



UHDS ANNUAL REPORT

*University Housing & Dining Services
Oregon State University
2011 | 2012*



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Letter from the Director

Dear UHDS Staff Members, Students, Guests, Colleagues, Stakeholders:

Oregon State University is a dynamic, diverse institution that is engaging, exploring, and leading in so many exciting ways. Maintaining traditions and moving forward – partnering with the local community, serving the state, and embracing possibilities around the world. University Housing & Dining Services (UHDS) is a part of that dynamism. Like our University, UHDS seeks to be world class – in our living, learning, and dining programs and services.

University Housing & Dining Services is proud to serve a wide variety of individuals and groups, whether they visit campus for a day

or a week, simply enjoy a meal with us, come to earn their degree, or make a career in higher education. As our strategic goals make clear, service to students comes first. We are the “home away from home” for eight in ten of OSU’s new students (and we expect that percentage to grow significantly in the coming years), and hundreds of upper-division students as well as graduate students and families. At the same time, as a department that serves (and even caters to) a rich array of clients and customers, our goals are both broad and deep. Strategically, our focus is on five areas:

1. To promote student development and academic success
2. To foster staff development and success
3. To enhance stewardship of resources and facilities
4. To provide socially just environments for students, staff and campus
5. To strengthen alignment with OSU mission and collaboration with university partners

As UHDS offers a comprehensive living, learning and dining experience, we bring particular focus to five key areas that comprise key values for us as well; we call these Initiatives: Customer Service, Diversity, Sustainability, Wellness, and Safety. In this report, you will read and see how each of these initiatives has continued to be a vibrant part of our work over the past year. Our staff and students have been leaders and partners in efforts that served our students as well as our community in many ways, from tutoring, to service projects to food drives. These included last fall’s Diversity Summit II attended by hundreds of students, faculty, staff and community members; the year-long Healthy Campus Initiative which UHDS staff played key roles in, particularly in the area of food and nutrition; and an amazing Resident Hall Move-Out Donation Drive program that culminated in our residents donating and recycling 20,000 pounds of clothing, furniture, and other items to community organizations, which included Calvary Chapel, the Cat’s Meow Thrift Shop, Linn Benton Food Share, Love INC of Benton County, OSU Folk Club Thrift Shop, OSU Surplus Property, and Vina Moses. More on the donation drive can be found in the Stewardship and Sustainability section.

With attaining world class status as our overall goal, UHDS staff members continue to develop as professionals and leaders – from attending webinars and training sessions, to obtaining certifications, to earning degrees. Many have been recognized for their leadership, service, culinary, and technical excellence – by University, regional, and national organizations. We will continue to increase investment in our staff as individuals, and as a team of leader/managers and professionals dedicated to the students, clients, and customers we serve.

Similarly, we invest our time, money, and resources in our partnerships and collaborations with colleagues, colleges, and units across OSU; and our professional colleagues and organizations as well – including housing,

food service, and student affairs associations. Successful living-learning and dining programs are only possible with partners such as those in: The College of Business (the dynamic Austin Entrepreneurship Program at Weatherford Residential College, with faculty-in-residence, incubator and classroom space, and visiting fellows); the University Honors College (which is growing and moving its residential home from McNary Hall to West Hall, in order to attract and better serve both new and upper-division students); the College Assistance Migrant Program (CAMP) and the CAMP Scholar Interns (CSIs) (who serve students in our residences while participating in a robust internship program); and the College of Engineering programs and facilities in Wilson Hall, among others. The Auxiliaries and Activities Business Center (AABC) has been a vital partner in many ways, and we appreciate the support and guidance that they continually provide to us. All of these partners comprise individuals and teams we work with to advance the success of the students, staff, and guests we jointly serve.

A major investment in our students and partners this past year was the development and opening of the International Living-Learning Center which debuted in September 2011. At 150,000 square feet and a cost of \$52 million, it is the largest and most complex facility in the history of our department. The “ILLC” is home to 350 students from across Oregon and around the world; as well as classrooms, INTO OSU offices, a state of the art lecture hall, a premier coffee shop, and a grocery market with a flair for the international. We encourage you to stop by and visit the ILLC if you haven’t done so already.

In addition to this marvelous new building, UHDS continued to invest in a long list of capital projects that have improved the safety, accessibility, energy efficiency, and aesthetics of our residence halls, cooperative houses, and student family apartments. For a list of these projects, see: Facilities Projects in the Other Initiatives section of this report.

In the financial realm, UHDS once again finished the fiscal year with a balanced budget and modest operating surplus for reserves. Thanks to the diligent and creative efforts of our staff, students, and partners we did so in the face of rising costs in food, benefits, and utilities; and while continuing to invest in our people, programs and facilities. We constantly work to have programs and services that provide the greatest value for the dollar. In this spirit, we submitted a budget for fiscal year 2013 that has no rate increase (0%) for our standard double room and preferred meal plan package for 2012–2013, with the goal of making living and learning on campus affordable for more students.

Student success is key to our success, and once again the data in 2011–2012 showed that students who lived on campus their freshmen year were more likely to return to Oregon State University as sophomores, and to have a somewhat higher GPA than those students who lived off campus. See section on Student Development and Success. We will continue to be energetic and innovative in working with campus partners to enhance this record of student success.

On behalf of our entire UHDS staff, student leaders, and campus partners, we invite you to read about our successes and challenges, as well as our goals and accomplishments – and to share your ideas with us on how we can even better serve our students, colleagues, and University. I thank our staff, students, and partners for the many ways in which you foster the success of those we jointly serve. We look forward to a future that is both challenging and inspiring, and to continuing the journey with you.

Sincerely,

Tom Scheuermann, Director,
University Housing & Dining Services
Oregon State University



UHDS Mission, Vision, & Strategic Goals

mission statement

The mission of University Housing & Dining Services is to provide a living-learning environment as a gateway for academic and personal success through inclusive and innovative programs and services.

In addition to the mission statement, the UHDS leadership members developed the following strategic goals for the department to provide additional focus and context for their work.

Statement of Strategic Goals

Goal 1: To promote student development and academic success

Goal 2: To foster staff development and success

Goal 3: To enhance stewardship of resources and facilities

Goal 4: To provide socially just environments for students, staff and campus

Goal 5: To strengthen alignment with OSU mission and collaboration with university partners

vision

The vision of University Housing & Dining Services is to be recognized as a world-class housing, dining, and educational enterprise.

UHDS Initiatives

values

As a department, the staff members have embraced and adopted the community principles outlined by OSU's Campus Compact of being Open, Just, Caring, Disciplined, Purposeful, and Celebrative. In addition, the department has identified five initiatives that transcend individual units and demonstrate the departments' core values in action. They are:



Customer Service Initiative – P.R.I.D.E.

The UHDS Customer Service Initiative is intended to focus on:

Presentation: Send a message of pride in your presentation

Responsiveness: See interruptions as meaningful interactions

Individualized Attention: Create an opportunity for a future interaction

Developed Systems: Perform promised service dependably and accurately

Execute our Mission: Ensure we provide the No. 1 choice for housing and dining



Diversity Initiative

The UHDS Diversity Initiative is intended to focus on:

- Fostering, supporting, and advocating for an increasingly inclusive environment and community through understanding, enhancing, promoting, and celebrating the uniqueness of our student residents and department staff
- Creating an inclusive environment and community through a commitment to equity issues regarding the free and safe expression of sex, gender identity, gender expression, race, color, ethnicity, religious affiliation or lack thereof, disability status, socio-economic status, poverty status, international students and cultures, language fluency, veteran status, non-traditional aged students, and student parents



Sustainability Initiative

The UHDS Sustainability Initiative is intended to:

- Crystallize into the habits of all UHDS employees the practices to remain sustainable in the services we provide our customers; and
- Strive to reduce our impact and carbon footprint on our campus and community environments in all that we do



Wellness Initiative

The UHDS Wellness Initiative is intended to:

Create environments that promote healthy behaviors. The UHDS Wellness Committee has been established with the role of fostering a culture of wellness for UHDS employees by:

- Assessing employee needs, interests and engagement regarding wellness
- Assessing the physical work environment and any barriers to wellness
- Recommending the adoption of policies and practices that create and support wellness in the workplace
- Communicating, implementing and providing ongoing support for wellness programming



Safety Initiative

The UHDS Safety Initiative is intended to:

- Review data from Reports of Accident generated by incidents within UHDS facilities,
- Identify areas and topics for additional training based on trends
- Compile resources for recurring and reactive training sessions

Oregon State University Mission

As a land grant institution committed to teaching, research, and outreach and engagement, Oregon State University promotes economic, social, cultural and environmental progress for the people of Oregon, the nation and the world. This mission is achieved by producing graduates competitive in the global economy, supporting a continuous search for new knowledge and solutions, and maintaining a rigorous focus on academic excellence.

