

**UNIVERSITY HOUSING
AND
CAMPUS DINING**

2018-2023 STRATEGIC PLAN

WESTERN OREGON UNIVERSITY



**University Housing and Campus Dining
Strategic Plan
2018-2023**

Section I: Introduction

The offices of Campus Dining and University Housing are committed to the educational mission and values of Western Oregon University. In support of the university's mission, we have developed strategic initiatives to serve as a road map for student success, customer satisfaction, and personnel development while engaging with our organization.

The process to complete this five year strategic plan began during spring break 2017 when unit leaders within University Housing and Campus Dining held a summit with an outside facilitator to discuss the future of housing and dining at Western Oregon University. Following the summit, the unit leaders developed a framework for our strategic initiatives, including a review of WOU's strategic plan and how housing and dining can not only relate the strategic initiatives of the university, but also support those initiatives.

Once the framework was developed, all support and professional staff were invited to engage in discussing strategic initiatives to move our departments forward. An all staff retreat in the summer helped define our core principles with recommendations made to the unit leaders to formalize the strategic plan. After multiple meetings, a final draft was presented to all staff in December, giving an opportunity for critique and feedback.

This plan recognizes that our strategic initiatives are not mutually exclusive of each other. As departments that work closely together to serve our campus community, we maintain a symbiotic relationship that is interdependent and collaborative. The mission, vision, values, goals, and initiatives that are highlighted in this plan are mutually supported and shared.

Section II: Mission, Vision, and Values

1. Our Mission

University Housing and Campus Dining is dedicated to excellence by cultivating a healthy, supportive, inclusive, and sustainable living-learning experience.

2. Our Vision

We aspire to be the preferred choice of housing and dining for all students attending Western Oregon University. We will achieve this vision by empowering our residents to:

- Adapt to an evolving society
- Grow personally and academically
- Make decisions ethically and intentionally
- Recognize their impact as inclusive and responsible global citizens
- Thrive personally and academically

3. Our Core Values

- **Community**

- *Community* is where individuals develop relationships and each member feels valued and included in an environment that is safe to share ideas, thoughts, and common goals.
- **Communication**
 - *Communication* is a process utilizing verbal methods, non-verbal methods, and active listening techniques in which participants impart information, ideas, and thoughts as well as create and share meaning.
- **Inclusion**
 - *Inclusion* is understanding, valuing, and actively engaging differences in views, approaches, styles, and aspects of individuality (e.g. gender, culture, sexuality, race, socioeconomic status, etc.) that add multiple perspectives to a group's activity.
- **Learning**
 - *Learning* is the enduring passion and ability for self-discovery and the acquisition of new skills and knowledge through experience, study, and dialogue.
- **Support**
 - *Support* is offering students the resources needed to succeed in and out of the classroom through student employment, leadership opportunities, affordable living, community engagement, interaction with caring staff, and striving to meet personal needs.
- **Sustainability**
 - *Sustainability* is simultaneously meeting environmental, economic, and community needs by using, developing, and protecting resources at a rate and in a manner that enables us to meet current demands while ensuring that future generations can meet their needs.
- **Wellness**
 - *Wellness* is intentionally creating opportunities for physical, spiritual, mental, and emotional health and self-improvement through education and programming.

Section III: Strategic Goals

I. Equity and Inclusion

1. Support, Advocacy, and Encouragement of Individuality
 - 1.1. We will embrace cultural, dietary, and healthy meal options that both represents our campus community and draws new customers.
 - 1.2. We will sponsor initiatives, speakers, and events reflective of our unique residential population and embrace our core values. Additionally, we will engage with our campus and community partners in this endeavour.
 - 1.3. Through our programs, events, conduct hearings, and ongoing training we will recognize and celebrate the difference and uniqueness of our community.

- 1.4. We will strive for liberation and critical social justice by being continually engaged in learning about difference and inclusion, challenging the status quo present within our departments and Western Oregon University, and refining our response to incidents of bias.
2. Knowledge Development
 - 2.1. We will design programming and events to build and expand the knowledge of our students and staff relative to equity and inclusion.
 - 2.2. We will provide ongoing training and development that demonstrates our commitment to advanced learning on equity and inclusion.
 - 2.3. We will, as professional staff, assume the responsibility to role model learning, best practices, and education in relation to equity and inclusion.
3. Staff Representation
 - 3.1. We will recognize populations missing from existing staff.
 - 3.2. We will attract and retain staff members that represent the diversity of our campus and community population.
 - 3.3. We will strive to include diverse representation on committees, boards, and other volunteer groups within our areas.
4. Accessibility
 - 4.1. Using best practices as established by accredited sources, we will provide services and facilities that are accessible by all students and staff.
 - 4.2. We will strive to forecast the accessibility needs of students and staff.
 - 4.3. We will evaluate and change existing structures and systems that are not accessible to students and staff.

II. Sustainability

1. Environmental
 - 1.1. We will focus on utilizing electronic solutions to reduce paper use.
 - 1.2. We will implement use of renewable resources in our daily operations. (For example: reusable/compostable containers, locally sourced foods, and building with LEED practices.)
2. Community
 - 2.1. We will provide structures and experiences that encourage students and staff to stay continuously engaged with our housing and dining options, WOU, and our larger community.
 - 2.2. We will create and maintain relationships and partnerships with students, organizations, and other entities that support sustainable practices and maintain a positive impact on our community and environment.
3. Economic/Financial - Provide an affordable living-learning experience
 - 3.1. We will strive to increase year round participation and capacity in housing, dining, and conferences through active recruitment of new conference groups and retention of existing conference groups
 - 3.2. We will increase usage and participation in loyalty programs such as the Wolf Bonus programs and offering gift card options.

