

Residential and Hospitality Services
STRATEGIC PLAN UPDATE
2019-2028

July 22, 2019





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COLLABORATIVE EFFORT

Michigan State University's Division of Residential and Hospitality Services, in collaboration with Hanbury would like to thank those who engaged in the strategic planning process by providing their ideas, enthusiasm, insight and energy to the strategic planning team. We want to recognize the value and input provided by a broad spectrum of groups, from student through the upper levels of the administration. They include:

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MSU Stakeholders

Residence Education and Housing Services
Living Learning Community Directors
Engagement Center Directors
Neighborhood Student Success Collaborative Leaders
Sophomore Housing Project Team
Culinary Services Team
Spartan Hospitality Group
RHS Sustainability Group
RHS Planning and Projects Office
RHS Human Resources
Staffing Models and Recruitment Team
RHS Business and Financial Services
RHS Assessment
RHS Information Services
RHS and Campus Safety
RHS Diversity Planning Team
MSU Union
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STAKEHOLDER LETTER

Dear Stakeholders,

Residential and Hospitality Services (RHS) began charting its path toward RHS 2026 in the fall of 2015. It is an ambiguous framework, creating a pathway to provide services and create an organization that meets the opportunities and challenges facing higher education and most importantly, the diverse needs of our student body and university community.

We are in a very different place institutionally than where we were 10 years ago, and likely will be for many years to come. Our community has experienced something beyond what we could have ever imagined, and many community members are still in a state of unease. RHS is in a state of reflection, pondering the mission and values of the institution and how we ensure the safety and success of our students.

The values of the land-grant institution are steeped in making education accessible to the masses, and it is the power of education that transforms our students. Our divisional values and strategic goals are fashioned to create an environment for student success and are reinforced in the experiences that we deliver to the next generation of Spartans.

Between the demographic shifts, the ever-changing technological advancements, graduation rates, and even the political climate, it will be difficult to predict what the future may hold for the incoming classes. RHS, and all higher education institutions, have a lot to think about over the next decade. It's up to us to anticipate the needs of our guests and provide the quality Spartan experience they will require, whatever that may be.

RHS 2026 is a cumulative effort of many individuals across the division and university. Our strategic partners, Hanbury, Envision Strategies and MGT America, have provided valuable insights and guided our thinking to go beyond today's issues and focus on the possibilities of impacting the lives of future generations.

The summer of 2019 will bring new leadership to campus and the transition to a better future will begin. Our division will need to evolve and innovate both the physical and digital experiences for our students and guests. It will require us to innovate in three spaces: process automation, product innovation and social innovation. Therefore, it is our collective responsibility to create an environment that encourages all team members to do their best work.

We are inspired to deliver outstanding Spartan experiences. This strategic framework is our guidepost. Thank you to all who made this possible.

With warmest regards,

A handwritten signature in black ink, appearing to read "Vennie Gore". The signature is stylized with a large, looped "V" and a cursive "Gore".

Vennie Gore
Vice President for Auxiliary Enterprises

Michigan State University, a member of the Association of American Universities and one of the top 100 research universities in the world, was founded in 1855. We are an inclusive, academic community known for our traditionally strong academic disciplines and professional programs, and our liberal arts foundation. Our cross- and interdisciplinary enterprises connect the sciences, humanities, and professions in practical, sustainable, and innovative ways to address society's rapidly changing needs.

As a public, research-intensive, land-grant university funded in part by the state of Michigan, our mission is to advance knowledge and transform lives by:

providing outstanding undergraduate, graduate, and professional education to promising, qualified students in order to prepare them to contribute fully to society as globally engaged citizen leaders

conducting research of the highest caliber that seeks to answer questions and create solutions in order to expand human understanding and make a positive difference, both locally and globally

advancing outreach, engagement, and economic development activities that are innovative, research-driven, and lead to a better quality of life for individuals and communities, at home and around the world

The MSU Mission Statement was approved by the Board of Trustees on April 18, 2008

RHS MISSION AND VISION

As an integral component of a world-class research university, Residential and Hospitality Services is woven throughout the very fabric of the MSU community.