PERFORMANCE

PERSISTENCE

SUCCESS

OSU Goals

- Provide outstanding academic programs that further strengthen performance and pre-eminence in the three Signature Areas of Distinction: Advancing the Science of Sustainable Earth Ecosystems; Improving Human Health and Wellness; and Promoting Economic Growth and Social Progress.
- Provide an excellent teaching and learning environment and achieve student access, persistence and success through graduation and beyond that matches the best land grant universities in the country.
- Substantially increase revenues from private fundraising, partnerships, research grants, and technology transfers while strengthening our ability to more effectively invest and allocate resources to achieve success.





Student Development & Success

Fostering student success is central to the work of Oregon State University and University Housing & Dining Services. A major part of the Oregon State mission is to provide an excellent teaching and learning environment and achieve student access. UHDS supports Oregon State with this important task. The first goal of UHDS is to promote student development and academic success. UHDS has consistently shown its commitment to student success through the programs and resources offered to students.



student success

Living in the Center of it All | Abigail Dahl

Students come to UHDS to live, learn, and grow, and that is exactly what Abigail Dahl did. Living on campus was a meaningful, rich experience for Dahl, a first year student who lived in Weatherford Residential College in 2011–2012.

Living at Weatherford meant being in a central location on campus. “Weatherford is so centralized and in the middle of everything,” Dahl explained.

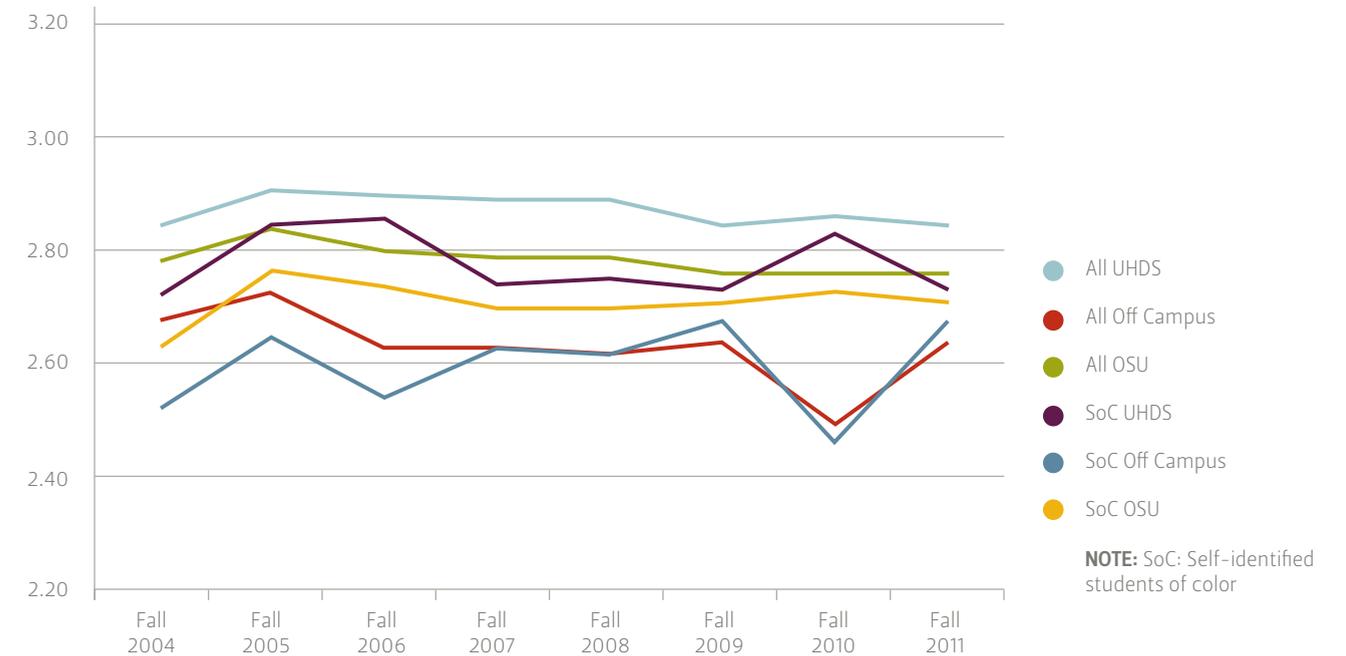
As an involved student, Dahl said, “I really like to try new things.” And that is exactly what she did as she joined the many opportunities offered at Weatherford, such as the business classes, Austin Entrepreneurship Program (AEP), Students in Free Enterprise (SIFE), and the Garage Project. She switched from biology to business after she was introduced to the world of business through her involvements and found she enjoyed it. She started her own business called Cycle-Jacket, which is a bicycle cover that covers the whole bike. She also traveled to Guatemala with SIFE over winter break to work with young entrepreneurs.

Despite her many involvements and launching her own business, Dahl puts academics first. She’s proud of her 3.91 grade point average and her ability to prioritize school. To balance out her busy schedule, Dahl said she tries to take some nights off for friends and down time.

Dahl was a Resident Assistant during the spring term. As the new academic year begins, Dahl is excited to be an RA again and to help students transition to college. She’s there for students as a role model and as a mentor because she understands how they might feel being new to college.

She said she’ll probably remain a Resident Assistant all through her college years, because she wants to motivate and encourage others the way that she was encouraged as a first year student.

average freshmen G.P.A. comparisons



	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011
All UHDS	2.84	2.91	2.90	2.89	2.89	2.84	2.86	2.84
All Off Campus	2.68	2.73	2.63	2.63	2.62	2.64	2.49	2.64
All OSU	2.78	2.84	2.80	2.79	2.79	2.76	2.76	2.76
SoC UHDS	2.72	2.85	2.86	2.74	2.75	2.73	2.83	2.73
SoC Off Campus	2.52	2.66	2.54	2.63	2.62	2.68	2.46	2.68
SoC OSU	2.63	2.77	2.74	2.70	2.70	2.71	2.73	2.71



student support

Housing Learning Outcomes for Student Employees

- Job knowledge, technical skills and administration
- Appropriately utilize the Interaction Model for area/hall/floor/wing community development
- The ability to help build respectful communities
- The ability to help students respect differences and honor similarities
- The ability to help students solve problems

academic programs for residents

Tutoring Program:

- Streamlined in-hall tutoring program across all residence halls
- Added math tutoring services to existing writing assistance program
- Involved collaboration with faculty and student tutors from Math Learning Center and Writing Center
- Created consistent tutor staff and hours in each hall to make services more consistent
- Improved usage of tutors across all halls from 2010–2011
- More repeat users for services in-hall
- Developed systems for collecting data to inform next steps in developing program

Reaching out to Academically At-Risk Students:

- Provided students with resources for extra academic support
- Partnered with OSU at large to identify academically struggling students and identify points of intervention

Continued Growth of the Austin Entrepreneurship Program (AEP) Partnership:

- Developed the Garage Project within AEP with a focus on helping a core group of students develop their own business as part of the AEP program
- Added new faculty-in-residence and live-in graduate teaching position to be a liaison with staff and be available for supporting residential students

Transition of Honors College Partnership from McNary Hall to West Hall:

