OF COLORS
- Bruin Plate — Location of Bruin Plate Residential Restaurant.
- Residential Restaurants — Location of other UCLA Dining Services residential restaurants.
- Quick-Service Restaurants — Location of UCLA Dining Services quick-service restaurants.
- Carnesale Commons — Bruin Plate is located in Carnesale Commons, adjacent to Sproul Residence Hall.
- Residential Buildings — Residential halls, plazas, and suites where UCLA student and faculty residents live.
- Administration/Recreation Areas — Administrative offices and recreation facilities.
- To Main Campus — Continuing along the footpath, Bruin Walk, this direction leads to UCLA’s main campus where students attend classes and participate in extracurricular activities.
Conceptual guidelines are developed and nutritional criteria is established. Extensive recipe research & development is started and new ingredients are sourced.

Preliminary plans are set for food, labor, and supply costs.

Construction begins and is completed in August 2013. Cooking and serving equipment needs are adjusted and furniture is ordered.

Hiring and recruitment begins for staffing needs established in January 2013. Two hiring rounds are undertaken and completed by September 2013.

Dress rehearsals are held in September with a soft opening following soon after.

Promotional and marketing materials are completed and delivered. A website is developed and goes live.

Intensive classroom training begins for new employees with active training starting a few weeks later in September 2013. Custom-designed uniforms arrive for the staff.

Bruin Plate officially opens for business on October 7, 2013.
Marketing & Branding

The marketing and branding for Bruin Plate was specially developed to address its unique theme within the UCLA Dining Services residential dining program. Our marketing approach embraced the concept of “stealth health” to focus guests’ attention on simply enjoying the flavors of fresh ingredients and healthy cooking. We produced several marketing pieces and campaigns to help educate guests on making better-informed decisions for their personal health.

OVERALL RESTAURANT BRANDING

The branding of Bruin Plate reflects the restaurant concept and commitment to serving fresh ingredients with minimal processing and maximum flavor. The modern logo depicts a series of three interconnected rings that collectively and artfully evoke the roundness of a plate in a more abstract manner. Furthermore, the shifting and overlapping rings connote a cyclic motion that is indicative of the ever-changing and innovative culinary concepts that define this new restaurant. The color scheme reflects the University’s classic combination of blue and gold, adding a modern dash of fresh bright green to bring in the fresh, natural, and sustainable component.

PRINT & DIGITAL COMMUNICATIONS

Communication campaigns that support the Bruin Plate concept have included: a series of educational and promotional flyers, table tents, and posters. One prominent campaign, “Shake the Salt Habit,” was created to help guests understand our commitment to reduced-sodium and why less sodium is better for our health. Another table tent series, the “Sustainable Food Spotlight,” explains the importance of humanely-raised, environmentally-sound, local, and fair trade foods, and how Bruin Plate supports these sustainability initiatives. Promoting the restaurant’s role in the farm-to-table movement, our “Meet the Farmers” campaign explains the local origins of some of Bruin Plate’s ingredients and dishes.

On every table in the restaurant, we also feature an educational series of “Here’s to Your Health!” table tents from UCLA Dining’s nutrition education program, Ask Dolores. The series teaches guests about the different vegetables, grains, seasonal foods, and portion sizes served at Bruin Plate, and also cross-promotes the Ask Dolores program, which offers free nutrition guidance and education to student residents.

DIGITAL MARKETING & SOCIAL MEDIA

In order to promote Bruin Plate on a larger scale, we developed a website with detailed information about the restaurant’s menu, nutrition guidelines, and sustainability goals. This website is currently featured on the UCLA Dining Services main website and its link was provided to students and parents prior to Bruin Plate are official opening in October 2013. Between March 2014 and its launch in October, the website has received over 4,000 visits from 37 countries around the world.

Visitors were also subtly encouraged on the website to tag their photos and comments with “#bruinplate.” As of March 2014, “#bruinplate” is connected to over 220 photos on Instagram and a number of Tweets on Twitter.