We are built on a foundation of integrity, service and effectiveness. We believe in creating and delivering unequalled experiences, products and services to the students and many guests of Michigan State University.

We believe in a culture of learning and inclusive collaboration. We are a stronger organization when all team members feel valued and respected, and our differences and similarities are celebrated.

Our Values:

Our vision and mission will be realized by adhering to the following values:

Purpose

Commitment to Student and Guest Experience: We are committed to exceeding the expectations of the diverse community we serve.

Quality Throughout: In everything we do – from beginning to end – we will be passionate about delivering an outstanding Spartan experience that meets the unique and individual needs of our customers.

Social Responsibility: We will care about and actively work to address social issues, such as employment, environment and the human condition, that will define this world's future.

Culture of Safety: We will create and maintain an environment that is physically and emotionally safe, respectful and inclusive.

Practice

Strategic Thinking: As individuals and as teams, we will pursue excellence in strategic thought.

A Mindset of Innovation: We will be an organization that appreciates and learns from the past while keeping our focus on the future.

Fiscal Responsibility: Smart decisions for future success, based on quality information and our values, will guide the actions of our entire organization.

Diversity, Equity and Inclusion: As individuals and collectively, we are committed to a mindset of inclusive and equitable practices. We will work toward creating an environment free of harm based on a person's identity.

People

Spirit of Partnership: Within our division and in the university community, we commit to a spirit of collaboration and inclusiveness where all perspectives, beliefs and experiences are valued.

Teamwork and Inclusion: We will succeed individually only when we are passionate about prospering as a diverse and inclusive team that is committed to equity.

Staff Development: We will be an organization dedicated to continuous learning and the development of team members. We will provide and support quality, accessible, and inclusive learning opportunities and encourage all team members to take advantage of them.

Effective Communication: We will strive for organizational clarity through civil, honest, open, accurate and timely two-way communication.



PROCESS AND ANALYSIS

Overview

Michigan State University is one of the top 100 research universities in the world¹ and among the top 10 highest-ranked schools in terms of engagement.² It is home to many nationally ranked and recognized academic, residential college and service learning programs, and has a diverse community of dedicated students and scholars, athletes and artists, scientists and leaders.

As the nation's pioneer land-grant university, it has been advancing the frontier of knowledge through academic excellence and research for more than 160 years, expanding the boundaries of discovery and forging enduring partnerships to solve the most pressing global challenges.

The Division of Residential and Hospitality Services (RHS) has one goal: to deliver outstanding Spartan experiences (DOSE). With more than 166 buildings comprising 8 million square feet and over 6,300 full-time, part-time and student employees, RHS supports the mission of MSU through providing student housing, residential dining facilities, catering, retail food outlets, MSU Bakers, Food Stores, Spartan Linen Services, MSU Union, Kellogg Hotel and Conference Center, Forest Akers Golf Courses, Tennis Center and the Jack Breslin Student Events Center. In fiscal year 2017-18, it had a combined revenue of \$263 million from all its units.

But RHS is not just about the numbers: it is about building a dynamic, service- and student-centered, purpose-driven organization where bold leadership clearly defines vision that is continually reinforced. RHS knows that people recognize authentic purpose when it drives every decision. It is “not about economic exchange...it is more aspirational” writes Quinn and Thakor, in the July-August issue of *Harvard Business Review*. “It explains how the people involved with an organization are making a difference, gives them a sense of meaning and draws their support.”³

In 2007, RHS, then Housing and Food Services, launched an ambitious process to reimagine the future of the organization. Guided by the university's strategic plan, *Boldness by Design*, RHS, led by then Assistant Vice President of Housing and Food Services Vennie Gore, set about to redefine the mission and vision of the division.