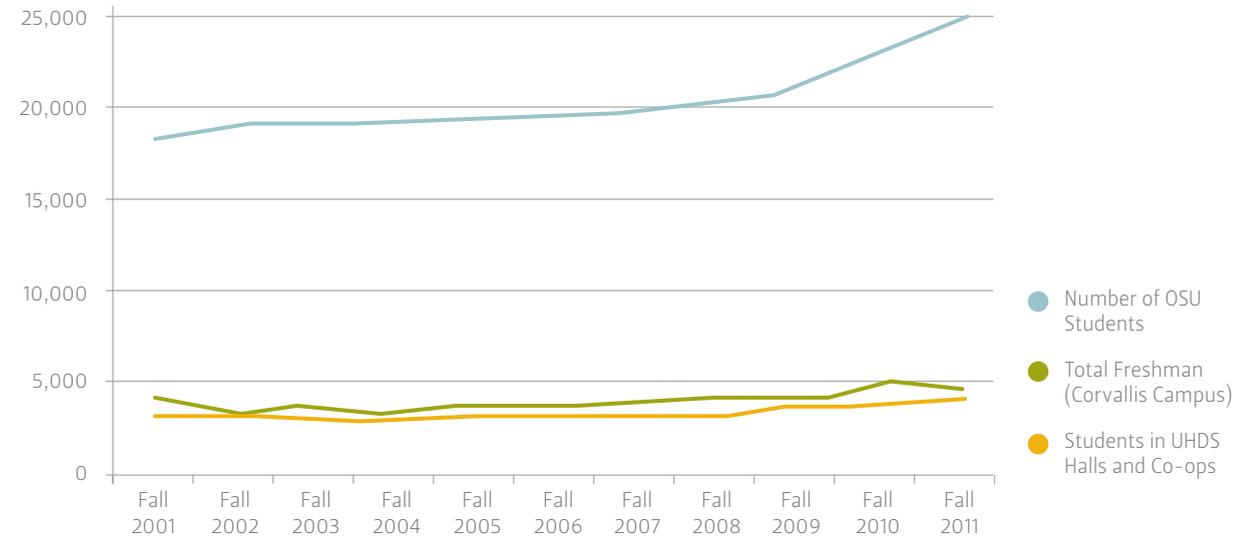
- This process began during the 2011–2012 year, with the program moving for 2012–2013
- The transition was geared to better support the programmatic needs of the University Honors College in a residence hall that was a better fit, in terms of layout, space needs and occupancy

Academic Partnerships Continued with:

- AEP/College of Business
- College of Engineering
- University Honors College

enrollment trends

Oregon State University and UHDS Enrollment



Freshman Retention Comparison

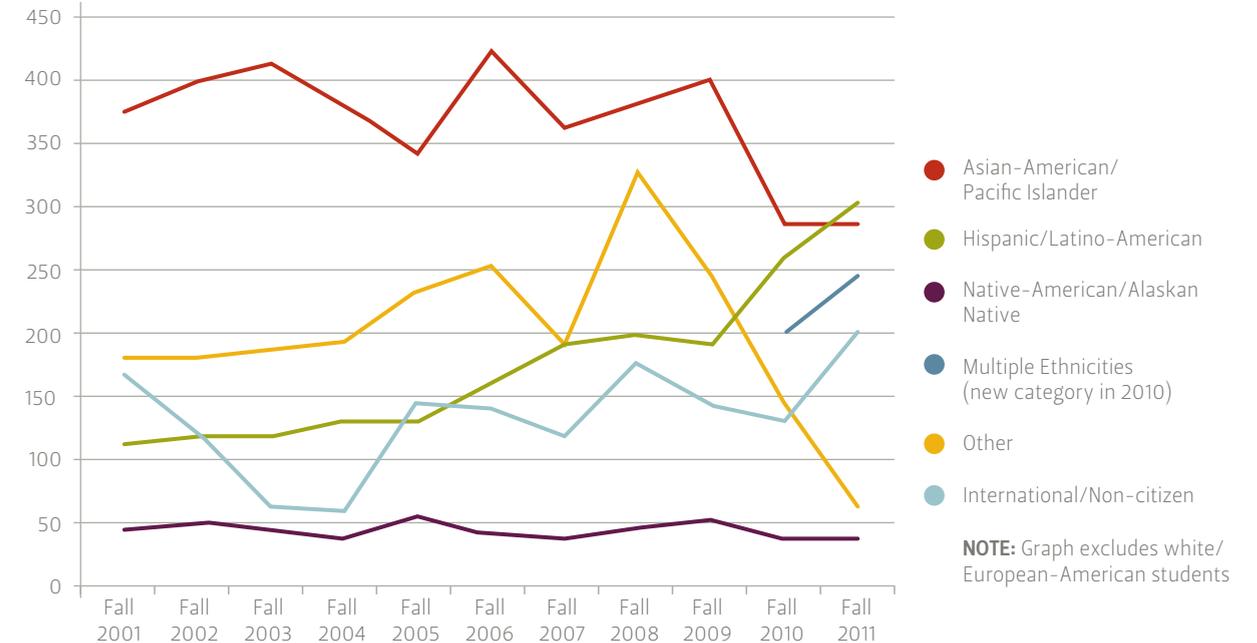
Based on Fall Term Headcount — 4th Week

	Total Campus	UHDS	Off Campus
2000-2001	79.50%	80.60%	74.50%
2001-2002	79.50%	80.40%	75.00%
2002-2003	80.70%	83.10%	40.80%
2003-2004	80.70%	82.40%	75.30%
2004-2005	80.30%	80.90%	78.50%
2005-2006	80.90%	81.70%	78.00%
2006-2007	81.30%	82.20%	77.90%
2007-2008	80.80%	81.30%	78.40%
2009-2010	82.60%	83.10%	80.50%
2010-2011	83.10%	83.70%	80.50%
2011-2012	81.40%	82.70%	75.20%

UHDS Occupancy Trends by Self-Reported Identities

	Fall '06	Fall '07	Fall '08	Fall '09	Fall '10	Fall '11
White/European-American	2450	2396	2480	2627	2694	2675
Asian-American/Pacific Islander	431	368	387	408	291	290
Hispanic/Latino-American	165	195	200	195	262	307
Native-American/Alaskan Native	41	36	46	51	36	39
Multiple Ethnicities	N/A	N/A	N/A	N/A	201	248
Other	252	192	334	248	145	63
International/Non-citizen	142	118	178	144	131	203

UHDS Occupancy Trends by Self-Reported Identities



NOTE: Graph excludes white/European-American students



Staff Development & Success

2012 Student Affairs Service Award Recipient: David Akana

Dave Akana was presented with an Oregon State University Student Affairs Service Award on May 22, 2012, in recognition of the passion and dedication he has shown in supporting students.

As an Assistant Director of Residential Education for UHDS, Akana contributes creative approaches, such as new ways of communicating with students and the examination of processes from different perspectives.

Akana is known for his hard work and ability to continually improve whatever he is working on.

According to the co-workers that nominated him, Akana's ability to truly listen to other people is commendable. He is empowering and encouraging towards those he works with. For example, he works with supervisees on professional development, goal setting, and mentoring them through difficult situations.

By showing much humor, respect, and kindness, Akana has become known across campus and contributed greatly to the Student Affairs community at OSU.

Employee Breakdown

Classified – 121.5
Professional Faculty – 57
Graduate Teaching Assistants – 2
Students – 1,284
Total – 1,464.5

recognitions

Brief summary of major faculty and student awards

David Akana
Assistant Director for Residential Education
 OSU Division of Student Affairs Service Award

Jay Perry
Chef d'Cuisine
 Silver medal – World Flavors Conference in Boston

Dale Lawson
Chef d'Cuisine
 Bronze medal – The National Association of College and University Food Services Conference in San Diego

Dan Larson
Associate Director for Operations & Facilities
 OSU University Day recipient of the 2011 Award for Outstanding Service to Persons with Disabilities

Nicholas Martin
GTA for Academic Success and Engagement
 Graduate Student Scholarship for the 2012 Northwest Association of College and University Housing Officers (NWACUHO)

Eric Hansen
Associate Director of Marketing, Assessment, Communication, and Diversity
 2011 OSU Office of Equity and Inclusion Phyllis S. Lee Award

Kathryn Magura
Operations Manager, Assignments
 Customer Service Chair of the newly formed Assignments Committee for ACUHO-I
Talking Stick article of the year with her co-author Stacy Oliver for their article on Gender Neutral Housing, Spring 2011

Brian Stroup
Assistant Director for Operations & Facilities
 Student Housing Business.com's "30 future and current leaders in student housing under 30."

trainings

Leader Manager Training Topics

August
 Family Medical Leave Act, Presenter: Hilary Gaylord, Office of Human Resources, Benefits

October
 Workers Compensation, Presenter: Heidi Melton, Office of Human Resources, Benefits

November
 Family Medical Leave Act, Workers Compensation and Americans with Disabilities Act: Navigating Multiple Processes, Office of Human Resources, Benefits

December
 The Search Process and Guide, Presenter: Kerry McQuillin, University Housing & Dining Services

February
 Bias and Bias Reduction in Searches, Presenter: Anne Gillies, Office of Equity and Inclusion

March
 State of the Student-Mental Health Perspective, Presenter: Jim Gouveia, Counseling and Psychological Services

April
 Office of Equity and Inclusion Self Study Forum

May
 Difficult Conversations, Presenter: Sue Theiss, Ombuds



Community & Diversity

Community and diversity is connected with the UHDS goal of providing socially just environments for students, staff and campus. This is in alignment with the Oregon State University mission of supporting student access and success. This section highlights UHDS efforts to create an inclusive environment and community through a commitment to issues around equity.

diversity summit

Oregon State University strives for cross-campus collaboration. Diversity Summit II illustrates UHDS efforts to work together with campus partners.