- 3.3. We will adapt and continually evaluate meal plans to meet the needs of our customers.
- 3.4. We will identify new opportunities for revenue to decrease the financial burden on our residential students and sustain operations.

III. Services and Facilities

- 1. Maintenance
 - 1.1. We will evaluate and update the Housing and Dining Ten Year Capital Asset Management plan on an annual basis, and use the information for program and budget development.
 - 1.2. We will evaluate the residence hall network to improve performance and stability on an annual basis and make changes to adequately serve our residential needs.
 - 1.3. We will assess all feedback gathered from the Housing and Dining Advisory Committee and incorporate appropriately based on budget availability.
- 2. Planning
 - 2.1. We will create University Housing and Dining Master Plan to be completed by June 30, 2018. This plan will be reviewed on an annual basis.
 - 2.2. We will explore the possibility of a Valsetz Dining hall renovation from a financial, structural, and pragmatic perspective.
 - 2.3. We will explore and develop solutions that provide access to our services on mobile devices.
 - 2.4. We will forecast for and prepare to integrate new technologies to address the needs of all students.
- 3. Improvement
 - 3.1. We will continually look to upgrade the physical and technological infrastructure (I.E. electrical, plumbing, network wiring, wireless access, equipment, heating, renewable energy sources, etc) to prevent deferred maintenance and provide state of the art facilities and services.
 - 3.2. We will identify and reduce cumbersome workflows to streamline and create efficiencies in our daily operations.
 - 3.3. We will upgrade software systems to provide unification of tools and resources as well as access to our services on mobile devices.

IV. Engagement and Education

- 1. Academic Alignment
 - 1.1. We will review and revise our programming model to better align the needs articulated by our residents, the academic outcomes of Western Oregon University, and best practices from accredited sources. Our proposals for change will be informed by gathering data from our assessment outreach, prompting regular feedback from our staff, and pragmatically reviewing our existing activity methodology.

- 1.2. We will maintain emphasis on student success and engagement by measuring the performance of our outcomes compared to our established goals.
- 1.3. We will align our community performance goals with the University academic programs.
2. Assessment
 - 2.1. We will stay engaged with customer demands through benchmark surveys at regular intervals. (IE - EBI/Skyfactor, NACUFS, Community Evaluations, etc.)
 - 2.2. We will promote and encourage completion of surveys from associated departments. (IE - NSSE, ACHA, ASCA, etc.)
 - 2.3. We will create and evaluate learning outcomes for our residential communities and for students engaged in the student conduct process.
3. Meaningful Communication
 - 3.1. Effective use of communication tools and resources
 - 3.2. Effective marketing to residents and customers
 - 3.3. We will inform students of community standards and expectations through multiple media and electronic means to ensure information is accessible to all.
4. Competency Development
 - 4.1. We will develop a year-long paraprofessional development plan and evaluate it annually.
 - 4.2. We will identify and provide opportunities for life skills development. (basic life skills such as laundry, cooking, nutrition, financial management)
 - 4.3. We will be intentional in our work with students going through the student conduct system to help them learn and recognize the values of our community.

V. Organizational Development

1. Standardize Hiring Practices
 - 1.1. We will standardize recruitment processes for para-professional and professional staff positions
 - 1.2. We will develop training and development programs and opportunities that support our mission and values, and encourage personal and professional growth (i.e. annual professional development plan)
 - 1.3. We will acknowledge contributions of employees through Employee Recognition events (i.e. end of year banquet, staff gatherings)
2. Balancing Stability and Change
 - 2.1. We will strive to maintain full staffing levels through retention efforts and immediate action to fill unanticipated vacancies when they occur.
 - 2.2. We will plan for staff transition through cross training, documentation, and communication.

- 2.3. We will develop an annual workflow plan for each area to ensure all goals and initiatives are achieved.
3. Work-Life Balance
 - 3.1. We will expect all staff maintain appropriate work hours given their individual positions
 - 3.2. We will evaluate and create sustainable working conditions to encourage staff retention and engagement with University Housing and Campus Dining and WOU (For example: work hours, connections to each other, simplified procedures).

Section IV: Closing

The strategic initiatives outlined in this plan provide the road map for University Housing and Campus Dining to use as a means for achieving both short and long term goals. It has been established to represent a collective identity with shared goals across all units within the housing and dining program at Western Oregon University. We will aspire to work collaboratively and respectfully to fulfill our mission, keeping our students at the center of our work. Furthermore, each unit area has developed and will continue to create, actionable objectives relative to our strategic initiatives.

This plan will be revisited no less than annually, with the intent to make adjustments and modifications based on campus climate and cultural shifts, budget considerations, and changes in best practices in housing and dining on college campuses.

Section V: Citations, References, and Glossary

Citations and References

1. Komives, S. R., Lucas, N., & McMahon, T. R. (2013). *Exploring leadership: for college students who want to make a difference* (3rd ed.). San Francisco: Jossey-Bass.
2. Chickering, A. W., & Reisser, L. (1993). *Education and identity*. San Francisco, CA: Jossey-Bass
3. (2017) *Western Oregon University Strategic Plan*.
<http://www.wou.edu/planning/files/2016/05/Forward-together-booklet-web.pdf>

Glossary

1. Liberation. Freedom from limits of thoughts or behavior.

Liberation [Def. 1]. (n.d.). *Merriam-Webster Online*. In Merriam-Webster. Retrieved November, 2017, from <http://www.merriam-webster.com/dictionary/citation>.

 - “Critical social justice recognizes inequality as deeply embedded in the fabric of society (i.e., as structural), and actively seeks to change this (Sensoy & DiAngelo, 2017)
 - Webster-Clark