The three-phase planning process, lasting nearly a year, involved a broad cross section of stakeholders. RHS investigated every aspect of the division, analyzing facilities, conducting a housing and dining market survey of students, faculty and staff, benchmarking peer institutions, creating guiding principles and developing renovation and new construction scenarios for every residential and dining facility. A financial analysis established the parameters of an implementation timeline.

The resulting plan identified four strategic goals:

1. *Define and enhance the student experience by promoting learning and development through interaction*
2. *Create vibrancy and renewal that compels higher levels of satisfaction and achievement*
3. *Celebrate student life by providing diverse spaces for a globally minded, 24/7 student who is uniquely MSU*
4. *Initiate a transformative world-class model of residential experience with accessibility, sustainability and stewardship principles*

Background

Between 2008 and 2012, RHS made significant investments in facilities renewal and staff development to positively impact the student experience and contribute to the university's efforts in recruitment, retention and academic success.

Then, in 2012, amid the excitement of all that had been accomplished and the expectations for what still needed to be done, RHS renewed the strategic conversation with the realization that the process is more important than the plan. It was learning that, in order to maintain momentum and commitment to the plan, every team member throughout the division needed to “own” the plan. It also realized the

¹ U.S. News & World Report “Best Global Universities” ranking

² Wall Street Journal/Times Higher Education College Rankings, 2016

³ Creating a Purpose-Driven Organization, Robert E Quinn and Anjan V Thakor, Harvard Business Review, July-August 2018

need for a fifth strategic goal: *Maintain fiscal responsibility to provide long-term financial viability and sustainability.*

Embracing this focus, the 2013 Plan Update became a report card of the successes of the first plan but also a deeper dive into the performance data. Understanding the impact of specific investments required an exploration of the demographic distribution and retention of students by neighborhood. Identifying which changes improved overall retention was important, but so was identifying what emerging trends suggested what students of the future will consider when deciding where to attend a university.

Since 2008, RHS has invested more than \$494 million in facilities renewal and over \$120 million in new construction. But beyond these investments, the results of the 2008 and 2012 plans have had far-reaching effects in the division and its impact on the university. The plans have produced:

- The **realignment of the divisional units** into cohesive functional areas created a team dynamic of service delivery that has helped build comradery and sense of purpose among staff.
- The reorganization of the 27 residence halls into **five residential neighborhoods** played an integral role in establishing a diverse and inclusive culture at the university, creating a sense of belonging and identity among student cohorts and enhancing opportunities for student success.
- The **development of five Neighborhood Engagement Centers** ensured the resources students need are where they live, enabling them to conveniently find the support necessary for academic success and achievement.
- The establishment of **neighborhood dining centers** focused on the delivery of culinary excellence across the spectrum of venues and among a variety of users including students, staff and the public at large. RHS also embraced the concept of “integrated dining” driving the creation of a new consolidated campus-wide dining organization called Culinary Services.

- The consolidation of Campus Living Services and the Department of Residence Life into **Residence Education and Housing Services** to make the day-to-day management of the Spartan experience more efficient.

Notwithstanding this record of accomplishment, communicating purpose is an ongoing process if RHS is to maintain its quality of care and level of service to students. And as it looks to the future, the changing trends relative to student demographics, migration patterns and graduation rates suggest potential issues with student supply and demand.

In preparation for updating the plan for 2026, RHS hosted a visioning session in March 2017 with the top 125 leaders of the division. This event brought in experts from across the country to discuss the potential future scenarios RHS might expect based on the current trends in higher education, hospitality and technology. The key questions identified by the group as RHS moves forward are:

- What will the Spartan experience look like in 2026?
- How will RHS adapt to changing student supply and demand?
- How will RHS adapt to what students will likely expect from the collegiate experience with respect to the total value proposition?
- How will technology play a factor in the development of this new experience?
- How can RHS continue to maintain high performance while adapting to organizational and operational changes in the university at large?