The Diversity Summit II was planned through a collaborative committee comprised of a variety of campus departments and groups, including UHDS, Associated Students of Oregon State University, Intercultural Student Services, Disability Access Services, Women's Center, Office of the Dean of Student Life, Enrollment Management, Student Support Services, Student Health Services, Student Media, and Student Leadership & Involvement.

The theme of the summit was [c.a.r.e.] "harmonize our voices, transform our world." The summit was held Nov. 2-3, 2011 in the CH2M Hill Alumni Center.

Keynote speakers included Maura Cullen, Nancy Giles, Helen Zia and Joaquín Zihuatanejo. An anonymous participant surveyee said: "The keynote speakers were powerful and not only enable me to get new food for thought but also helped open conversations with the students I brought to one of the talks."

Dr. Maura Cullen, an authority on diversity issues on college campuses, asked the audience about experiences people want to do over and about the judgments placed on others.

Comedian and actress Nancy Giles talked about frustrations of being a woman and a woman of color.

Award-winning journalist and scholar Helen Zia opened up about her experiences coming out as an Asian-American lesbian and provided stories of her involvement with activism.

Spoken word artist, poet, and an award-winning teacher, Joaquín Zihuatanejo shared some of his poems about injustice.

The social media aspect of the summit made it an example of the variety of ways that people interact and communicate via the web. These outlets were used to create opportunities for cross-campus relationship building.

A blog with postings from students and professionals included subject topics such as "Why I [c.a.r.e.]" and "Defining [c.a.r.e.]."

Twitter was actively used during the two-day summit for participants to share learning, quotes, or reflections.

This event was special because of its ability to bring many groups of people together. One participant said: "I saw many peers/colleagues that I didn't expect to see ... It was so great to sit among a group of peers, learning, discussing, challenging, and supporting each other."

It was a chance to share discussions, inspiring moments, and reflect on social justice issues in a safe space.

**HARMONIZE OUR VOICES,
TRANSFORM OUR WORLD**

reflection on CAMP

CAMP Scholars Internship program offers work experience & professional development to students

Looking back on his first year at Oregon State University, Freddy Diaz said, "I have matured tremendously ... I feel more responsible. I feel more independent. I know that a lot of things count on me."

Diaz attributes much of that success to the CAMP Scholars Internship (CSI) program. He was one of 10 students to be selected in 2011–2012 for the program – a partnership between University Housing & Dining Services and the federally-funded College Assistant Migrant Program (CAMP).

CAMP was created to ensure that young students with a history in migrant or seasonal agricultural work develop their personal and professional identities.

There were 32 students total in the CAMP program in 2011–2012. The CAMP Scholars Internship program combined additional leadership exploration with hands-on and practical intern experience. Interns committed 10 hours a week to the program.

CAMP Scholar Interns worked on a variety of projects for UHDS, including dining marketing, residence education staff selection, dining systems operations, social media marketing and Homestay Program support.

Teresita Alvarez, Assistant Director for Diversity Initiatives and Programs oversees the program. The program also employed Marlene Cervantes, an alumna of the program as a peer mentor to the interns. A new health and wellness peer mentor, Patricia Lim-Pardo, met bi-weekly with the students.

Diaz said that he could not have lived on campus without the CSI program (which covered room charges for him to live in Wilson Hall), and that he and the other interns bonded and helped each other work through issues such as homesickness. Weekly tutoring helped him keep up with his grades and he participated in professional development workshops featuring speakers from across campus.

All 10 interns from the 2011–2012 academic year, continued on to a second year of higher education – nine will continue at Oregon State University.

"(I've learned that) it helps to get things off your chest. There are a lot of things that you have been holding on your on to your whole life. It's always good to share your struggles and your adversities."

"The heart of the CSI program is in building community and cultivating their own sense of leadership and professionalism," Alvarez added. "If we can achieve a sense of confidence and responsibility to a larger community, each CSI will then impact other underrepresented students on campus; it's really a positive domino effect that extends beyond the 10 students in our program."

"There are a lot of things that you have been holding on to your whole life. It's always good to share your struggles and your adversities."

— Freddy Diaz

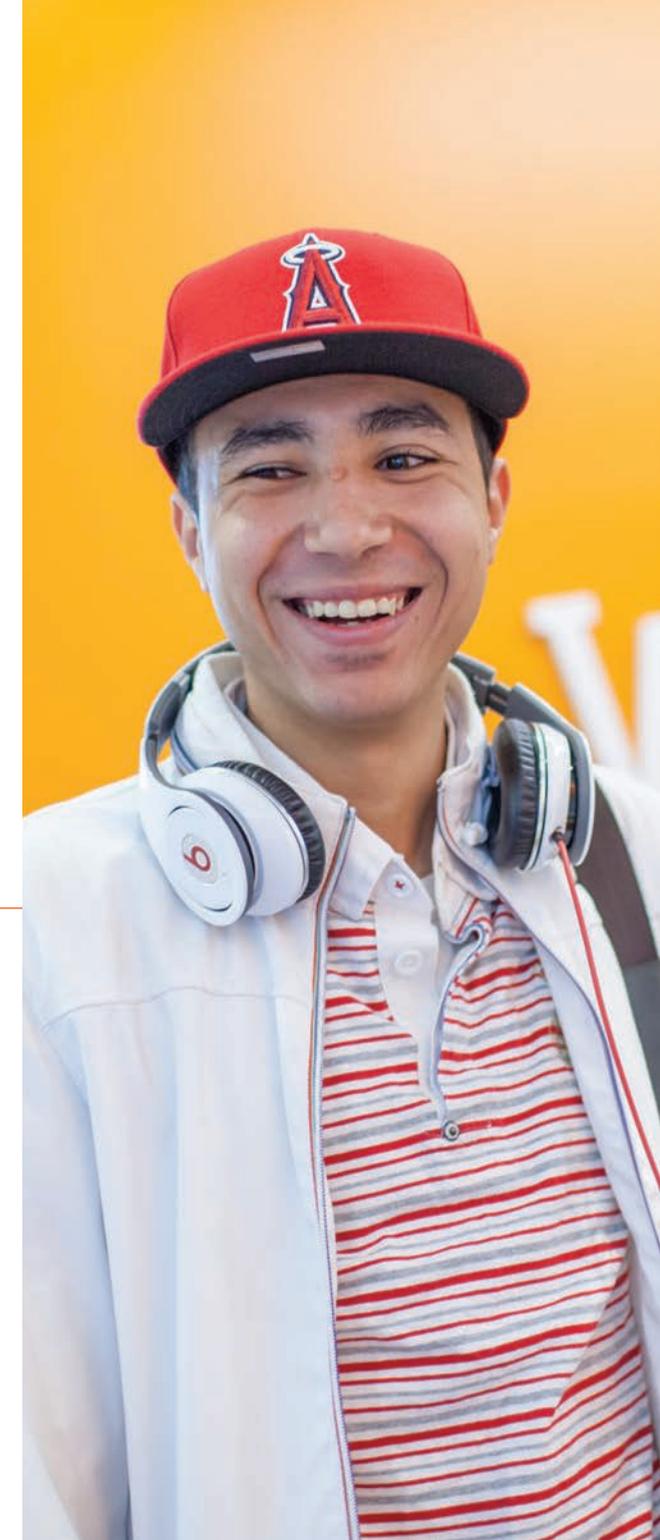
diversity initiatives & programs

Best Practices of Retaining and Hiring Qualified Professionals from Traditionally Underrepresented Communities