VISIT ONLINE

Official Bruin Plate website
http://www.dining.ucla.edu/bruinplate

READ ABOUT BRUIN PLATE

UCLA Newsroom: “New UCLA Dining Hall serves up a plateful of healthy ideas”

Food Management: “Menu Case Study: UCLA Bruin Plate”
http://food-management.com/regional/menu-case-study-ucla-bruin-plate

Food Management: “UCLA Steps Up to the Plate with Health Themed Dining Hall”

VISIT ONLINE

Official Bruin Plate website
http://www.dining.ucla.edu/bruinplate

READ ABOUT BRUIN PLATE

UCLA Newsroom: “New UCLA Dining Hall serves up a plateful of healthy ideas”

Food Management: “Menu Case Study: UCLA Bruin Plate”
http://food-management.com/regional/menu-case-study-ucla-bruin-plate

Food Management: “UCLA Steps Up to the Plate with Health Themed Dining Hall”

TOP LEFT: Table tent about fair trade ingredient sourcing – part of a four-part “Sustainable Food Spotlight” campaign.
TOP MIDDLE: “Shake the Salt Habit” table tent explaining Bruin Plate’s approach to lower sodium and related facts.
TOP RIGHT: Table tent explaining Bruin Plate’s story and concept.
BOTTOM LEFT: Digital menu screen templates for Freshly Bowled and Stone Fired serving stations.
BOTTOM RIGHT: “Meet the Farmers” digital screens promoting sustainability awareness.
DIGITAL MARKETING

LEFT: Homepage design for Bruin Plate’s website.
RIGHT: Sustainability page design.

PRINT & DIGITAL COMMUNICATIONS — CONTINUED

TOP ROW: Table tents promoting UCLA Dining Services’ AskDolores nutrition education program.
LEFT: “Top Plate Rater” promotional poster encouraging survey participation.
RIGHT: Admission ticket for Bruin Plate’s soft opening.

DIGITAL MARKETING

LEFT: Homepage design for Bruin Plate’s website.
RIGHT: Sustainability page design.
The Bruin Plate Team

Formed and led by UCLA Dining Services Food & Beverage Director, Daryl Ansel, the Bruin Plate team is a high-performing, multi-faceted group comprised of key departments within UCLA Housing & Hospitality Services (H&HS). Each subset of the team was necessary for Bruin Plate’s successful development and management.

CULINARY TEAM

The Bruin Plate culinary team is headed by Executive Chef, Kevin Aiello and Assistant Director and Global Executive Chef, Roger Pigozzi. Aiello and Pigozzi led the development of Bruin Plate’s healthy and nutritionally-balanced menu, and both also supervise the on-going training of the culinary team. Research & Development Chef, Jorge Noriega and Menu Development Coordinator, Lynley Fleak, were vital in innovating, testing, and refining Bruin Plate’s hundreds of recipes, and they continue to add more creations to the restaurant’s menu.

UCLA Dining Services Dietitian, Dolores Hernandez, is responsible for the successful development and continued management of Bruin Plate’s nutritional guidelines. She also leads the “Ask Dolores” nutrition education program offered to student residents by UCLA Dining Services.

OPERATIONS TEAM

Crucial to Bruin Plate’s conception and continued success, the operations team is led by Daryl Ansel and other key Dining Services staff, including Alex Macias, Assistant Director of Dining Services; Joanne McGill, Assistant Director of Dining Services – Business Services; Craig St. Louis, Assistant Director of Dining Services – Facilities; and Guadalupe Morales, General Manager. The Bruin Plate operations team is responsible for the breadth of Bruin Plate’s development process — from the beginning stages of defining its identity, to its official opening and current management.