Later in 2017, RHS leadership distributed a web-based survey to all RHS staff to determine alignment with a broad spectrum of aspirations about a preferred future for the division. The results of the survey fell into four broad categories:

1. Culinary Services is valued because it:
 - a. Provides quality and affordable dining
 - b. Provides a variety of menu options
2. People **inside** MSU perceive Residence Education and Housing Services as a system where academics are a major theme, and the neighborhoods provide both social and academic resources.

3. Academics is considered one of the highest gains of living in MSU's residential communities.
4. People **outside** MSU perceive the Spartan Hospitality Group as serving both the MSU and greater Lansing communities by providing a wide range of products and services, including, but not limited to, high-quality hotel rooms, attractive meeting rooms, exemplary restaurant dining, and entertainment options.

In October 2017, RHS published the 2026 Strategic Visioning White Paper to communicate the desire and parameters of delivering outstanding Spartan experiences (DOSE). This paper helps position MSU Auxiliary Enterprises to address the anticipated demographic trends projected to occur and establishes a preferred vision.

RHS Planning Process

As RHS prepares for the future, an increased emphasis is being placed on the development of long-range planning when it comes to funding and divisional needs. A renewed focus on fiscal responsibility and opportunities for departmental collaboration will assist in the development of these plans.

The RHS Five-Year Plan and Process

RHS continues to move forward on strategically aligning funding with future projected needs. In 2013, RHS began the process of formalizing a planning process with the goal of creating the RHS Five-year Plan. The RHS Five-year Plan reflects a series of prioritized future projects from all RHS units from fiscal year 2019-23 that have been recommended for potential funding and implementation. The plan reflects needs for lifecycle replacement of infrastructure, furniture fixtures and equipment, sitework and planned major renovations. Programmatic and strategic initiatives and potential opportunities are reflected within the plan thus allowing RHS leadership to strategize and determine which projects will be recommended for funding and implementation.

Departmental Five-Year Plans

Each RHS department prioritizes its projects and maintains an internal departmental Five-year Plan. Departments update the plans on a

monthly basis. As of Oct. 1, 2018 there is a combined total of \$82.4 million worth of prioritized projects.

RHS 10-Year Plan

The projected 10-year financial pro forma report will allow RHS to remain healthy and financially viable in order to best serve students. RHS has three financial objectives to be achieved through net income from operations:

- Pay down debt service costs
- Provide just-in-time maintenance funds for repairs and improvements
- Maintain an adequate reserve balance to address unforeseen emergencies