- Began work to create staff learning outcomes and expectations around diversity education
- Advocated for Search Advocate training and proposed the requirement of Search Advocates for Classified searches (to augment existing policy for unclassified searches)
- Trained OSU and UHDS staff to become Racial Aikido facilitators

Student Recruitment

- Supported Si Se Puede outreach event hosted at Forest Grove High school in collaboration with Casa Latina, Intercultural Student Services; served approximately 100 participants
- Participated in Chicanito Tour outreach event hosted at OSU for high school students in collaboration with MEChA and Kalmekak student groups



Dining & Cuisine

healthy people

Oregon State strives to improve human health and wellness, and UHDS plays a role in sustaining that goal through creating fresh, wholesome menu options by award-winning chefs and an in-house dietician. The highlights of the past year also include combining food with cultural exploration and sharing.

Healthy Options

UHDS dining centers employ “stealth health” strategies, under-the-radar efforts to make the healthy choice the easy choice for customers. To this end, UHDS dining centers incentivize healthy options by making them easily accessible and pricing them competitively. For instance, side salads at the salad bar are available for \$1.25 and sides of vegetables, grains and beans are 95 cents. Sandwiches, wraps and paninis come with a free side of carrots, and apples, bananas and oranges are only 75 cents each – and are placed strategically by cash registers to prompt “impulse purchases” of fresh fruit.

UHDS encourages guests to choose water as their beverage choice by providing self-service ice water stations at all dining locations. This effort is in partnership with OSU’s Fresh from the Faucet initiative to make tap water the No. 1 beverage choice for personal and environmental health reasons.

UHDS’ goal is to provide an array of balanced options to meet the needs of our diverse residents and OSU community. As such, there are healthy options woven into every restaurant menu as well as options that are culturally sensitive, vegan or vegetarian and meet the needs of those with special dietary considerations. UHDS online menus showcase daily specials along with nutrition, allergy and special diet information, allowing students, faculty and staff to make an informed decision about their meal choices in UHDS dining centers.

Cultural Cuisine

In 2011–2012, UHDS held three cultural cuisine dinners: Taste of the Mediterranean; Soul Food Café in collaboration with Black Cultural Center, Black Student Union, and Ujima Education Office; and Indigenous Feast in collaboration with Native American Longhouse (programs served approximately 2,400 students, staff and campus visitors)



expanding international choices: Bruce Hoerauf

Chef works to both expand student palates and bring a taste of home

“Food is the most universal language we have.”

That’s part of the philosophy of Chef de Cuisine Bruce Hoerauf, who works daily to converse with students via the menus at Arnold Dining Center – an area of campus that has seen an influx of international students during his six years at Oregon State University, culminating with the opening of the International Living-Learning Center directly across from the dining center in Fall 2011.

Chef Bruce, two other chefs and about 100 dining service workers (mostly students) bring together a vibrant center with menus ranging from sushi at Nori Grill to Ratatouille at Global Fare. The chef has been working in

kitchens for more than 39 years and spent the last several at OSU, slipping more and more international foods into the Arnold menu and seeking out feedback from students and staff on recipes such as Chicken Kabsa.

The chef takes every opportunity to ask students: “What do you want to see?” and said students can talk to him with ideas, recipes, and suggestions and critiques – especially critiques. In fact, nothing pains him more than finding out after weeks of an item being on the menu that the recipe is lacking an aspect of authenticity for the students.

“Being a chef is a craft; something you learn by doing,” he said. After learning American, French, and Italian style cooking, he continued to reach out to mentors from other cultural regions and culinary traditions, starting with a Czech co-worker, later adding recipes from Asia

and the Middle East. He’s fascinated by what others eat and why, especially outside of the U.S. and the West. “It’s hard to understand people if we don’t share what’s in common,” he said.

“The more I do, the more I learn,” he said. If you want to do a new dish properly, you sometimes have to get out of the mindset of your Western training, he explained: “Get rid of shackles because there are so many wonderful things out there to build on.”

Bringing international tastes to Arnold is as much about expanding domestic students’ horizons as it is about giving international students a taste of home, he added.

“Everything is for growing and learning,” he said. “Taste is universal.”



“We have an obligation as chefs ... We need to start impacting tomorrow's generation.”

— Jay Perry

award-winning chefs: Jay Perry

Conferences give UHDS chef an opportunity to represent OSU

In June 2012, Jay Perry, a Chef d’Cuisine at Marketplace West Dining Center had the opportunity to attend the annual Tastes of the World Chef Culinary Conference at the University of Massachusetts-Amherst.

Perry added to his range of skills by experimenting with creating authentic flavors and healthy cooking by substituting for sodium, sugar and fat. After hearing Roy Choi, a presenter at the conference, discuss the dismal eating habits of American youth, he also returned with a call to action to reach beyond OSU to help grade-school students learn to be healthy and adventurous eaters.

For Perry, being a chef is not just about creating culinary delights. Chefs can use their skill and the universal aspects of flavors and mealtimes to impact future generations.

“We have an obligation as chefs, to not only do what we do here, but we need to start impacting tomorrow’s generation, so that when they get to our level they’ve already been taught to eat right.”

While at the conference, Perry joined a team of three other chefs from North Carolina State University to compete in an intense two-stage

culinary contest. Perry helped the team create a savory chicken porcini with purees of carrot, parsnip, and spinach in the initial round, and took on the difficult task of creating cheesecake in a short time period in the final round to finish off a four-course meal created by him and his teammates in just under an hour.

In the final round, floor judges kept a watchful eye on every detail of menu preparation, kitchen work and team communication. A panel of judges, headed by Noble Masi of the Culinary Institute of America, tasted the dishes and offered critique after the meal was plated for presentation.

While there were moments when the team wasn’t sure if they would be able to pull off their ambitious menu in time, Perry called the competition “totally fun” and said he enjoyed the high-stakes, high speed atmosphere: “For me it has to be perfect. If it’s not, I start getting agitated.”

The dishes earned the team a silver medal in the competition, which included chefs from schools across the U.S. and Canada.



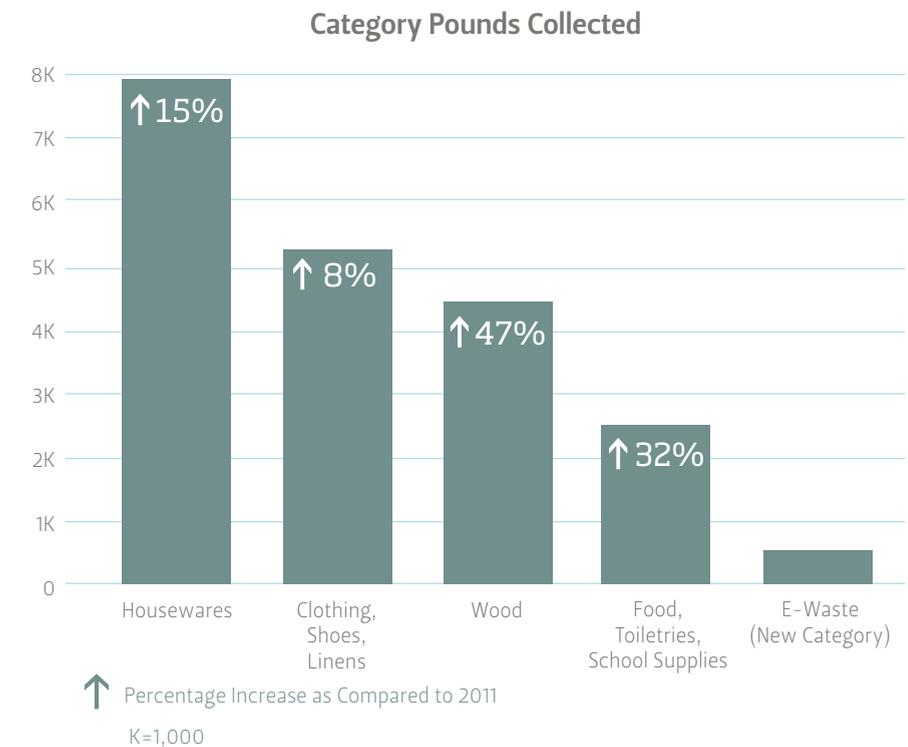
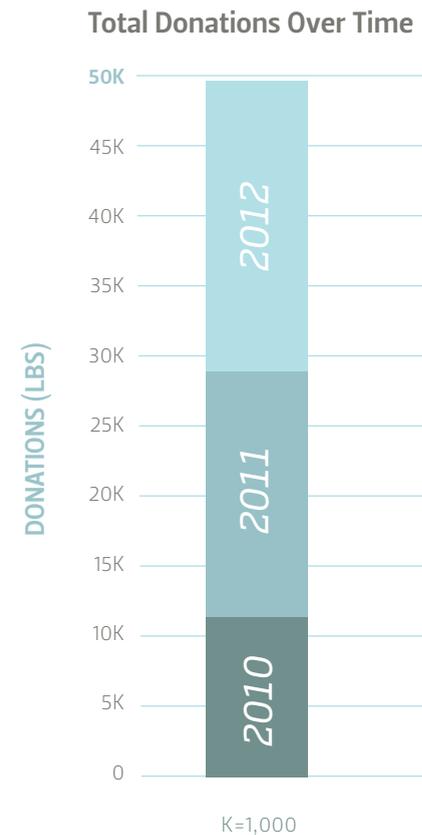
Stewardship & Sustainability

