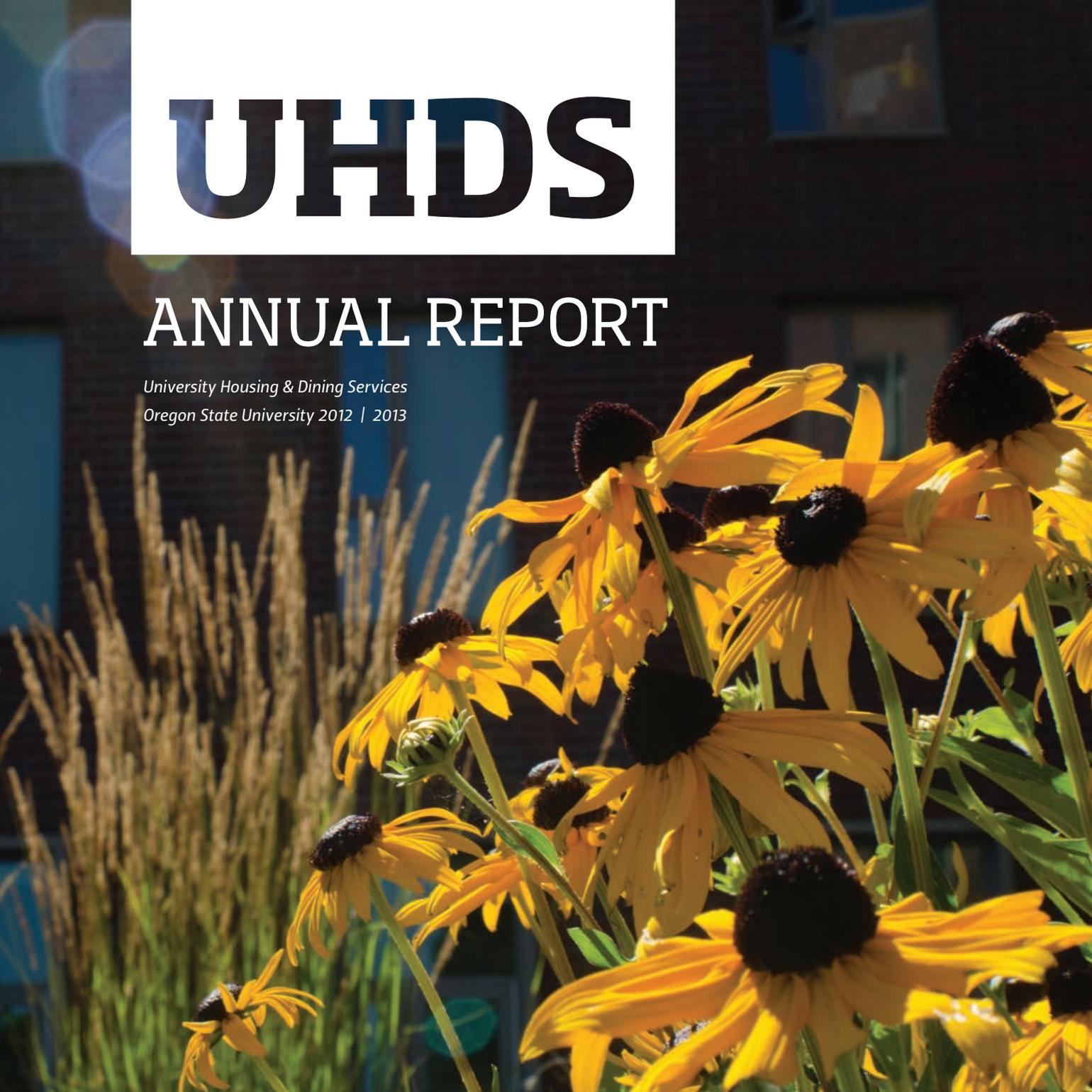


# UHDS

## ANNUAL REPORT

*University Housing & Dining Services  
Oregon State University 2012 | 2013*



## **Annual Report 2012-2013**

*Printed January 2014*

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[oregonstate.edu/uhs/social](http://oregonstate.edu/uhs/social)



# BY THE NUMBERS

14 Halls, 4 Co-ops;  
& 105 apartments



44 million dollar  
annual budget



196 full-time staff

1.5 million sq. feet of  
campus facilities



950+ student  
employees



16 campus restaurants,  
coffee shops & markets



4,400 residents

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# LETTER FROM THE DIRECTOR

*Greetings, UHDS staff members, students, guests, colleagues and stakeholders:*

As our university's enrollment increases, we anticipate housing an even greater number of students on campus in the future – construction of our newest residence hall began in Summer 2013. In conversations with friends and neighbors, when we get to talking about each other's jobs and I tell them that I'm the Director of UHDS at Oregon State University, I am most often asked two questions: "Do you work during the summer?" and "Wow, that's a big job – how do you do it?"

The first question still takes me a bit by surprise, but I politely answer "Yes." UHDS is open 24/7/365 offering a wide range of services. The second question I take as a kind of compliment. Yes it is a big job, and the only way that it works is that we have a great team – hundreds of full-time staff and student staff members in UHDS and colleagues at OSU, who are passionate about their work and have an amazing set of talents and expertise. I'm proud to be part of that team.

UHDS is one of OSU's largest departments – comprising 196 full-time staff and nearly a thousand student employees. We house and provide food service for over 4,400 students and families, our facilities span campus and total 1.5 million square feet of space; our annual budget is \$44 million, and in addition to our residential students we serve thousands of conference, catering, and dining guests each year. Together, we've set the bar high, with our vision: *To be recognized as a world class housing, dining and educational enterprise.* Just as importantly, we strive to be a principle-centered organization, as reflected in our five strategic goals.

Students are our No. 1 stakeholder and client. Our roles in working with students are both

educational and customer service-based. For more than a decade, we have housed 80 percent of the new-to-OSU freshmen, as well as thousands of sophomores, juniors and seniors, and many graduate students and their families. This coming year, the percentage of new OSU freshmen we house and feed will grow to more than 90 percent, with our university's First Year Experience program and related live-on requirement for freshman students. Nearly a decade of data has shown that our first-year students are more likely to return to OSU for their sophomore year and also have higher GPAs than students who do not live in UHDS residences.

Our residential students' success and learning is enhanced in many ways by the relationships UHDS has with our academic partners. These include, but are not limited to the College of Business through the Austin Entrepreneurship Program in Weatherford Hall; a partnership with the University Honors College in West Hall; the College of Engineering in Wilson Hall, sponsoring programs such as Women in Science and Engineering; and the College Assistance Migrant Program, that continues to team with our department to provide internships to first generation college students, who gain work experience and housing assistance while contributing to the work of UHDS' units.

Many other OSU faculty and staff also support resident student success through academic programs, advising, and on-site tutoring in our residences and dining centers. Our student leaders are key partners as well. The Residence Hall Association and hall councils offer a wide array of programs and services to students, as well as leadership

opportunities and ways to get connected and involved at OSU.

UHDS invested \$3 million in capital renewal projects in 2012-13 – from new roofs and windows, to more efficient building systems, to food service and fire/safety/security enhancements. Sound financial stewardship means that UHDS finished fiscal year 2013 "in the black," with a healthy balance forward, and our building and equipment reserves at or above the required levels.

We recognize that living on campus is financially challenging for many students, and that providing housing and dining options that are as affordable as possible for OSU students and their families is essential. As part of the strategic plan to be operationalized this fall, UHDS will continue to identify and implement efficiencies (e.g. in energy use, information technology, building design and construction, and administrative processes) that will help us mitigate costs for our students and other customers.

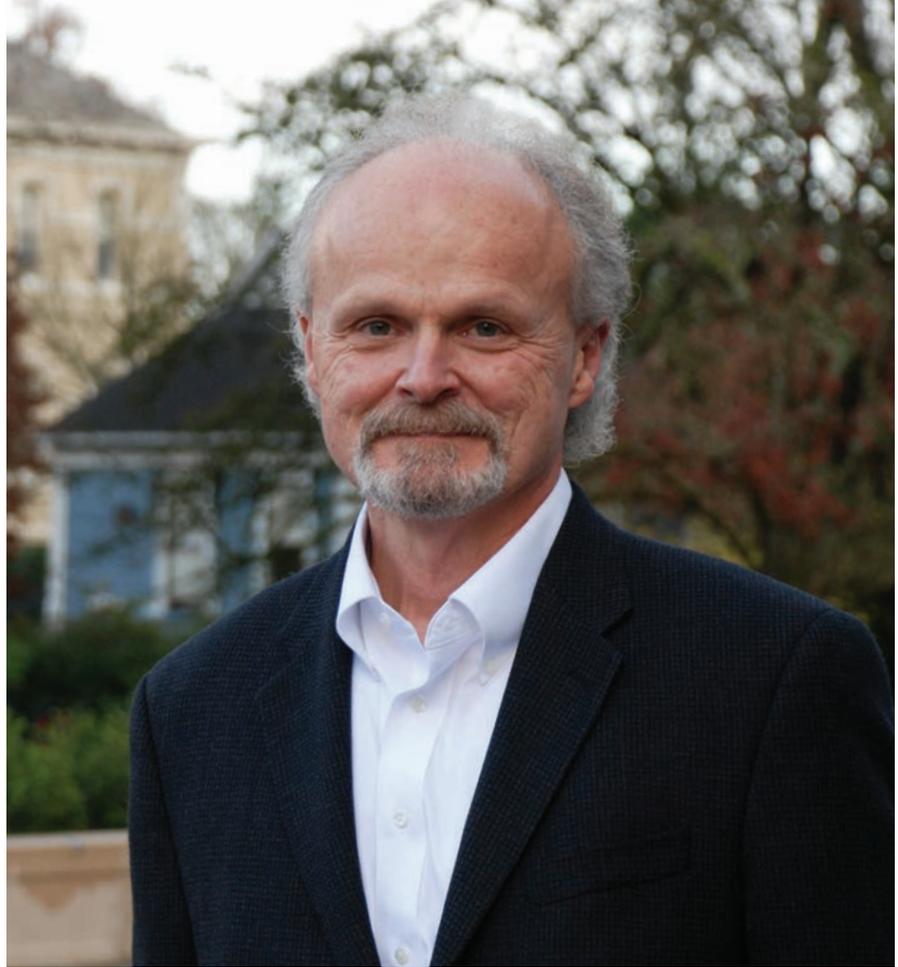
One of the most exciting university-wide academic programs to be developed at OSU in many years is the new First Year Experience program, which will launch this fall. UHDS has been working closely over the past year with academic and student affairs partners across campus to develop a set of high impact learning practices, living-learning communities, events to help new students feel even more welcome and connected to our university, and training for staff and faculty who will make this happen. As our university's enrollment increases and we anticipate housing an even greater number of students on campus in the future. Construction of our newest residence hall began this past summer.