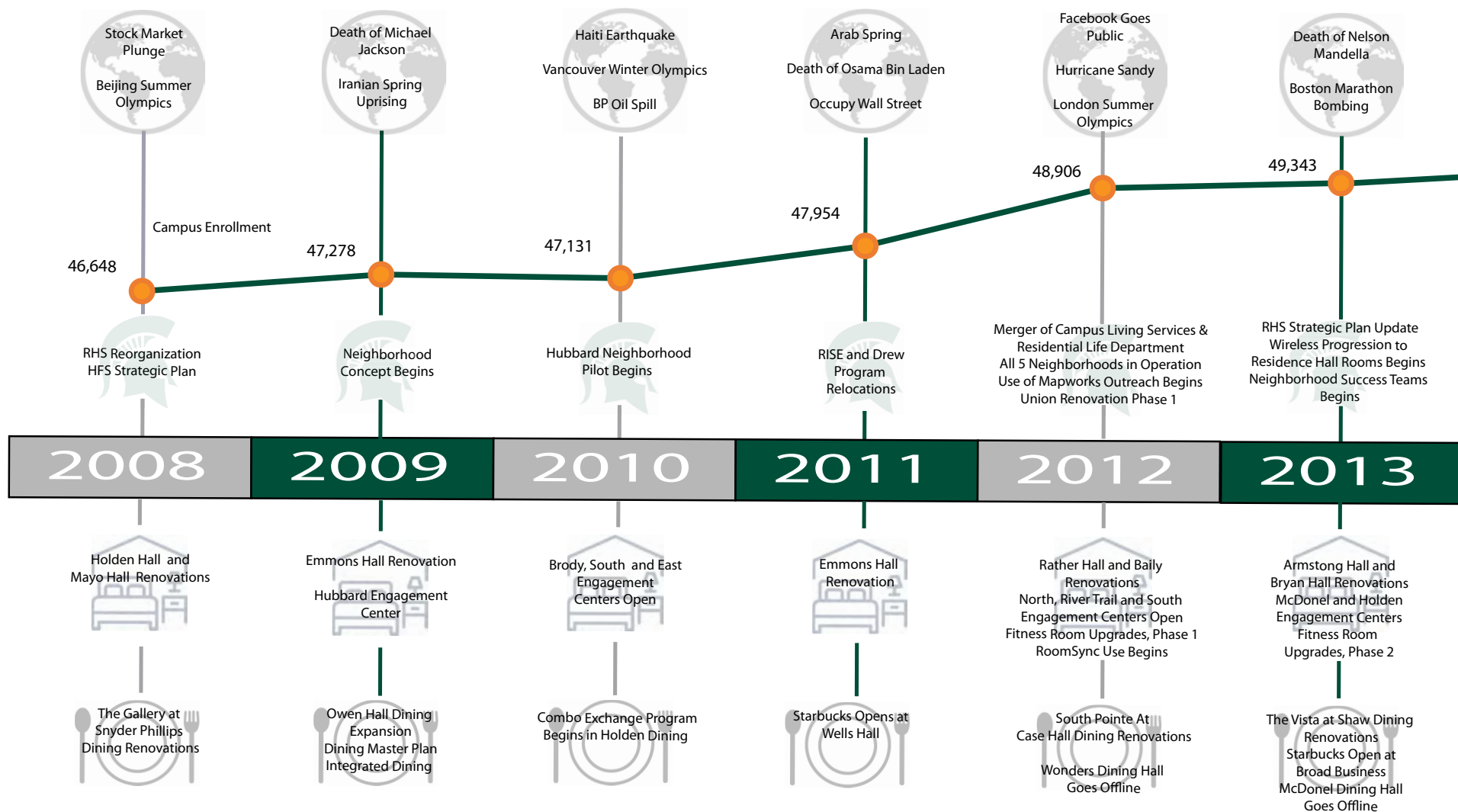
The Long-Range Asset Plan

As part of the RHS five-year planning process, the division has further developed and enhanced the use of the RHS Long-range Asset Plan (LRAP). The LRAP is a database of projected future and previously completed projects within each RHS building or assigned spaces that cost over \$25,000. The LRAP categorizes projects into infrastructure, renovations, site and furniture, or fixtures and equipment (FFE) classifications and can be used to generate key data points and other reports that are instrumental in projecting future needs. The current LRAP captures completed projects from previous fiscal years and projects needs as far out as 2085.

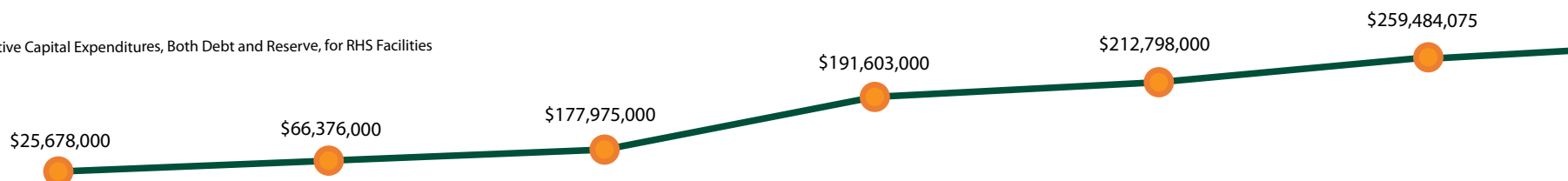
Adding to the uncertainties of the future, in 2018 the university experienced an unexpected transition of executive leadership. As of this writing, there are many unknowns with respect to departmental reorganizations and consolidation, and what priorities a new president will initiate. What is key, though, is RHS' commitment to DOSE.