DESIGN & MARKETING TEAM

The design and planning of Bruin Plate’s construction was overseen by UCLA’s Capital Programs division. The interior design team was led by and supervised by UCLA H&HS Project Management interior designer, Elizabeth Rendon. Bruin Plate’s visual identity and continued promotional needs are designed and provided by the UCLA H&HS Marketing & Communications team, overseen by Jan Gonzales, Associate Director.

The restaurant’s logo and branding campaign was spearheaded by Minh Q. Ly, Principal Graphic Designer, who continues to design all of Bruin Plate’s print communications. Bruin Plate’s website was designed by in-house developer, Stephanie Snipes, and many of the photographs featured on the website and in this book were shot by Dining’s Menu Development Coordinator, Lynley Fleak, and Marketing & Communications Photographer, Felicia Caldwell.

Bruin Plate Executive Chef Kevin Aiello and FEAST at Rieber Executive Chef Mark Kim pictured with renowned Chef Alice Waters at her restaurant, Chez Panisse, in Berkeley, California. Chef Aiello and Chef Kim represented UCLA in promoting the University’s Healthy Campus Initiative at a University of California event.
Financials & Key Statistics

To achieve Bruin Plate’s goals, UCLA Housing & Hospitality Services leadership committed early on to the significant investment required for both the construction of the facility and ongoing operations. Adequate budgets were approved and took into account a number of important factors, including the finish level desired for the interior design, sustainability requirements for LEED consideration, the quality of the food envisioned, and staff training requirements.

The growth of residential community and the number of meal plan participants, allowed the necessary investments to be made with less than a 3% increase in room and board rates. UCLA rates remain competitive and the development of Bruin Plate as an new asset only enhances the value perception.

CAPITAL INVESTMENT
Bruin Plate was part of a new “ground-up” development, which includes a new commons facility, which houses 15,000 square feet of hotel-quality meeting rooms located above the dining commons. The development also include adjacent to these commons, new residential towers that provide 1,500 new bed spaces.

The Bruin Plate facility spans a total of 33,500 square feet at a total cost of $14 million. Hard construction costs totaled $293 per square foot, while an additional $125 per square foot was devoted to equipment and other soft costs.

ANNUAL OPERATING COSTS
Bruin Plate’s annual operating costs total of $9.6 million, with projected number of patrons to be served annually at 915,000. This equates to $10.48 per patron served, a figure approximately 18% higher overall than our typical anchor dining facility. The higher operating expenses at Bruin Plate are due largely to the higher costs of the raw foods used to support the restaurant’s unique menu.

KEY COMPARISONS
Food cost for Bruin Plate is approximately $1.07 higher per plate than a typical UCLA anchor dining facility. This additional per plate cost reflects the necessary expenditures to achieve and maintain Bruin Plate’s fresh menu profile, high level of food quality, and significant level of sustainable foods.

Annual Pro-Forma Financials for Bruin Plate

<table>
<thead>
<tr>
<th>Annual Projected Patron Count: 914,045</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenses</td>
</tr>
<tr>
<td>Net Raw Food                          $1,240,080</td>
</tr>
<tr>
<td>Salaries &amp; Wages                     $1,063,314</td>
</tr>
<tr>
<td>Benefits                              $2,266,594</td>
</tr>
<tr>
<td>Direct Operating Expense             $556,850</td>
</tr>
<tr>
<td>Direct Maintenance Expense           $265,000</td>
</tr>
<tr>
<td>Utilities                            $338,219</td>
</tr>
<tr>
<td>TOTAL DIRECT EXPENSES                $4,101,037</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost Per Patron</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.55</td>
</tr>
<tr>
<td>3.15</td>
</tr>
<tr>
<td>2.37</td>
</tr>
<tr>
<td>0.55</td>
</tr>
<tr>
<td>0.29</td>
</tr>
<tr>
<td>0.37</td>
</tr>
<tr>
<td>10.48</td>
</tr>
</tbody>
</table>

Key Comparisons — A Typical UCLA Residential Restaurant and Bruin Plate

<table>
<thead>
<tr>
<th></th>
<th>Typical Residential Restaurant</th>
<th>Bruin Plate</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Cost (Per Plate)</td>
<td>$2.48</td>
<td>$3.15</td>
<td>$0.67</td>
</tr>
<tr>
<td>Patrons Served Per Labor Hour</td>
<td>5.3</td>
<td>4.9</td>
<td>-0.4</td>
</tr>
</tbody>
</table>

We believe that a quality meal supports our living and learning environment and provides critical support for our students’ academic endeavors.