This new student residence will provide suite-style housing for 320 students, with group cooking facilities on each floor, and satellite offices for Student Health Services on part of the first floor. This facility, like all new buildings at OSU, will be constructed and operated in an environmentally-sustainable manner, following rigorous national design and construction standards.

With world class status as our vision, UHDS staff members continue to develop as professionals and leaders – from attending webinars and training sessions on campus, to participation in professional organizations and conferences; from receiving certifications to earning degrees. Many have been recognized for their leadership and service by university, regional, and national organizations this past year.

On behalf of our entire UHDS staff, our student leaders, and campus partners, we invite you to read in this annual report about our successes and challenges, as well as our aspirations and accomplishments. And we welcome your ideas on how we can even better serve our students, guests, and colleagues, and our university.

On a personal note, this is my final *Letter from the Director* for the UHDS annual report. I will be stepping aside from my position in December 2013, to continue my professional journey by pursuing my passion for teaching, scholarship and service in another capacity at OSU. It has been a privilege to serve as director for the past 21 years. My decades in our department and Student Affairs have been both rewarding and challenging – an adventure rich with opportunities for which I am most grateful. I feel good about what



we and our colleagues and students have accomplished, and I believe that the state of UHDS is strong and our department is poised to do even greater things.

Forty years ago this fall, I began my student housing odyssey, when as a sophomore I became vice president of Park Hall, at “another OSU” – Ohio State University. I also served as a resident assistant and then as a resident director (at nearby Capital University) while in graduate school. From there, to the University of Maryland to Oregon State University, I have been blessed to work with and learn from many wise, dedicated and creative professionals and students. As I pass the baton of leadership, I wish for those who

follow continued success and joy and in parting offer this counsel: *Be compassionate, be curious, be bold; there is much important work ahead. And, to paraphrase a favorite saying: The race is not always to the swift, but to those who persevere in running.*

A handwritten signature in cursive script that reads "Tom Scheuermann".

Tom Scheuermann, M.A., J.D.  
Director, University Housing & Dining Services  
Oregon State University

# MISSION, VISION & GOALS

OREGON STATE  
UNIVERSITY

DEDICATED TO A BETTER WORLD  
OREGON STATE COLLEGE  
CLASS OF 1906  
AN INTERNATIONAL  
UNIVERSITY  
1906-2006

# UNIVERSITY HOUSING & DINING SERVICES

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*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.*

## **Vision**

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

## **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

## **On the web**

**Oregon State Mission:** [oregonstate.edu/main/mission](https://oregonstate.edu/main/mission)

**Oregon State Strategic Plan:** [oregonstate.edu/leadership/strategicplan](https://oregonstate.edu/leadership/strategicplan)

**UHDS past reports and surveys:** [oregonstate.edu/uhds/reports](https://oregonstate.edu/uhds/reports)



# UHDS VALUES & INITIATIVES



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

**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

- Foster, support and advocate for an increasingly inclusive environment and community through understanding, enhancing, promoting and celebrating the uniqueness of our student residents and department staff
- Create 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

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



### Wellness Initiative

- Create environments that promote healthy behaviors
- Assess employee needs, interests and engagement regarding wellness
- Assess the physical work environment and any barriers to wellness
- Recommend the adoption of policies and practices that create and support wellness in the workplace
- Communicate, implement and provide ongoing support for wellness programming



### Safety Initiative

- Review data from incidents and accidents reported within UHDS facilities
- Identify areas and topics for additional training based on trends
- Compile resources for recurring and reactive training sessions

A close-up photograph of a DJ's hands on a turntable. The DJ is wearing a green patterned shirt. The turntable has a black vinyl record on it, with the RCA Victor logo visible. The background is blurred, showing other people in a social setting. A purple triangle is in the top left corner.

# STUDENT DEVELOPMENT & SUCCESS

# RESIDENT DEMOGRAPHICS

..... OREGON STATE UNIVERSITY AND UNIVERSITY HOUSING & DINING SERVICES .....

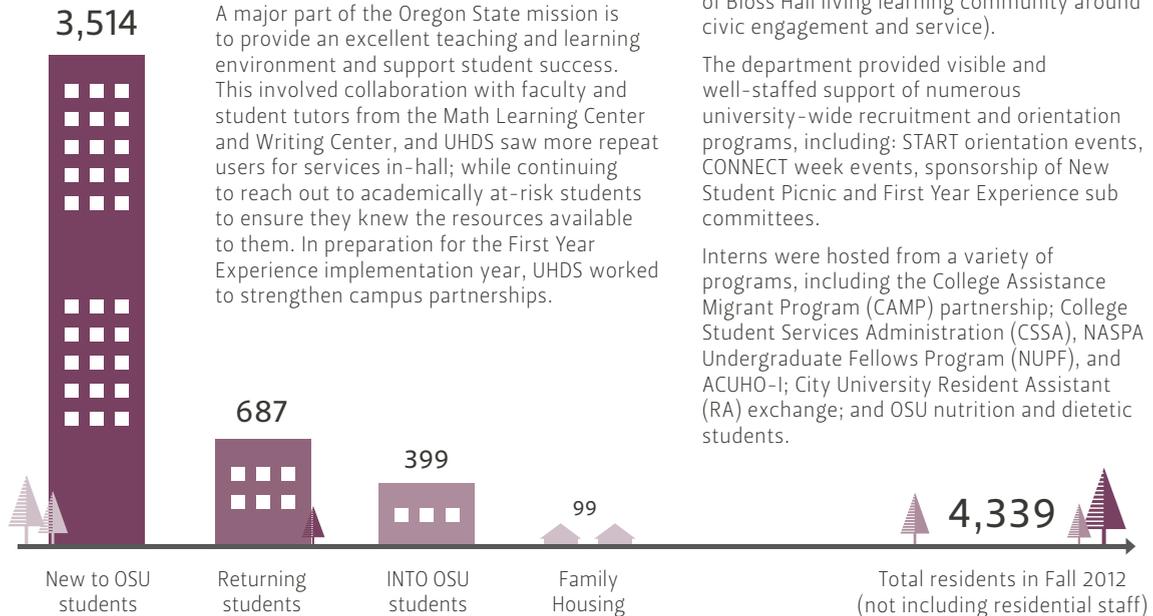
In 2012-13, the average GPA for freshman living on campus was 2.84, as compared to the all off-campus average GPA of 2.52, continuing a decade long trend showing that first-year students who live in a residence hall or cooperative house typically earn higher grades than those who live off campus.

A major part of the Oregon State mission is to provide an excellent teaching and learning environment and support student success. This involved collaboration with faculty and student tutors from the Math Learning Center and Writing Center, and UHDS saw more repeat users for services in-hall; while continuing to reach out to academically at-risk students to ensure they knew the resources available to them. In preparation for the First Year Experience implementation year, UHDS worked to strengthen campus partnerships.

UHDS continued living-learning partnerships with the Austin Entrepreneurship Program/ College of Business; College of Engineering; University Honors College; INTO OSU (initiated new Global Village community for Fall 2013); ROTC; Gender Inclusive Community; and Center for Civic Engagement (continued development of Bloss Hall living learning community around civic engagement and service).