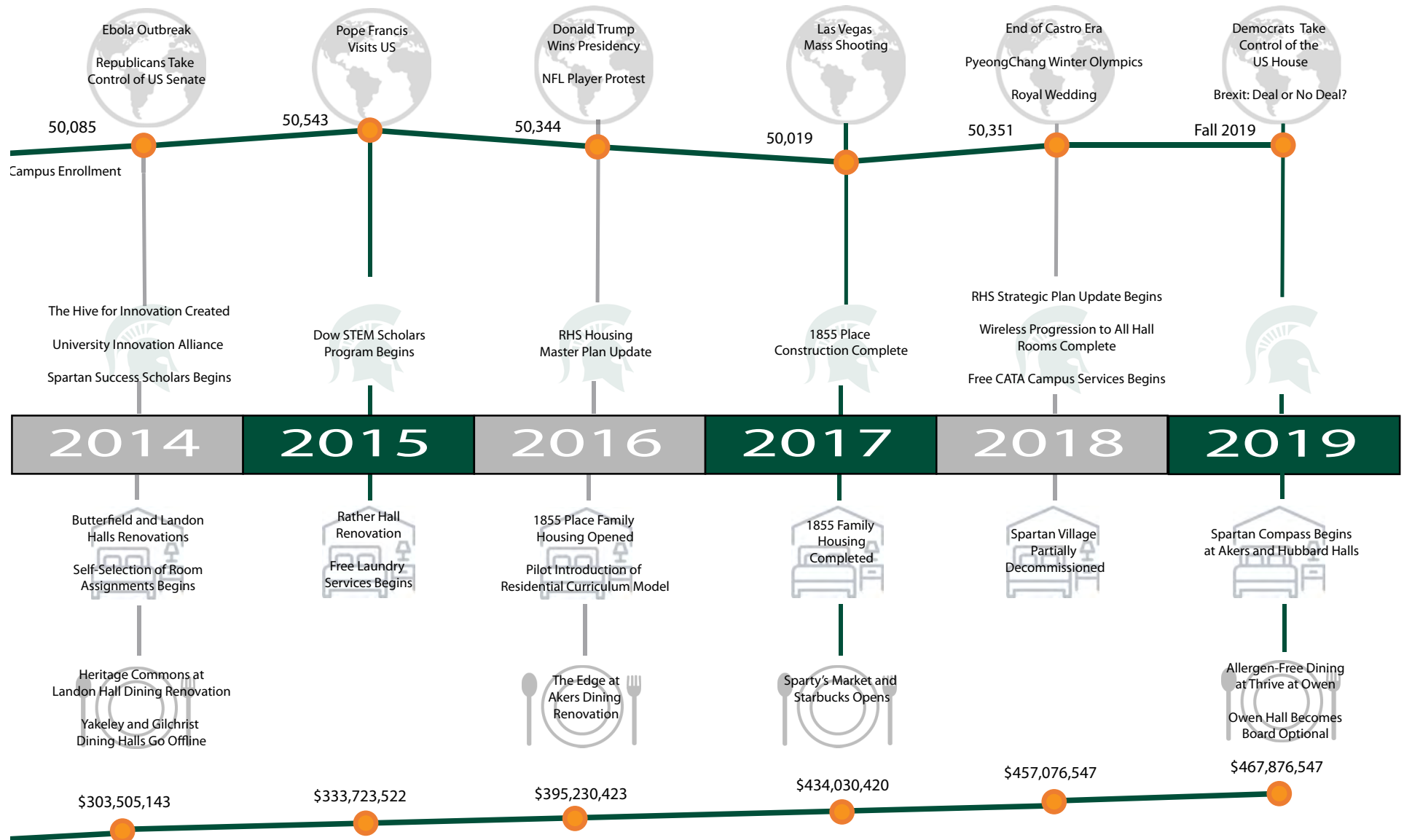
This planning document explores these questions. It does so unit by unit and program by program. It confirms and challenges preconceived notions. It recognizes that what worked in the past will not necessarily work in the future. Whereas, previous reports were project specific, this update focuses on the people who make RHS a success; clarifying the vision and embracing the notions of a purpose-driven organization.