healthy planet

The Oregon State University mission emphasizes advancing sustainable stewardship. UHDS also prioritizes sustainability in the third strategic goal of stewardship of resources and facilities. These dovetail well with Oregon State's Healthy Planet initiative. At UHDS, that takes the form of programs such as the recycling effort during move-out partnering with OSU Campus Recycling and Surplus Property.

Residence Hall Move-Out Donation Drive

University Housing and Dining Services collaborated with OSU Campus Recycling and Surplus Property on reducing waste during residence hall move-out. Tools and information on recycling and donations were made available to residents. Donations have seen an increase the last three years as more students donate and recycle instead of throwing items into the landfill.



Other Sustainability Initiatives

Composting happened behind the scenes at the three main dining centers. The centers were some of the first facilities in Corvallis to compost food waste.

Reusable mug users receive discounts of 20 cents off at every UHDS restaurant.

Reports & Numbers

healthy economy

Part of the Oregon State University mission is promoting economic growth. Through the dining, conference, and housing services, UHDS advanced that goal by using resources and revenue in an effective way to meet the needs of the residents.

Residential Conferences

Housing & Dining Revenue



Residential Conference Figures

Fiscal Year	2011	2012	Percent Change
Guests	8,294	7,703	-7.67%
Guest Nights	30,874	30,911	0.12%
Total Revenue	\$1,486,065.55	\$1,542,439.03	3.65%



fiscal reports for 2011-2012

Fourth Quarter Year-To-Date Operating Statement

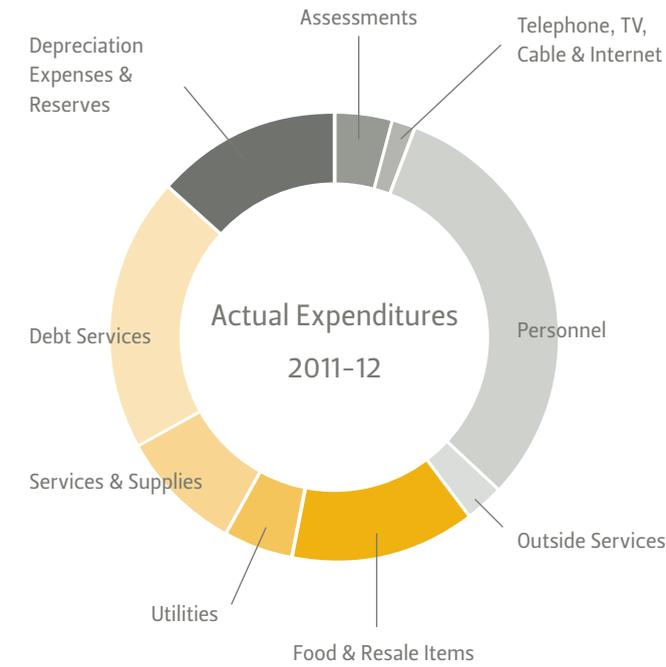
Operating Fund	Residence Hall	Dining	Cooperatives	Orchard Court	Total Operating Funds	Total % of Sales
Operating Revenue*	\$23,423,878	\$17,854,806	\$613,960	\$681,275	\$42,573,919	100.00%
Percent of Revenue	55.02%	41.94%	1.44%	1.60%		
Labor	\$4,897,321	\$9,030,717	\$230,559	\$221,137	\$14,379,734	33.78%
Expenditures	\$11,457,691	\$9,249,764	\$282,226	\$348,672	\$21,338,353	50.12%
Internal Bank Principle & Interest**	8,890,150	83,265		64,077	\$9,037,492	21.23%
Total Expenditures	\$25,245,162	\$18,363,746	\$512,785	\$633,886	\$44,755,579	105.12%
Net available for Reserves	-\$1,821,284	-\$508,940	\$101,175	\$47,389	-\$2,181,660	-5.12%
Adjustment to equalized Residence/Dining fund net	-\$1,690,788	\$1,690,788			\$0	
Add back Depreciation Expense	\$4,782,342	\$88,421		\$134,910	\$5,005,673	11.76%
Net Available after Depreciation	\$1,270,270	\$1,270,269	\$101,175	\$182,299	\$2,824,013	6.63%

Notes:

Fourth Quarter income includes room and board for Fall, Winter, Spring and Summer Term 2011-2012
 * Operating Revenue includes: \$35,000 as rental income for Weatherford Hall from the College of Business.

Debt Service**

Housing: \$8,890,150
 Dining: \$83,265
 Orchard Court: \$64,077
 Total: \$8,890,150 + \$83,265 + \$64,077 = \$9,037,492

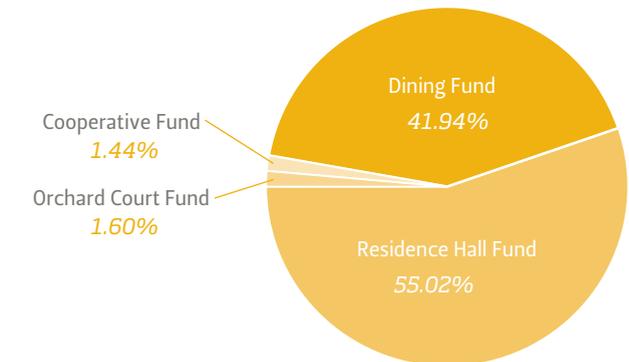


Operating Revenue and Expenditures

Income/Revenue:		
Housing	\$ 23,423,878	55.02%
Dining	\$ 17,854,806	41.94%
Family Housing	\$ 681,275	1.60%
University Cooperatives	\$ 613,960	1.44%
Total	\$ 42,573,919	100.00%

Expenses/Reserves:		
Personnel	\$14,379,733	33.78%
Debt Service	\$9,037,492	21.23%
Food/Resale Items	\$6,156,837	14.46%
Services and Supplies	\$4,008,987	9.42%
Depreciation Expense/Reserves	\$2,824,459	6.63%
Utilities	\$2,385,175	5.60%
Assessments	\$1,869,987	4.39%
Outside Services	\$1,170,621	2.75%
Telephone/TV cable/Internet	\$740,628	1.74%
Total	\$42,573,919	100.00%

Operating Revenue



Housing Efficiency

- Dollars returned to students via student employee payroll: \$1,060,669.46
- Ratio of student residence hall employees to residents
 - 1:32 at opening occupancy Fall 2011
- Ratio of Residential Education full-time staff to student residents
 - 1:214 at opening occupancy Fall 2011