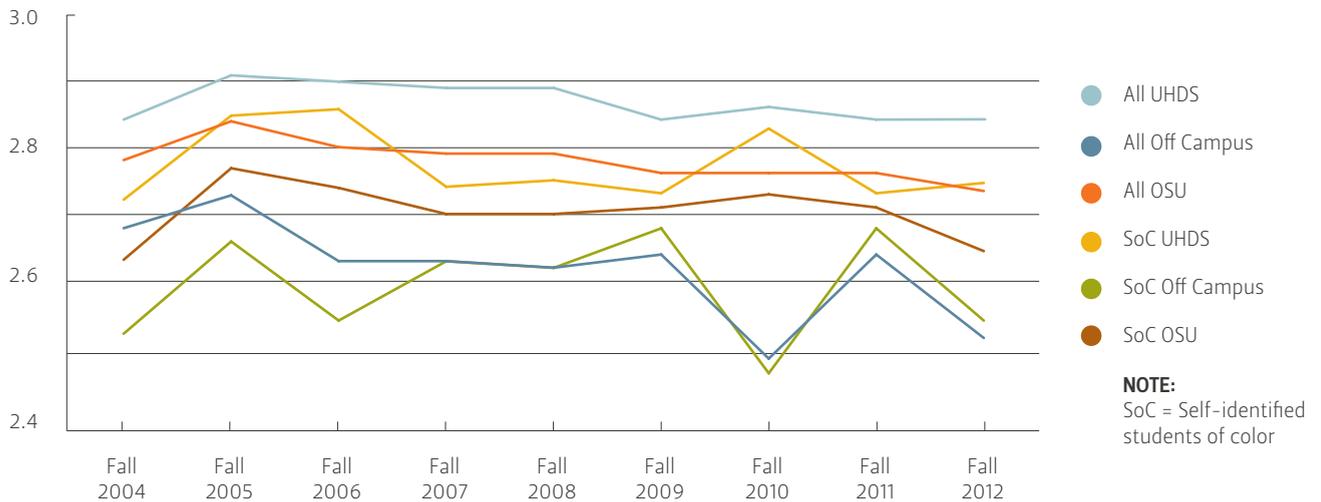
The department provided visible and well-staffed support of numerous university-wide recruitment and orientation programs, including: START orientation events, CONNECT week events, sponsorship of New Student Picnic and First Year Experience sub committees.

Interns were hosted from a variety of programs, including the College Assistance Migrant Program (CAMP) partnership; College Student Services Administration (CSSA), NASPA Undergraduate Fellows Program (NUPF), and ACUHO-I; City University Resident Assistant (RA) exchange; and OSU nutrition and dietetic students.

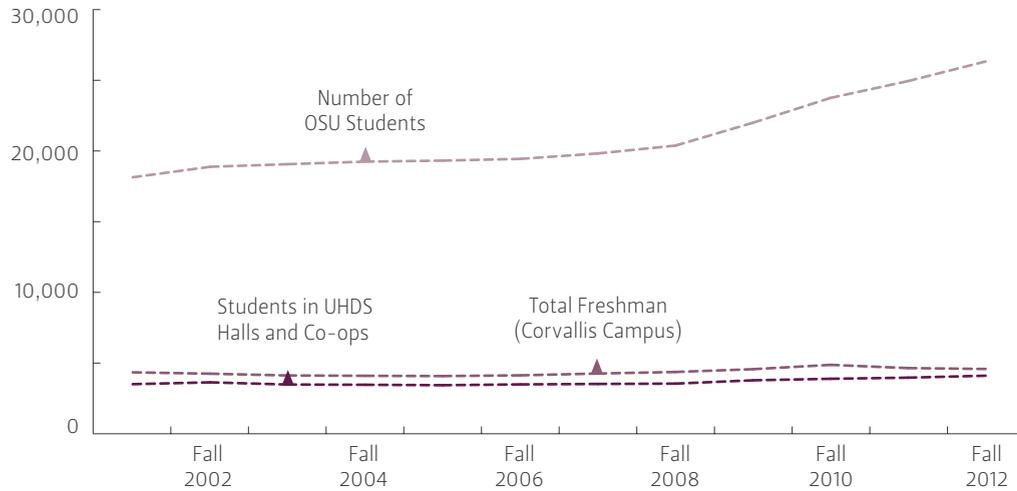


## AVERAGE FRESHMAN G.P.A. COMPARISONS

	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
All UHDS	2.84	2.91	2.90	2.89	2.89	2.84	2.86	2.84	2.84
All Off Campus	2.68	2.73	2.63	2.63	2.62	2.64	2.49	2.64	2.52
All OSU	2.78	2.84	2.80	2.79	2.79	2.76	2.76	2.76	2.74
SoC UHDS	2.72	2.85	2.86	2.74	2.75	2.73	2.83	2.73	2.75
SoC Off Campus	2.52	2.66	2.54	2.63	2.62	2.68	2.46	2.68	2.50
SoC OSU	2.63	2.77	2.74	2.70	2.70	2.71	2.73	2.71	2.65



## OSU & UHDS ENROLLMENT TRENDS



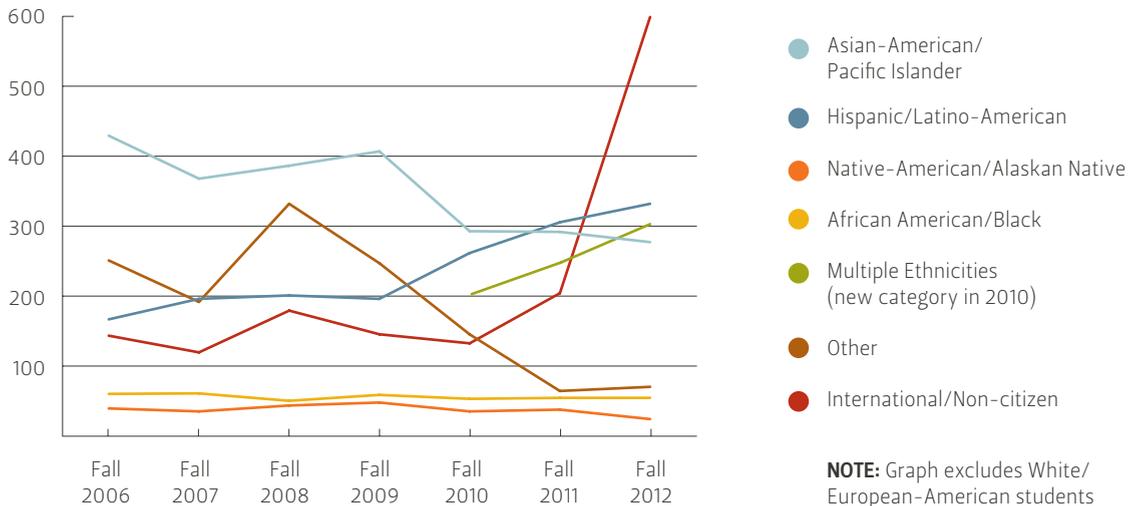
## Freshman Retention Comparison



	Total Campus	UHDS	Off Campus
2000-2001	79.5%	80.6%	74.5%
2001-2002	79.5%	80.4%	75.0%
2002-2003	80.7%	83.1%	40.8%
2003-2004	80.7%	82.4%	75.3%
2004-2005	80.3%	80.9%	78.5%
2005-2006	80.9%	81.7%	78.0%
2006-2007	81.3%	82.2%	77.9%
2007-2008	80.8%	81.3%	78.4%
2009-2010	82.6%	83.1%	80.5%
2010-2011	83.1%	83.7%	80.5%
2011-2012	81.4%	82.7%	75.2%
2012-2013	83.3%	84.2%	79.2%

## UHDS OCCUPANCY TRENDS BY SELF-REPORTED IDENTITIES

	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
White/European-American	2450	2396	2480	2627	2694	2675	2678
Asian-American/Pacific Islander	431	368	387	408	291	290	275
Hispanic/Latino-American	165	195	200	195	262	307	334
Native-American/Alaskan Native	41	36	46	51	36	39	23
African American/Black	65	64	49	61	53	55	55
Multiple Ethnicities	N/A	N/A	N/A	N/A	201	248	305
Other	252	192	334	248	145	63	69
International/Non-citizen	142	118	178	144	131	203	600



## RESIDENTIAL PROGRAMMING

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- Fall term 2012 conduct cases were the lowest they had been in three years
- Ran two Community Standards Boards (previously only had enough student interest for one)
- Began foundational work on a FYE program and curriculum for roll out in Fall 2013
- Conducted thorough review of the Cooperative House program in conjunction with departmental and campus partners
- Successfully recruited top tier Resident Directors



### **UHDS residential programs 2012-13**

Austin Entrepreneurship Program (AEP) *Weatherford Hall*

Community Service Learning Community *Bloss Hall*

Gender Inclusive Living & Transfer Student *Halsell Hall*

International Learning Community *International Living-Learning Center*

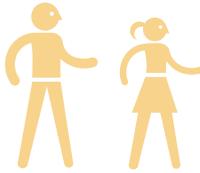
Math, Science, & Engineering *Wilson Hall*

Reserve Officers Training Corps (ROTC) *Sackett Hall*

University Honors College *West Hall*



STAFF DEVELOPMENT  
& SUCCESS



1,242 TOTAL

## BY THE NUMBERS

- 131 Classified Staff (up by 10 FTE from 2011-12)
- 59 FTE Professional Faculty (up 2 FTE from 2011-12)
- 1,047 Student staff (down by 237 student positions from 2011-12)
- 2 GTAs/Graduate Students (same)
- 3 Temporary Staff (new)



### Community service and professional development

- Dining Service staff members participated in January community service projects – a total of 85 people helped 4 non-profits – logging more than 300 hours of volunteer labor. In Marketplace West, progressive management techniques using non-traditional (for dining) professional development topics has increased morale and engagement of both managers and Classified staff. Trainings were on-campus and included both MPW specific classes and general OSU classes.
- Facilities and Operations staff participated in a summer community service project to perform maintenance projects at Wilson Elementary School in Corvallis.
- UHDS Diversity Initiatives and Programs unit co-created and executed the OSU Intergroup Dialogue Program for faculty and staff. The program was very successful and had more applicants than space could accommodate for the initial pilot year. DIP also co-initiated the construction of a Bias Assessment and Response Team with partners from Student Affairs.
- The UHDS Diversity Initiative created new policy regarding professional development related to Diversity and Social Justice Education for professional staff to be implemented this summer.
- The department engaged in training and revision of the UHDS Emergency Plan with a series of meetings throughout 2012-13.