TIMELINE



Cumulative Capital Expenditures, Both Debt and Reserve, for RHS Facilities





RHS STRATEGIC GOALS

The RHS Leadership Team developed four strategic goals in 2008. In 2012, an additional fifth goal provided additional focus. For the 2019 Plan Update, the team has updated them again to reflect the priorities for 2026.

1 SUCCESS

Promote diverse experiential learning that supports retention, persistence and academic success

2 TEAM CULTURE

Create a culture that fosters team member engagement and student and guest satisfaction

3 GLOBALLY-MINDED

Provide diverse environments that celebrate and enhance MSU's 24/7 global community

4 DIVERSITY, EQUITY & INCLUSION

Collectively, and as individuals, we are committed to a mindset of inclusive and equitable practices. We will work toward creating an environment that is safe, supportive and welcoming to all

5 VIBRANT FACILITIES

Establish a transformative, world-class model of residential and hospitality services that provides safe physical and emotional environments that are inclusive, accessible and sustainable

6 FISCAL RESPONSIBILITY

Maintain fiscal responsibility through long-term, value-driven financial planning, viability and stewardship

PRINCIPLES + CORE EXPECTATIONS

The principles and core expectations of the plan were developed in 2008, confirmed in 2013 and have been updated for 2019 as RHS looks toward 2026. The plan will:

- Align with the goals of Michigan State University's strategic position
- Support the division's values of Purpose, Practice and People
- Support the division's overall mission first and the individual units second
- Include stakeholders from across the division and the university
- Focus on people rather than buildings and beds
- Communicate RHS' "higher purpose" of delivering outstanding Spartan experiences
- Help prepare RHS for Generation Alpha entering the university in 2026 and 2028, respectively, who will look for a high level of customer service and value
- Be highly flexible and adaptable to take advantage of emerging best practices
- Reinforce the division's commitment to fiscal responsibility and stability
- Emphasize the process is **more** important than the plan

THEMES

In 2008, several themes emerged that helped to define the goals and objectives of the strategic plan. In 2012, those themes were validated and new opportunities were identified to keep the plan's momentum. For the 2019 Plan Update, the RHS Leadership Team reconsidered the status of the themes deciding to add Diversity, Equity & Inclusion, to change the title of "Celebrating the People" to "Talent Management" and to incorporate the themes of Spartan Living Experience, Dining, Union vs. Student Center, Kellogg Hotel & Conference Center, Athletics/Entertainment and Financial into the narratives. These themes reflect what is important to RHS leadership and reflect how individual departments carry out the mission of the division.



ORGANIZATIONAL

2008: Define an organizational relationship for this broad group of stakeholders, including Residence Life and Academics, which aligns with the plan.

2012: Housing and Food Services (H&FS) has been redefined as the Division of Residential and Hospitality Services (RHS) and Residence Life is now within the division, breaking down territorial barriers, finding new alignments within RHS and to other campus partners including faculty, and getting everyone on the same page with a shared RHS Vision.

2019: The university has a centrally focused approach to Information Technology and Communications to provide for efficiencies and shared resources. Staff transition has emerged as a critical element in RHS necessitating the acceleration of staff training and mentoring programs.