Other Initiatives

International Living-Learning Center

- Provided opportunity for cross cultural communication and understanding for 200 INTO Students and 100 Domestic/Non INTO Students
- Built on relationships with INTO OSU Student Services staff to:
 - Collaboratively address student issues (academic, wellness, and behavior)
 - Partner in social programs
 - Encourage participation in hall council by all students
- Modified INTO student orientation to address regional culture (recycling/composting)
- Through partnership with INTO OSU, housed up to 350 international students
- Worked on creating intercultural training for staff and professional faculty to better serve students and student employees
- Grew the OSU Homestay Program, a program supporting the learning objective of English language learning students through INTO OSU by matching students with families in the community

media initiatives

- Launched new UHDS website, and created a live-chat for customers
- Increased web presence on key social media networks:
 - 1,726 Facebook fans
 - 1,431 Twitter followers
 - 153 Pinterest followers
 - 5,294 active current and admitted students on the OSU on Facebook Inigral app
 - The most active community in this entire campus-wide network was “Finding housing” with 833 members and 206 posts
- 11th year of partnership with Memorial Union to employ student graphic designers
- Implemented an online room change and cancellation system for residents
- Moved away from paper checkout paperwork to an electronic process

facilities projects

- Poling Hall**
Fire escape and lobby
Parking
- Cauthorn Hall**
Parking
- Orchard Court**
Playground
Apartment upgrades
- Finley Hall**
Freight elevator
- Finley/Bloss Hall**
Stairwell paint
- Buxton/Hawley Hall**
Carpet
- Cooperative House**
Fire Detection
- McNary Hall**
Oven Replacements
- Hawley Hall**
Sewer line repair
- Callahan Hall**
Interior upgrades



Assessment

Survey of all UHDS International Students

- 17% Response Rate
- 79% were satisfied with their housing and dining experience

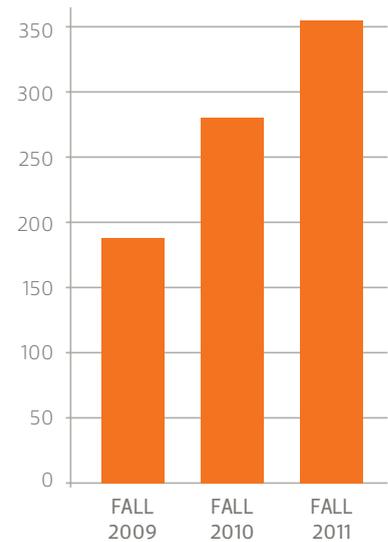
Areas for Growth

- Work orders process confusing
- Students desiring a US roommate instead of an international student and then not getting one
- Students feeling other students and staff members treat them poorly based on their home country
- Food prices high
- Orientation area

Areas with Positive Feedback

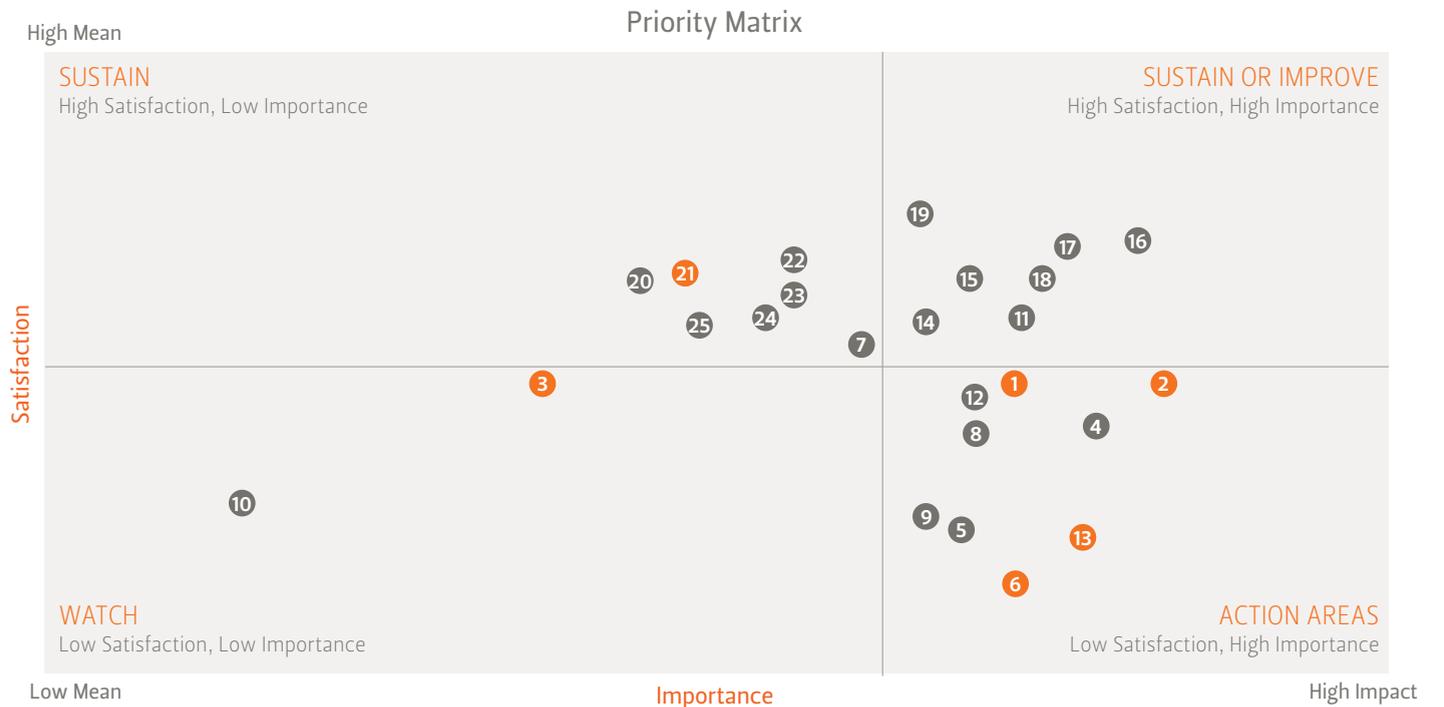
- Safety
- Pre arrival communication

Number of INTO OSU Students



NOTE: INTO OSU collaborates with OSU to recruit international students to campus. Students benefit from state-of-the-art learning and living spaces while enjoying full access to campus facilities, resources and services.