### Notable publication

- Dunkel, N. and Baumann, J. (Eds.), Campus Housing Management (2013, in press) Columbus, Ohio: ACUHO-I.
- Kathryn Magura, co-author of the chapter on Accessibility
  - Ann Marie Klotz, author of the chapter on Human Resources Policies and Procedures
  - Thomas Delve Scheuermann, author of the chapter on Legal Considerations

# RECOGNITIONS

## MAJOR FACULTY AND STUDENT AWARDS

### **Kathryn Magura**

*Operations Manager, Assignments & Customer Service*

OSU Award for Outstanding Service to Persons with Disabilities, Commission on the Status of Individuals with Disabilities (COSID), June 2013.

### **Teresita Alvarez**

*Assistant Director, Diversity Initiatives and Programs*

Best Faculty/Staff Award, Movimiento Estudiantil Chican@ de Aztlan (MEChA) and Meso American Student Association (MASA), June 2013.

### **Jill Childress**

*Assistant Director, Student Conduct and Community Standards*

Black Belt of Caring Award, The Dianne Awards, June 2013.

### **Jeffrey Tsang**

*Late Night & Leadership Program Assistant*

2012-13 E.C. Allworth Cultural Awareness Leadership Award, Oregon State University, After Dark Outstanding Participation Award, The Dianne Awards, June 2013.

### **Cascadia Market**

Best in the Business campus convenience/retail store award from National Association of College and University Food Services (NACUFS) and PepsiCo, Spring 2013.

### **Lyle Leaming**

*Assistant Director, Finance & Business Services*

Division of Student Affairs Outstanding Service Award, May 2013.

### **Tara Sanders**

*Assistant Manager, Nutritionist*

Division of Student Affairs Outstanding Service Award, May 2013.

### **UHDS Diversity Initiatives & Programs**

The Pink Clipboard Award for the Fabulous Support of the LGBTQIA Community, May 2013.

### **Brandi Douglas**

*Resident Director*

OSU Pride Center Pink Clipboard Award, May 2013.

### **Jay Perry**

*Chef de Cuisine*

Silver Award, National Association of College and University Food Services (NACUFS), March 2013.

### **Ann Marie Klotz**

*Associate Director, Residential Education*

Chair of the Board of Directors, Oregon Women in Higher Education (2013-15), April 2013, Herstory Award, ACUHO-I, Summer 2012.

### **Dawn Snyder**

*Manager, Conferences & Building Services*

Oregon Representative, NWACUHO Executive Board, Jan. 2013.

### **David Akana**

*Assistant Director, Residential Education*

Treasurer, NWACUHO Executive Board, Jan. 2013.



## **Lyle Leaming**

### **2013 Service Award Winner**

Quiet strength, impeccable integrity, role model of hard work, patience and persistence, good humor and a big smile, wise perspective, and humble. These were words his colleagues used to describe Lyle Leaming in his nominations for a Student Affairs division-wide service award.

With more than 30 years of service to Oregon State and University Housing & Dining Services it is without question that Lyle deserved this honor, presented just ahead of his retirement in June 2013. Lyle considered what is of value to students and worked to implement those services while eliminating waste. Being in charge of the budget for a large OSU organization, Lyle held a lot of power and he was impeccably fair with that power, working to keep budget issues out in the open rather than behind closed doors.

Lyle shared his extensive knowledge of finance in terms that everyone in the department could understand. His door was always open and he was always willing to help. "I've never heard him be anything but cordial and gracious to anyone he encounters, whether it be the director or the newest intern," said one of his colleagues in a neighboring office.

Finally, Lyle's subtle sense of humor and wise quiet nature made him approachable. He frequently made the rounds of the office to share homemade treats baked by his wife and knew his co-workers families and what was important to them outside of work.



## **Tara Sanders**

### **2013 Service Award Winner**

Fantastic campus partner; can-do, positive attitude; passionate, professional; a complete joy to work with; inspiring; welcoming; a remarkable employee — these are just a few of the wonderful things that were said about Tara Sanders in her nominations for a 2013 Student Affairs Service Award. Tara is the embodiment of versatility in her role working with students who have special dietary needs and the highly skilled culinary team at University Housing & Dining Services. She was celebrated for her role in shifting perceptions of "on-campus food" and creating a healthy food environment at OSU during the May 21 division-wide awards ceremony.

In her role with UHDS, Tara strives to acknowledge the nutritional needs of all students, employees and visitors. She goes out of her way to make sure that students with special dietary needs feel empowered to make the best choices for their health and feel comfortable and safe discussing dietary needs. She is a constant advocate for delicious, healthy food and truly cares about the people she works with.

Her active involvement in campus projects such as Healthy Campus Initiatives helped make students and staff more aware of nutrition issues and helped create a healthier campus at OSU. As the UHDS Wellness chair, she was the essential player in organizing a broad, robust discussion and training in work/life balance at UHDS.

A photograph of four diverse students sitting on a green lawn in front of a large brick building. From left to right: a young woman with brown hair in a ponytail wearing a dark blue jacket with red trim and a white top; a young woman with long dark hair wearing a white shirt and blue jeans; a young man wearing a dark hoodie with 'BEAVER' printed on it and red sneakers; and a young man wearing an orange hoodie with 'DRAGON STATE OSU BEAVER' printed on it and blue jeans. They are all smiling and looking towards each other. The background is a multi-story brick building with many windows under a cloudy sky. A white triangle is on the left side of the image.

# COMMUNITY & DIVERSITY

## DIVERSITY INITIATIVES

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*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.*



The new Diversity Initiatives & Programs unit worked closely with the Residence Education unit to provide education for the resident curriculum regarding diversity and social justice education. This included a much larger role in student staff training throughout the year (fall training and on-going in-service training), as well as, providing direct facilitation, workshops and experiences for residents.

UHDS also successfully piloted a new quarterly Diversity Initiative Professional Development Workshop Series for professional staff and created a new policy regarding professional development related to Diversity and Social Justice education for professional staff to be implemented this summer.

A new Bias Assessment and Response Team and Protocol was initiated with several other Student Affairs partners and the Office of Equity and Inclusion.



## Community Relations Facilitators

The Community Relations Facilitators program entered its second year in 2012-13. The program is a peer-to-peer educational program that puts a small group of students in the role of engaging resident communities through planned facilitations, multimedia content and acting as a liaison to various campus cultural centers.

The CRF program built on the community outreach and networking successes of the previous year. A new video blog series was implemented (via YouTube and Facebook), replacing written blogs from the previous year, which helped illustrate the CRF's social justice messages and tied-in with the facilitations. Social network presence was increased and the CRFs were better able to connect to residents through the likes and shares of videos and other posts.

### *A sampling of videos released:*

- "Equity and Equality: What's the Difference?"
- "Heteronormativity"
- "What are Civil Rights"
- "The Homeless Myth"
- "Everyone Matters @ OSU"
- "How to Interrupt Hurtful Language"
- "What Does it Mean to be a Man?"

The CRFs frequently teamed up with the cultural centers and collaborated on events to execute 45 different workshops and events total.

### *Facilitation and event topics included:*

- "Queer, Undocumented and Unafraid"
- "Working with Words: Communicating Across Identities"
- "My Culture is Not a Costume"

The CRF team helped support many other outreach events throughout the year, including the Multicultural CONNECT and Si Se Puede.



## CAMP Scholar Internship Program

In 2012-13, UHDS continued its partnership with the federally-funded College Assistant Migrant Program to host 10 CAMP Scholar Interns at various posts within the department.

The program was created to ensure that first-generation students with a history in migrant or seasonal agricultural work develop their personal and professional identities during the critical first year of college.



This year's CSI program featured a wide-variety of meaningful internship opportunities, strong working relationships with the supervisors, and higher and more realistic expectations for the students. Program coordinator Teresita Alvarez, built on her previous experience with the program, to modify and provide developmental workshops surrounding different areas of leadership, academic success, and employment and career opportunities.

At the end of the internship, the interns sought other leadership roles within UHDS, such as Resident Assistants, Community Relations Facilitators and the CSI mentor, along with other on-campus opportunities in the Leadership Development and Graphic Design and Multimedia programs in the Memorial Union, and front office assistance in Snell Hall.

## BIAS RESPONSE

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Oregon State and UHDS have a commitment to create a welcoming and inclusive living and work environment for students and staff. Proactive steps are a priority, but sometimes reactive steps are needed.

In spring 2012, UHDS recognized a need for a bias response protocol on campus to ensure that survivors of bias incidents – such as harassing language – can be restored, and that bias incidents are recorded and not ignored in the greater campus community.

Lessons learned in the pilot year with residential communities will be key to developing a new bias response protocol for the larger campus.