– Daryl Ansel, Director of Food & Beverage, UCLA Dining Services
Why Bruin Plate is Successful

A meal at a university dining hall is a common and important shared life experience for college students like Brian. Over the span of one to four years as a resident, the majority of these students will eat most of their meals at their university dining hall. At UCLA, our goal is to ensure our dining facilities enhance our students’ college housing experiences and support their educational success. Bruin Plate accomplishes this goal not only by providing a beautiful environment and a delicious menu, but goes further by embracing an opportunity to help our students adopt a healthy lifestyle and build healthy eating habits for the long run.

Through the vision, commitment, and efforts of UCLA Dining Services, Bruin Plate has emerged as the nation’s first university dining hall where “the healthy choice is the easy choice” by ensuring that all menu items offered meet our nutritional criteria. Our menu also entices and excites the senses by focusing on freshness, quality, and flavor. With a menu of such caliber, we are able to encourage students to use their senses to explore new ingredients, savor healthier cooking techniques, and taste new flavors — and to learn to enjoy nourishing foods.

CONTRIBUTION TO IMPROVED EFFICIENCY

In recent years, UCLA has welcomed increasingly larger freshman classes, meaning patron counts and demand has grown across the board for all of UCLA Dining Services’ facilities. Dining Services’ primary goal with Bruin Plate was to support the growth of the residential community while maintaining our long standing standards of quality. With the addition of Bruin Plate, compaction and overcrowding in other residential dining facilities have been reduced, improving guest satisfaction scores in areas such as wait times and seating availability. The restaurant’s continued popularity will help ensure the optimization of all Dining Services facilities.

ACHIEVEMENTS IN SUSTAINABILITY

Bruin Plate was developed to showcase “best practices” in sustainable foodservice operations and to set a new precedent for protecting the environment. With sustainable food spend of over 28% since its opening, Bruin Plate has surpassed its goal of meeting the University of California’s Sustainable Practices Policy of at least 20% sustainable food purchases. Bruin Plate was sustainably constructed and features ample natural lighting from over 150 skylights, windows, and glass doors, as well as sustainable building materials and energy efficient lighting. The restaurant meets all standards for LEED Silver rating and is being considered for LEED Gold certification.

AN INVESTMENT FOR THE FUTURE

UCLA invested $14 million to develop and construct Bruin Plate, which operates at an 18% higher cost than a typical UCLA residential restaurant. These costs reflect the necessary expenditures to achieve and maintain Bruin Plate’s fresh menu, high level of food quality, and significant level of sustainable ingredient sourcing. With the trend of increased numbers of new students attending UCLA every year, Bruin Plate is an investment for the future by providing more young adults with the opportunity to learn about healthy meals from sustainable sources and how this plays a part in a healthy lifestyle. These benefits have enhanced UCLA’s overall residential program and increased the quality of our students’ lives.

...as Brian finishes his healthy and delicious meal at Bruin Plate, he and his friends discuss their college experiences at UCLA. They reflect on the friendships they have made — many of which will last a lifetime. They share about the insightful classes they’ve each had and the breadth of new knowledge now acquired. And between bites, they think about the opportunities they’ve had to discover new flavors, develop a fondness for items like kale and quinoa, and to build awareness for good nutrition — they agree that Bruin Plate has proven to be an important part of a memorable college experience that has set them on a successful and satisfying life course.

Bruin Plate — live well, eat well, be well.