2011 NACUFS customer satisfaction benchmarking survey



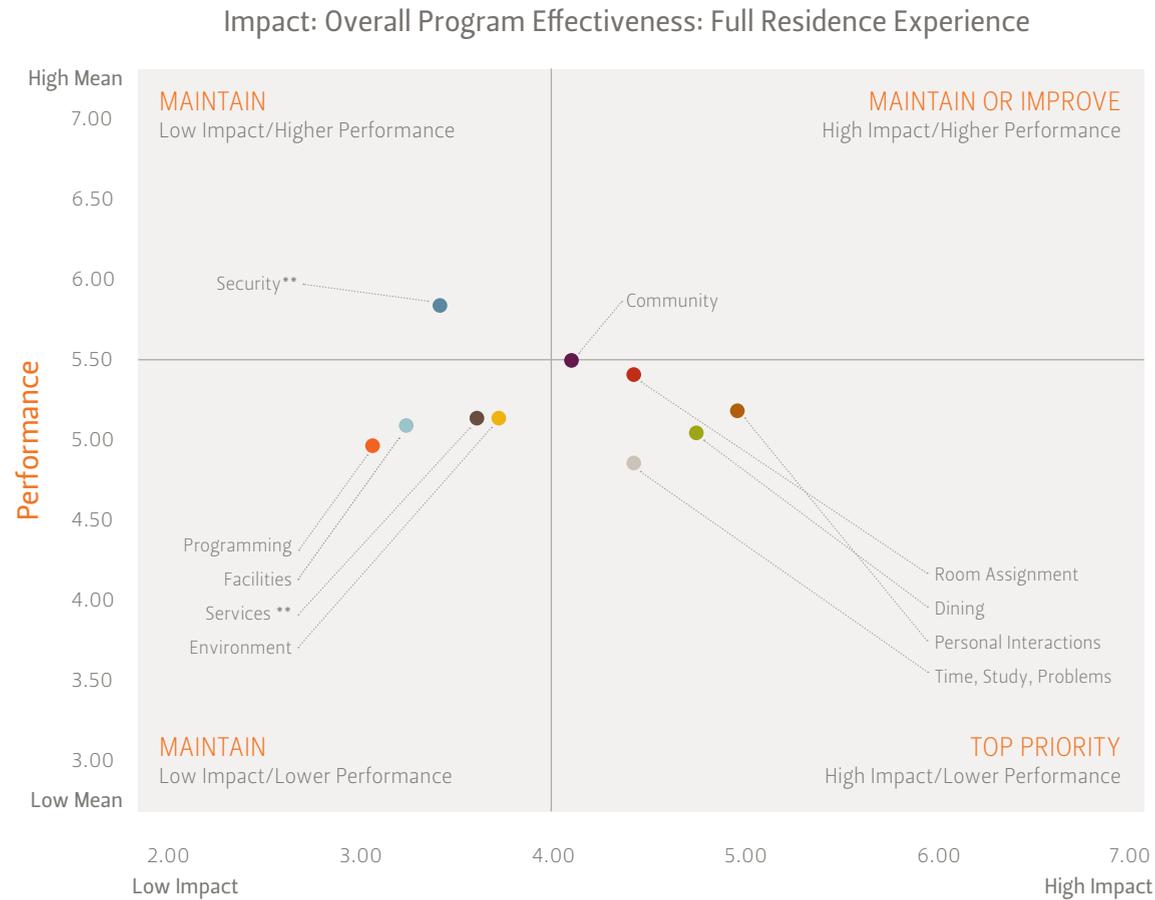
- | | | |
|--|---|--|
| <p>1. Food: Overall</p> <p>2. Taste</p> <p>3. Eye appeal</p> <p>4. Freshness</p> <p>5. Nutritional Content</p> <p>6. Value</p> <p>7. Availability of posted menu items</p> <p>9. Variety of healthy menu choices</p> | <p>10. Variety of vegetarian menu choices</p> <p>11. Service: Overall</p> <p>12. Speed of service</p> <p>13. Hours of Operation</p> <p>14. Helpfulness of Staff</p> <p>15. Friendliness of Staff</p> <p>16. Cleanliness: Overall</p> <p>17. Cleanliness: Service areas</p> | <p>18. Cleanliness: Eating Areas (tables, chairs, etc.)</p> <p>19. Location</p> <p>20. Layout of facility</p> <p>21. Appearance</p> <p>22. Availability of seating</p> <p>23. Comfort (seats, temperature, lighting, sound level, etc.)</p> <p>24. Environmentally friendly practices related to food</p> <p>25. Social/ethical practices related to food</p> |
|--|---|--|

NOTE: Bold items are "Key Drivers"

NOTES:

- NACUFS stands for National Association of College & University Food Services
- The NACUFS 2011 administration of this survey had a 35% response rate (1367 respondents out of 3902)

2010-2011 EBI residents survey priority matrix



NOTES:

- EBI stands for Educational Benchmarking, Inc.
- The EBI 2010 administration of this survey had a 53% response rate (1921 respondents out of 3659)
- The EBI survey is conducted bi-annually

top priority

Top Priority Factors

Learning Outcomes: Personal Interactions
 Satisfaction: Room Assignment or Change Process
 Satisfaction: Dining Services
 Learning Outcomes: Manage Time, Study, Solve Problems

Recommendations

Increase efforts in these areas



Impact Performance

Rationale for Recommendation

Performance on these factors is below goal value and improvement of these factors should impact Overall Program Effectiveness: Full Residence Experience.

maintain or improve

Maintain or Improve Factors

Climate: Sense of Community

Recommendations

Maintain current efforts in these areas



Impact Performance

Rationale for Recommendation

Maintaining the current level of performance on these factors is desired since these factors have high impact on Overall Program Effectiveness: Full Residence Experience. However, further improvement will be difficult since current performance is already excellent.

maintain

Maintain Factors

Satisfaction: Safety and Security
 Climate: Fellow Residents are Tolerant
 Satisfaction: Hall/Apt Student Staff

Recommendations

Consider reducing current efforts in these areas



Impact Performance

Rationale for Recommendation

If possible, consider reallocating some efforts from these areas to the Top Priority areas. Maintaining high levels of performance for these factors that have little to no impact on Overall Program Effectiveness: Full Residence Experience may be unnecessary.

monitor

Monitor Factors

Satisfaction: Services Provided
 Satisfaction: Hall/Apt Programming
 Satisfaction: Room/Floor Environment
 Climate: Fellow Residents are Respectful
 Satisfaction: Facilities
 Learning Outcomes: Diverse Interactions
 Learning Outcomes: Personal Growth

Recommendations

Monitor efforts in these areas



Impact Performance

Rationale for Recommendation

Carefully monitor performance in these areas and reallocate some efforts to the Top Priority areas, if possible. While these factors are low performing, they have little if any impact on Overall Program Effectiveness: Full Residence Experience.

NOTE: "Efforts" may include: personnel, fiscal, time, focus



UHDS in the News

A few highlights from UHDS' mentions in local and national media in 2011–2012:

ILLC to Hold Grand Opening on Monday

[Daily Barometer, October 7th, 2011]

The much awaited International Living-Learning Center had their grand opening in the fall of 2011. The \$52 million facility houses Cascadia Market and INTO Oregon State University.

When you're here, you're family

[Gazette Times, December 25th, 2011]

Cheryl Bryson and her daughter Nikita Dir shared their experiences housing international students from Oregon State University through the Homestay Program.

Cascadia's New Location Brings Healthy Options, Good Prices

[The Daily Barometer, January 10th, 2012]

The new Cascadia Market at the International Living-Learning Center offers healthy options. Some products and produce are from local sources.

Best Colleges Online: 14 Colleges that Cater to Gluten-Free Students

[Best Colleges Online, January 12th, 2012]

Oregon State was listed as 4th best college that caters to gluten-free students.

Bing's Manager Serving up Daily Smiles

[Daily Barometer, February 16th, 2012]

Bing's manager, Carol Lenz, did a question and answer with the Daily Barometer, where she described what led her to OSU and Bing's and her favorite experiences working at Bing's.

OSU RecycleMania out-competes UO

[Daily Barometer, February 23rd, 2012]

Oregon State University outcompeted University of Oregon in the annual RecycleMania. Halsell Hall eventually won the competition with nearly 3 pounds of recycling collected per person during the three-week competition.

'Grandma' Jayne Serves Students for 8 years

[The Daily Barometer, March 16th, 2012]

Jayne Novotny was featured in the Daily Barometer about her work in Marketplace West Dining Center, where she shares her energy and mentorship with the students she works with.

Stirring Journey on the Road to Freedom

[The Daily Barometer, April 16th, 2012]

Nguyen Haynh left Vietnam in 1979 and came to work in dining in 1996. She told her struggles of escaping Vietnam and caring for her family.

See the full listing of news mentions at:
blogs.oregonstate.edu/uhsnews



Future Aspirations & Goals

future aspirations

Even with our growth, service enhancements, and increased efficiencies, we in UHDS are aware of the myriad challenges and opportunities we face, including:

- Aging facilities, many constructed in traditional “dormitory” style
- Increasing offerings in the local housing and food service markets
- Changing demographics in the student populations we serve – including greater domestic and international diversity
- Rising food, utilities, benefits, building, and other costs
- Higher service and program expectations of our students and their families; and higher expectations of our colleagues and partners
- The need to allocate greater resources to capital improvements, and the plan to increase our capital renewal expenditures as much as feasible each year

We also see in these challenges unique opportunities, and we are preparing ourselves – through individual and collective professional development and training, and system and process improvements in UHDS and with our partners – to meet and take advantage of them.

goals

A key goal for UHDS is to provide residential and dining experiences that are not only excellent, but affordable and accessible to the greatest number of students possible.

Since our primary client/customer is first year students, we will continue to focus especially in that area to increase the number and percentage of new-to-OSU students that we house and serve, recognizing that living on campus and taking the greatest advantage of what OSU and UHDS offers new students in their “first year experience” can enhance their success as students. This focus is an extension of our strategic goals relating to student success and alignment with our University’s mission.

UHDS is a learning organization, and our planning and decisions will be informed by our, and our University’s, assessment programs, outcomes, and benchmarks.