Implementation time was pressing with the first year of a freshman live-on requirement planned for Fall 2013. Living in the residence halls with people who are different by identities and lived experiences has been shown to have many academic and social benefits, but challenges in communication and managing expectations based on norms can also exist. Experiencing these challenges without support can sometimes result in conscious or unconscious bias. Incidents can also rise during seasons of academic stress, such as the start of college or term milestones such as midterms and finals.

As defined at Oregon State, bias is a preformed negative opinion or attitude toward a group of persons who possess common characteristics under a protected identity class such as gender, ability, race, etc. Bias incidents have occurred at Oregon State and many other campuses. Examples include intimidating comments or messages. Some incidents are direct, others can be anonymous such as graffiti left in a student's environment. Generally, an act of bias creates an unwelcoming environment for a member of any specific group.

Bias incidents can impede student success by creating an unsafe environment or negative psychological and emotional effects for the victims. In the pilot program, response to an incident is focused on restoring the survivor and ensuring that the student is not further challenged. The current model is not a conduct process for the perpetrator.

A response could be relocating a student's living space to an area where they do not feel intimidated, engaging in a community conversation, or simply acknowledging and recording the event. Often no laws or policies have been violated and hateful remarks can be protected by Freedom of Speech. However, that does not mean that there is no opportunity to engage and teach. It is also helpful to get students' perspectives on how the campus can move forward and be more proactive in the future.



During summer 2013, all resident assistants and Community Relations Facilitators (student employees living in the halls) received bias incident training, including information on how to recognize bias and resources available to students.

Key leadership for the pilot year planning came from Teresita Alvarez and Jill Childress, assistant directors with UHDS, Roni Sue of the OSU Office of Equity and Inclusion, and Lisa Hoogesteger from the Office of the Dean of Student Life. Other key partners included Intercultural Student Services. An expected benefit of the program is to be able to track and see patterns in types of incidents to be proactive in education and policy.

A young man with short brown hair, wearing a white polo shirt with a moose logo and a black backpack, is smiling at the camera. He is sitting at a table with a blue plate containing a burger and a blue Pepsi cup. In the background, a chef in a blue uniform and white hat is working in a kitchen. The text "DINING & CUISINE" is overlaid on the image in white, with a yellow triangle pointing to the left.

# DINING & CUISINE



## *West Side*

### **Marketplace West**

**Calaballo's Gourmet Burgers™** - Burgers, chicken sandwiches, fries and hand-dipped shakes  
**Clubhouse Deli** - Custom sandwiches, paninis and wraps, salad bar, breakfast and grab-and-go items  
**Cooper's Creek BBQ™** - Southern-inspired barbecue, fresh tossed salads and cuisine inspired by soul food traditions  
**EBGB's** - Custom coffee beverages, ice cream and grab-and-go items  
**Ring of Fire** - Pan-Asian and Polynesian cuisine  
**Serrano Grill™** - Cuisine from regions in Mexico and Latin America  
**Tomassito's Italian Cafe** - Daily pizza and pasta specials

### **Weatherford hall**

**Bing's Cafe** - Custom coffee beverages, handmade sandwiches and calzones

## *East Side*

### **McNary Dining Center**

**Boardwalk Cafe** - Daily specials from around the world, custom stir-fry bar and breakfast menu  
**Calaballo's Gourmet Burgers** - Burgers, chicken sandwiches, fries and hand-dipped shakes  
**Zyphros** - Pasta, pizza, and deli dishes inspired by the Mediterranean region  
**Main Squeeze Smoothies** - Fruit smoothies and shakes, ice cream and grab-and-go items  
**RainTree Coffee Co.™** - Starbucks™ coffee, daily selection of house-made pastries and desserts

## *South Side*

### **Southside Station @ Arnold**

Global cuisine, fresh sushi, wood-fired pizza, custom sandwiches and burgers, salad and dessert bar

### **International Living-Learning Center**

**Cascadia Market™** - Full-service grocery store featuring fresh produce, deli case, grocery items and personal care products  
**Peet's Coffee and Tea™** - Fresh roasted coffee, handcrafted beverages and fresh pastries

## Dining involvement

In 2012-13, UHDS' Cascadia Market was recognized as a *Best In The Business* for college and university C-Stores in the category of "Merchandising" from the National Association of College and University Food Services (NACUFS) and PepsiCo.

UHDS provided detailed and frequently updated restaurant menu, allergen and hours of operation information on its website and via the Food @ OSU portal (in partnership with the Memorial Union Retail Food Services).

Dining centers partnered with campus groups for a variety of events throughout the year, such as *Iron Chef McNary*, held spring term in partnership with OSU Human Services Resource Center to raise awareness and offer support for those with food insecurity.

UHDS continued to be a partner in OSU's Healthy Campus Initiative's Healthy Eating Committee. UHDS dining services has partnered in programs such as the *Nutrition Flash Mob* and *National Nutrition Month* to raise awareness around healthful options available on campus.



## Fresh From the Faucet

UHDS continued to be an active partner in Healthy Campus and BeWell@OSU's Fresh From the Faucet campaign to promote tap water as the No. 1 beverage choice on campus. New water fountains with water bottle refill spouts were installed in residence halls. All UHDS restaurants had ice water available.



## New concept opens

The Zephyros restaurant menu, in McNary Dining Center, was implemented after a year in research and development. This new McNary restaurant concept increased sales by \$43,000 or 6.2% its first year.

In addition, Arnold Dining Center was rebranded Southside Station @ Arnold in collaboration with OSU Marketing.

## Eco2Go expands in second year

The Eco2Go program at UHDS Dining Centers allows students and faculty to use a reusable to-go food container and get 20 cents off each meal, and is sponsored by UHDS, Campus Recycling and the Sustainability Office.

*Eco2Go is:*

- Eco-friendly. Reduces impact on the environment.
- Economical. Participants get 20 cents off each purchase (use it 3-4 times per week and it pays for itself in 1 term).
- Convenient. A durable container that is perfect for people on the go.

After a successful pilot year in Arnold Dining Center in 2012-13, the program was expanded to all three UHDS dining centers for 2013-14.



### Food From Home

In an effort to create a more diverse array of familiar foods, the Food from Home program was held last year and encouraged students to solicit recipes that remind them of home. In total, 16 recipes were received and customers voted on their favorite recipe and each dining center featured a Food from Home recipe during spring term.



### Chef Jet Tila hosts Lunar New Year

Acclaimed chef and Food Network television personality Jet Tila was the guest of honor at University Housing and Dining Services' Lunar New Year: a journey through culture and cuisine February 7 at Ring of Fire in Marketplace West. Chef Jet has made several appearances on the Food Network, on shows such as "Chopped" and "Iron Chef America." Chef Jet used his cooking talents to create the menu for the Lunar New Year feast to celebrate Asian cultures with a variety of Chinese and Thai dishes including spicy basil pork, roasted duck leg with mandarin orange sauce, and asian broccoli salad with crispy noodles.



### Indigenous Feast

In collaboration with the Native American Longhouse and the American Indian Initiatives of Intercultural Student Services, UHDS Dining Services staff and members of the UHDS Diversity Initiative hosted the second annual Indigenous Feast to help celebrate Native American Heritage Month and as a continuation of the journey through culture and cuisine series. Entrée menu items included: Roasted Duck, Ember Roasted Buffalo, Navajo Stuffed Sweet Peppers (vegetarian), Pumpkin Soup, Green Salad with Cranberries and Hazelnuts, Creek Blackberry Cobbler and other traditional favorites!

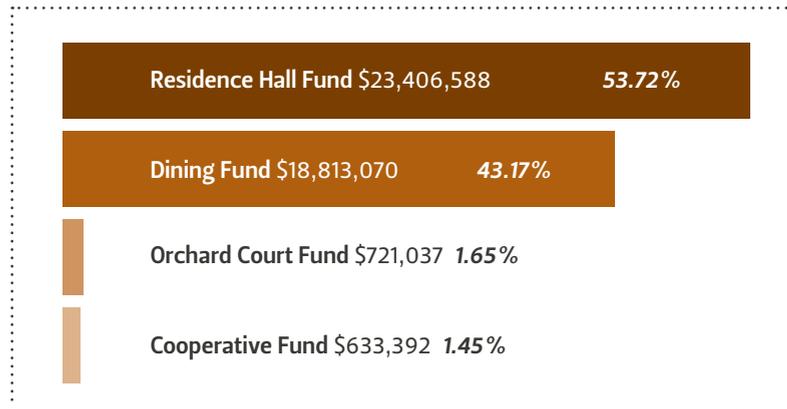
A close-up photograph of two shovels stuck into dark, rich soil. The shovel in the foreground is a weathered metal shovel with a wooden handle, its blade partially buried in the earth. Behind it is a white plastic shovel with a green handle. The background is a soft-focus field of dark soil and some dry leaves. The overall lighting is warm and natural, suggesting an outdoor setting.

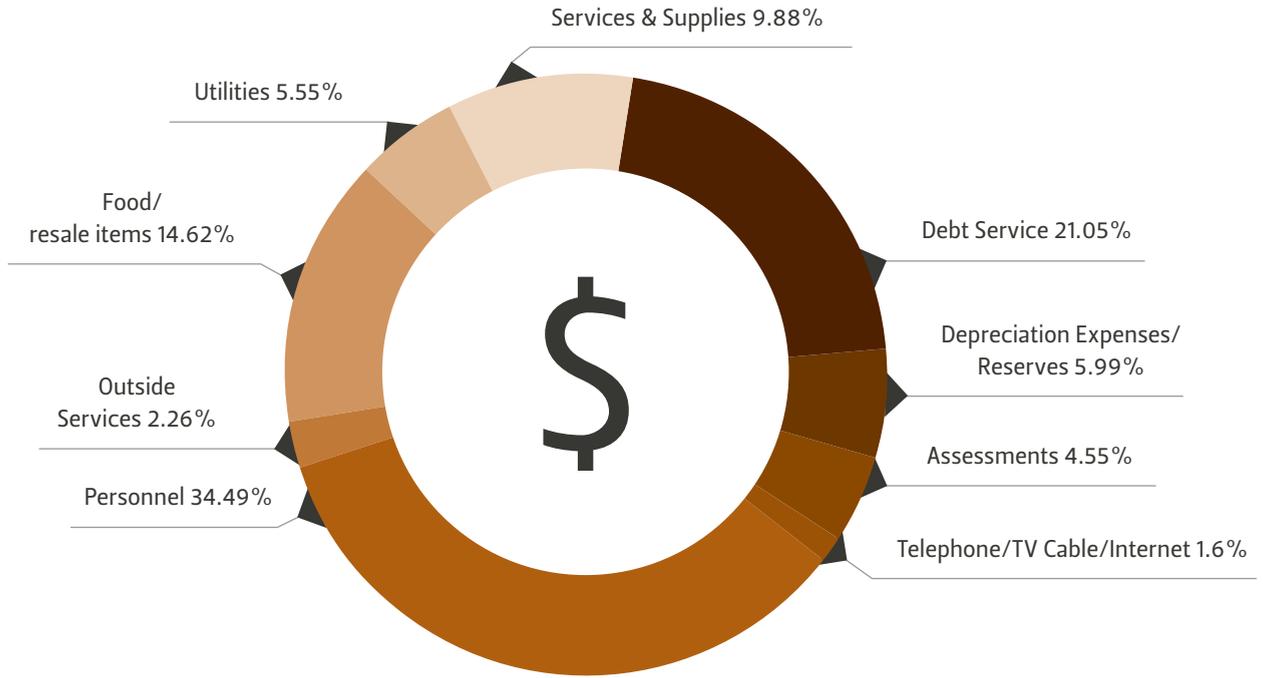
**FINANCIAL STEWARDSHIP  
& SUSTAINABILITY**

# OPERATING STATEMENT

..... FOR FISCAL YEAR 2013 .....

Operating Fund	Residence Hall	Dining	Cooperatives	Orchard Court	Total Operating Funds	Total % of Sales
Operating Revenue*	\$23,406,588	\$18,813,070	\$633,392	\$720,037	\$43,574,087	100.00%
Percent of Revenue	53.72%	43.17%	1.45%	1.65%		
Labor Expenditures	\$5,612,984	\$8,995,598	\$230,017	\$191,562	\$15,030,161	34.49%
Internal Bank Principle & Interest**	9,041,242	83,265		48,000	\$9,172,507	21.05%
<b>Total Expenditures</b>	<b>\$26,759,675</b>	<b>\$18,397,896</b>	<b>\$430,581</b>	<b>\$666,612</b>	<b>\$46,254,767</b>	<b>106.15%</b>
Net available for Reserves	-\$3,353,087	\$415,174	\$202,808	\$54,425	\$-2,680,679	-6.15%
Adjustment to equalized Residence/Dining fund net	-\$597,849	\$597,849			\$0	
Add back Depreciation Expense	\$5,047,336	\$83,377	\$995	\$158,232	\$5,289,939	12.14%
<b>Net Available after Depreciation</b>	<b>\$1,096,400</b>	<b>\$1,096,401</b>	<b>\$203,803</b>	<b>\$212,657</b>	<b>\$2,609,260</b>	<b>5.99%</b>

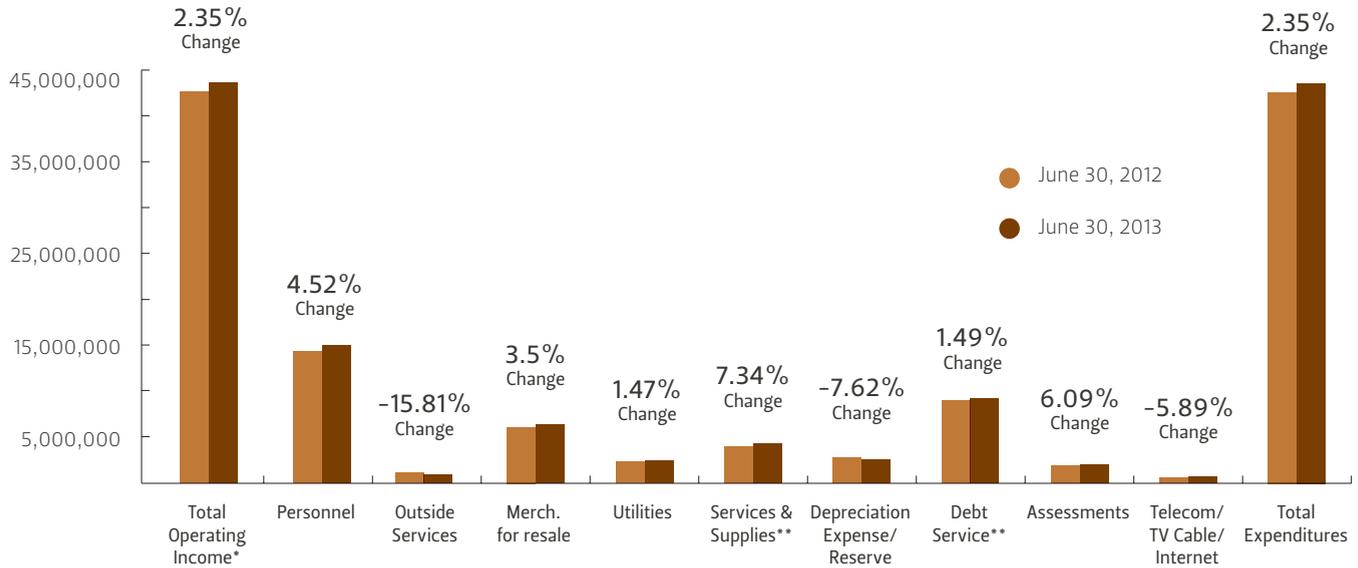




### Expenditures for Fiscal Year Ending June 30, 2013

Personnel	\$15,030,161	34.49%
Outside Services	\$985,562	2.26%
Food/Resale Items	\$6,372,180	14.62%
Utilities	\$2,420,276	5.55%
Services and Supplies	\$4,303,249	9.88%
Debt Service	\$9,172,507	21.05%
Depreciation Expense/Reserves	\$2,609,260	5.99%
Assessments	\$1,983,922	4.55%
Telephone/TV cable/Internet	\$696,969	1.60%
<b>Total</b>	<b>\$43,574,087</b>	<b>100.00%</b>

## SUMMARY COMPARISON OF OPERATING FUNDS WITH DEPRECIATION EXPENSE



**NOTES:**

\*Operating income funds

\*\* FY13 debt service the budgeted debt service plus interest only on new student residence and Sackett renewal projects.

Total debt service FY13\*\* \$9,172,507

Residence hall total: \$9,041,242, Dining \$83,265 = \$9,124,507

Orchard Court: \$48,000

Total \$9,124,507+\$48,000= \$9,172,507

Fiscal Year ending June 30, 2013 compared to June 30, 2012. Prepared by Lyle Learning, Assistant Director.

## Housing efficiency

Dollars returned to students via student employee payroll:

2012-13: \$3.34 million

2011-12: \$3.54 million

- Ratio of live-in residence hall student employees to residents (at opening occupancy Fall 2012): 1:34
- Ratio of residential life full-time professional staff to residents (at opening occupancy Fall 2012): 1:249

## OSU catering by the numbers

OSU Catering	2011	2012	2013
Total Revenue	1,557,982	4,136	225,013
Total Events	1,666,950	4,689	245,467
Total Guests	1,750,583	4,532	254,310

## Residential conferences

Room (\$): \$684,069.02

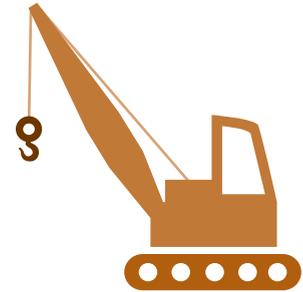
Nights (#): 35,767

Guests(#): 10,161 from 95 groups

Dining (\$): 582,241.95

Catering (\$): \$6,566\*

**NOTE:** \*Total from guests that arranged Catering (sack lunches) through UHDS Residential Conferences. Excludes several large groups, including Cycle Oregon, that worked directly with OSU Catering



## Additional facilities projects

### *Callahan Hall*

Restroom Renovation

### *Sackett Hall*

Exterior Restoration

### *Wilson Hall*

Exterior Restoration

Window Replacement

Siding Repair

### *West Hall*

Roof

Carpet Replacement

Partial Window Replacement

### *Weatherford Hall*

Terrace Railing

Residence Hall Camera Installation

### *Arnold Dining Center*

Kitchen Hood Replacement

### *Cooperative House*

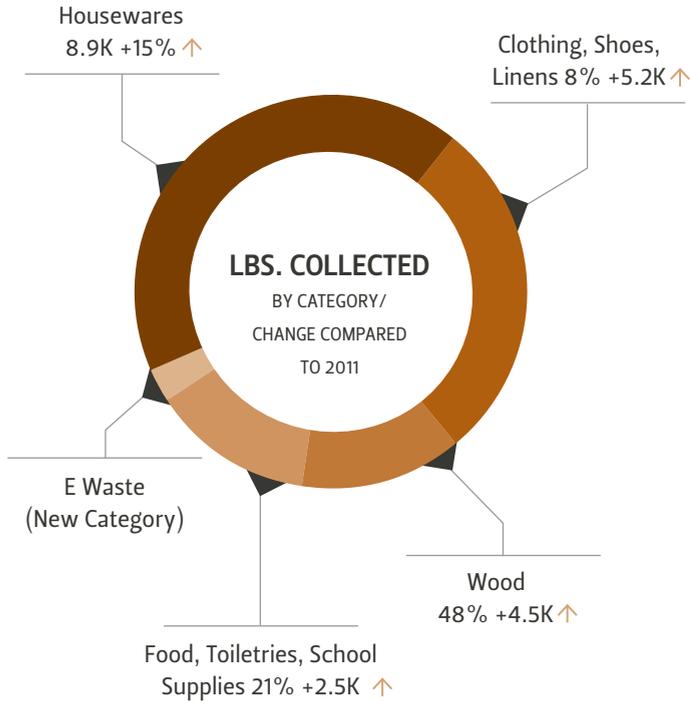
Accessibility Designs

### *Quad Area Near Buxton*

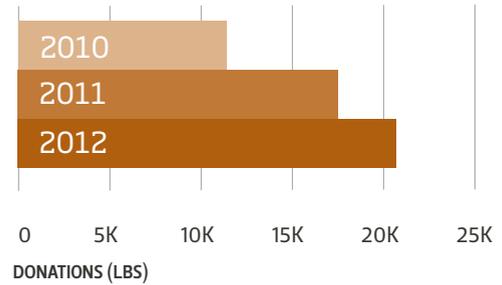
Sewer Repair

# RESIDENCE HALL MOVE-OUT

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 in the last three years as more students donate or recycle instead of sending items to landfills.



## Total donations over time



## Eco challenges

In 2012-13 UHDS residence halls once again competed in friendly competitions to recycle and conserve energy during the campus-wide eco-challenge months and RecycleMania competition.

This year's RecycleMania challenge kicked off Jan. 20, 2013. Weatherford Hall was the residence hall winner with 3.05 lbs/person recycled. That is a 0.17 pounds/person recycled increase from 2012's residence hall winner Halsell Hall who came in a not-so-close second this year.

Hawley Hall residents took home the prize for energy conservation in the electricity category.



# ASSESSMENT

# 2013 EDUCATIONAL BENCHMARKING, INC

## ASSESSMENT RESULTS

*In Fall 2012, UHDS administered the bi-annual Educational Benchmarking, Inc. assessment. The 2012 survey had a response rate of 46.4 percent (1850 respondents), a higher response rate than all other 2012 comparator institutions.*

Oregon State's **greatest strengths** for student satisfaction were identified as "safety and security" and "hall/apartment staff interaction."

**Greatest strengths for student learning** were identified as "fellow students as tolerant" and "sense of community."

As seen in past EBI surveys administered by UHDS, top priorities recommended for **institutional improvement** in resident satisfaction and learning remain:

- Personal Interactions
- Manage Time, Study Solve Problems
- Dining Services

Other priority **areas of interest** are: "Room Assignment or Change Process" and "Room/Floor Environment."

Performance in these factors is less than goal value and improvement should impact overall program effectiveness.

The 2012 survey had a response rate of 46.4 percent (1850 respondents), a slightly lower percentage than the last time the survey was given in 2010, but a higher response rate than all other 2012 comparator institutions.

Oregon State's performance was compared against six peer institutions (Colorado State, Iowa State, Kansas State, The University of Arizona, University of Oregon and Washington State); as well as the "Carnegie Class" (other universities with very high research activity across the nation).

For overall program effectiveness, Oregon State fared slightly better than the six comparator schools, and slightly worse than the overall Carnegie Class category. For overall satisfaction, Oregon State fared slightly better than both sets of comparison institutions.

UHDS plans to break from its pattern of alternating years and use this assessment tool again in Fall 2013 in order to show a "before and after" snapshot of student opinions with the first class taking part in Oregon State's First Year Experience initiative in Fall 2013.



## 2012 EBI RESIDENTS SURVEY PRIORITY MATRIX

IMPACT: OVERALL PROGRAM EFFECTIVENESS: FULL RESIDENCE EXPERIENCE



# 2011 NACUFS ASSESSMENTS

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*UHDS conducts an extensive dining satisfaction survey bi-annually. The National Association of College & University Food Services (NACUFS) survey was last administered at OSU in 2011 and had a response rate of 35 percent (1,367 respondents out of 3,902).*

## Areas of high customer satisfaction included:



- Service: Overall
- Helpfulness of Staff
- Friendliness of Staff
- Cleanliness: Overall
- Cleanliness: Service Areas
- Cleanliness: Eating Areas
- Location

## Areas of low customer satisfaction included:



- Food: Overall
- Taste
- Freshness
- Nutrition Content
- Value
- Variety of Healthy Menu Choices
- Speed of Service
- Hours of Operation

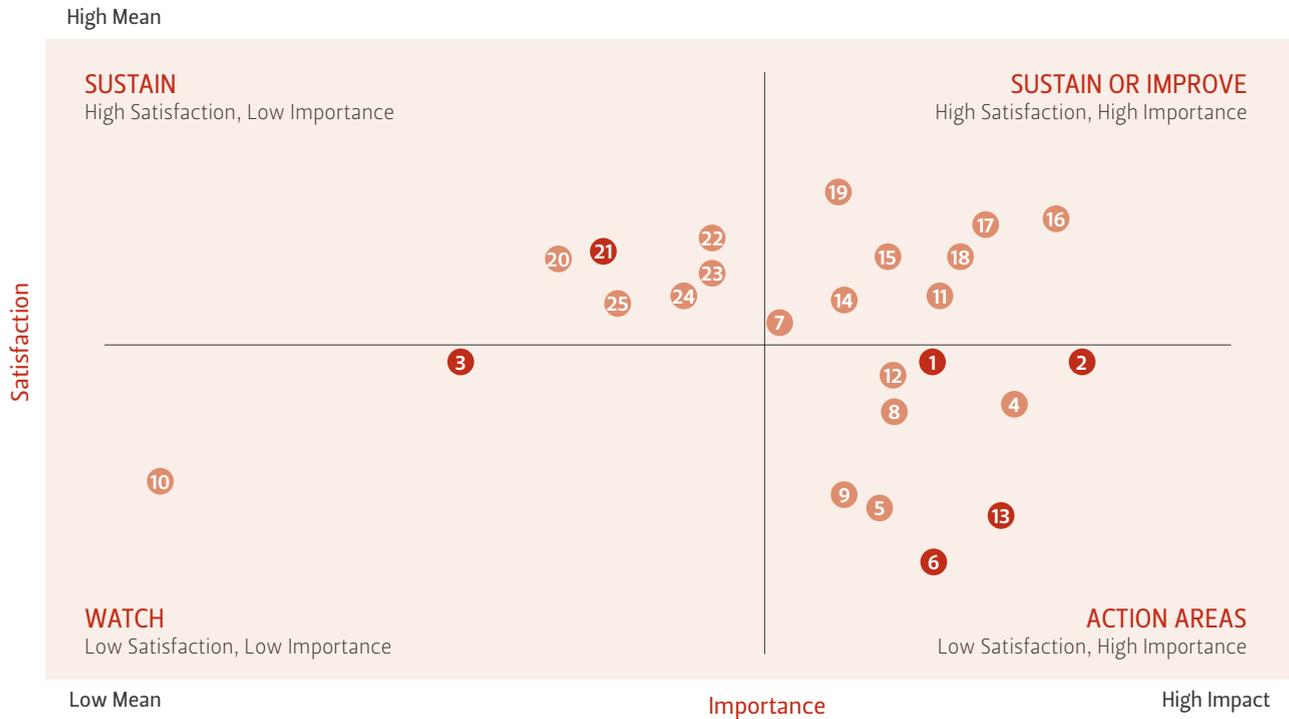
Areas identified as “key drivers” where focus and improvements could improve overall customer satisfaction were: “Food: Overall,” “Taste,” “Eye appeal,” “Value,” “Hours of Operation” and “Appearance.”

### NOTES:

- NACUFS stands for National Association of College & University Food Services
- The NACUFS 2011 administration of this survey had a 35% response rate (1,367 respondents out of 3,902)

# CUSTOMER SATISFACTION BENCHMARKING SURVEY

## PRIORITY MATRIX



### 1. Food: Overall

### 2. Taste

### 3. Eye appeal

4. Freshness

5. Nutritional Content

### 6. Value

7. Availability of posted menu items

8. Variety of menu choices

9. Variety of healthy menu choices

10. Variety of vegetarian menu choices

11. Service: Overall

12. Speed of service

### 13. Hours of Operation

14. Helpfulness of Staff

15. Friendliness of Staff

16. Cleanliness: Overall

17. Cleanliness: Service areas

18. Cleanliness: Eating Areas (tables, chairs, etc.)

19. Location

20. Layout of facility

### 21. Appearance

22. Availability of seating

23. Comfort (seats, temperature, lighting, sound level, etc.)

24. Environmentally friendly practices related to food

25. Social/ethical practices related to food

**NOTE: Bold items are "Key Drivers"**

## 2013 EXIT SURVEY

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*In March 2013, UHDS conducted an “Exit Survey” to ask students who had canceled contracts throughout the year about their experience. Fifty-five former residents out of a pool of 637 filled out the online survey for a response rate of 8 percent.*

- In a reflection of the general campus community, the respondents were mostly freshman (63 percent) and mostly self-identified as white (60 percent), followed by Asian/Pacific Islander and Other (both 13 percent).
- The halls with the highest mid-year cancellation rates among respondents were Callahan, Finley, Sackett and Cauthorn halls.
- The most frequent reason cited for canceling was “moving to an off-campus residence” (65 percent), followed by “withdrawing from OSU” (16 percent). When asked for more specific answers in a follow-up question, 38 percent of respondents indicated they were moving to a fraternity or sorority.
- The majority of students who responded were neutral in their answer to the statement: “I felt I was an important part of the UHDS community.”
- The No. 1 recommendation from respondents to better accommodate students living in UHDS’ communities was “enforce quiet hours” (suggested by 5 respondents).
- In response to “Under what conditions would you consider moving back into on-campus housing?,” the most frequent response was “more affordable” (23 respondents).



# NEWS & COMMUNICATION

# MEDIA, MARKETING & COMMUNICATION

## > PEAK NUMBER OF RETURNING STUDENTS



A multi-platform Returning Student Room Selection marketing campaign in Winter and Spring 2013 helped the department achieve a **peak number** of returning students selecting rooms, with more than 600 returning students signing contracts to live on-campus for 2013-14.

## > SI SE PUEDE OUTREACH

UHDS hosted 1,487 students and 3,439 total guests during Spring 2013 recruitment programs and supported the Si Se Puede outreach event hosted at McKay High school in collaboration with Casa Latina and Intercultural Student Services to bring bilingual college information to **100 high school students and their families**. The department's student tour staff provided hundreds of personalized tours of housing facilities for visiting families throughout the year.



## > GRAPHIC DESIGN & VIDEOGRAPHY

UHDS' Marketing, Assessment and Communication unit continued its partnership with the Memorial Union Design Studio to bring a high level of student graphic design and videography skills to marketing projects ranging from cultural dinners to living-learning communities and reports.



## > OSU ON FACEBOOK APP

**6,000+** active current and admitted students on the OSU on Facebook Ingral app (most frequent conversations are around "finding housing" and "finding roommates.")

## > OSU CATERING ON THE WEB

The cross-departmental Web Management Team took the lead in build-outs, updates and improvements to the UHDS website and social media channels. In 2012-13, online hall and meal pickers were introduced to help students find the hall and meal plan that fits their needs, online menus were improved to include nutrition and allergen information, a live-chat was used to answer student questions, a new version of the OSU Catering site was launched and images of room layouts were improved to include 3D renderings.



## > SOCIAL MEDIA NETWORKS

UHDS increased web presence on key social media networks:



2,164 Facebook fans (+500 over last year)



1,556 Twitter followers

## > **SCHOOLS FIT FOR FOODIES**

[Today Show Oct. 4th, 2012]

During the Oct. 3 NBC Today Show, Oregon State was named a top pick "School Fit for Foodies." The segment during Tuesday's show highlighted about a dozen colleges/universities across the nation, ranking them as great selections based on individual interests, like the outdoors or being career minded.



## > **CELEBRITY CHEF VISITS OSU FOR LUNAR NEW YEAR**

[Video Feb. 11th, 2013]

The Lunar New Year, known to many as the Chinese New Year, is fast approaching. Oregon State University is celebrating with food. To help make the meal just a little more special they brought in celebrity chef Jet Tila. Chef Jet Tila has made several appearances on Food Network shows like Chopped, and he's worked with big names like Anthony Bourdain. However, all they had to do to get this high caliber chef to Corvallis was ask.

# IN THE NEWS

*A few highlights from UHDS' mentions in local and national news media in 2012-13*

## > **UHDS SERVICE PROJECT: SPRUCIN' UP WILSON SCHOOL**

[Corvallis Gazette-Times Aug. 17th, 2012]

Wilson Elementary School students will notice some improvements when they return to school Sept. 5. That's because Oregon State University Housing and Dining Services employees spent hours Thursday working on various maintenance projects at the school. For example, four employees spent most of the morning packing up books and clearing shelves in the school's library. Jeff Brew, Wilson's principal, said school officials wanted the library to have a more open and welcoming feel. He said it also is scheduled for painting at a later date. "I think all of us remember our elementary school days and the fun we had," OSU Housing and Dining Services employee Kathryn Magura said as she helped clear shelves in a room adjacent to the library. "So it's great to be helping a local school." In addition to reorganizing the library, the OSU Housing and Dining Services employees were involved in several other projects at the school.



See the full listing of news mentions at  
[blogs.oregonstate.edu/uhsnews](http://blogs.oregonstate.edu/uhsnews)



### > OSU FRESHMAN MUST LIVE ON CAMPUS BY 2013

[Albany Democrat-Herald August 17th, 2012]

Starting in the fall of 2013, freshmen at Oregon State University will be required to live on campus. The university is describing the change as an integral part of its recently revised First Year Experience program for new students, which is intended to help students succeed academically and improve retention. “If you look at top universities in the country in terms of academic success and student retention, almost all of them require students to live on campus their first year,” said Susie Brubaker-Cole, associate provost for academic success at OSU. “The learning and community-building that occur in campus residences are focal points of the first-year experience.”

### > 'STEPPING INTO A NEW YEAR'

[Corvallis Gazette-Times Sept. 19th, 2012]

Corvallis residents likely noticed a spike in the city's population Tuesday, when somewhere between 2,000 and 3,000 Oregon State University students and their families took part in the first day of the annual campus move-in. Hundreds of University Housing and Dining Services staff members and OSU volunteers helped students move into seven residence halls. The rest of the 4,290 residents who will live on campus move into the 11 remaining buildings today, including cooperative houses and the International Living-Learning Center. University Housing and Dining Services will accommodate about 85 percent of OSU's freshmen. The number of on-campus residents — 231 more than last fall — has steadily increased during the past few years. OSU started the 2011 academic year with 4,059 residents. In the fall of 2010, residence halls were home to 3,957 students.



### > OSU LOOKS TO BUILD NEW DORM (RESIDENCE HALL)

[KLCC Radio March 18th, 2013]

Oregon State University plans to build a new residence hall on what's now a parking lot. The \$30 million building would provide housing for 300 students. Oregon State is looking at a long term need for more on-campus housing. It's recently adopted a policy requiring traditional first year students— aged 18 and 19— to live on campus, with some exceptions.





## The First Year Experience

The First Year Experience is a university-wide initiative that aims to create a signature set of programs and experiences to help new first-year students become thriving members of the Oregon State University community. The initiative integrates strong existing first-year programs with new programs that reinforce and amplify the unique character of the Oregon State experience.

In Fall 2012, Residential Education began defining plans and curriculum for FYE programs beginning Fall 2013. In consultation with the University Steering Committee for FYE, ResEd began work on a number of initiatives and programs that will be in place by Fall 2013, and will have a detailed assessment plan for the 2013-14 academic year.

More information: [oregonstate.edu/ase/firstyear](http://oregonstate.edu/ase/firstyear) and [blogs.oregonstate.edu/fyehds/](http://blogs.oregonstate.edu/fyehds/)



## Cooperative housing taskforce

Based on a recent comprehensive review of the cooperative living program and facilities, which included OSU staff and student cooperative members, UHDS determined that Avery, Azalea, Dixon and Oxford houses will continue as co-ops for the 2013-14 academic year, but will not be used in support of the existing cooperative living program after June 2014. This decision was made because the cooperative houses had reached a point of requiring significant program revision to ensure the cooperative living program is in alignment with the values, initiatives, and operations of OSU's on-campus residence program. UHDS anticipates that the current co-op houses will require significant renovation to maintain the current living standards beyond this next academic year. Throughout the next academic year, UHDS is committed to sustaining the current houses and delivering a high-quality of service to residents.



## New student residence construction

Upon commencement of the design and permitting stage of a multiyear new housing project, UHDS broke ground on a new student residence in late Spring Term 2012. The new hall, yet to be named, is scheduled to open in fall of 2014. The 85,000-square-foot residence hall, most of which features three bedroom suites with a shared bathroom, will house about 300 students. Additional community bathrooms and showers will be available on each floor. Other amenities include a large kitchen and study area on each floor and a free laundry room. The new hall, conveniently located near the McNary Dining and service centers on the east side of campus, will be open to both first year and returning students.



## FUTURE GOALS & ASPIRATIONS

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*Even with our growth, service enhancements, and increased efficiencies, we in UHDS are aware of the myriad of 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.

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 clients and customers are 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. We recognize 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.

**Oregon State** | **University Housing**  
**UNIVERSITY** | **& Dining Services**