OPPORTUNITIES:

- Build employee community through staff retirement/succession planning
- Leadership to solve dysfunction and develop a cohesive team
- Create clear decision-making procedures
- Strategic innovation will speed ideas to implementation
- Focus on climate with employees and with student culture
- Focus on how the digital nervous system impacts RHS
- Staff will understand how to apply the institutional goals of persistence, retention and academic success in their work on a daily basis
- Explore hiring a development officer



SYNERGIES

2008: Seek opportunities to better leverage space and resources with other H&FS units and the university as a whole.

2012: Build bridges and connections to the faculty, administration, and the community.

2019: Every department within RHS will evaluate opportunities and take actions based on institutional vision and mission rather than departmental expediency.

OPPORTUNITIES:

- Embrace division first, units second
- Leverage resources among all RHS units
- Create technology synergies
- Define the intersection of the institution and RHS
- Leverage academic and corporate partnerships (more classes, guest lectures)
- Maximize dining seating areas for study after 9 p.m.



NIMBLE/FLEXIBILITY AND CHANGE

2008: Define a process that moves ideas forward, that incubates and develops ideas from each unit so innovation can occur more rapidly. Seek opportunities to be creative, while supporting the core mission to provide a strong residential experience. PLAN, ACT, LEARN.

2012: Break down barriers, empower, flexibility, simplicity, clarity – reinforce the original 2008 theme.

2019: Streamline processes that make a difference to the student experience.

OPPORTUNITIES:

- Develop strategies to address the appeal and recruiting efforts of off-campus student housing properties
- Use the Integrated Program Organization (IPO) process to the full potential
- Increase competitiveness of on-campus housing
- Integrate RHS and institutional data
- Streamline reservation process for friends to live in proximity in the residence halls
- Streamline communication with the target populations based on demand by segment
- Adjust mental models to embrace the changing dynamics of university staff succession



DIVERSITY, EQUITY & INCLUSION

2019: Diversity and Inclusion emerged as a standalone theme in order to draw attention to the need to embrace a staffing model that reflects the student demographic.

OPPORTUNITIES:

- Provide opportunities for confidential reporting of bias outside of the HR process
- Define Part 2 of diversity/inclusion training
- Selection process and support mechanisms to evaluate STAR process — leadership reflecting student demographic
- Building spaces that celebrate diversity and inclusion



CUSTOMER

2008: The challenge is to provide what feels like personalized service to a large number of customers with very diverse needs.

2012: Staff workdays need to align with student lifestyle – focus on service.

2019: Understanding customer needs as a high priority and that they should be viewed in light of the RHS mission and overall student outcomes.

OPPORTUNITIES:

- Define the right customer needs
- Understand the customer and their satisfaction threshold
- Staff needs to better understand RHS organization and the attraction and retention of customers
- Seek the highest and best use of people — staffing needs
- People business vs. physical improvements (program delivery vs. hall conditions)
- Use technology to customize the experience of future Spartans; anticipate and define what future students will want
- Measure student learning outcomes (coordination data collection and analysis within RHS)
- Embrace the four-year student experience



TALENT MANAGEMENT

2008: They are the legacy: Market the “faces” of MSU; the longevity of staff creates a tradition for the division to which students

connect.

2012: This did not appear to be part of the current conversation. In 2008 the division was just engaging in a new vision to come together; there had been a lot of internal work developing divisional unity. The conversation has moved away from the RHS individual and is now more focused on collaborative units within RHS. The staff is becoming weary to change.

2019: Celebrating People was changed to Talent Management to reflect the need for better leadership transition mechanisms. A focus on training, mentoring and staff support structures has replaced “Welcome to the team, now sink or swim.”

OPPORTUNITIES:

- Prioritize recruitment, training, mentoring and engagement
- Staff development/onboarding including soft skills
- Expand inclusive efforts and cross-share success across the division
- Strategies for staff retirement/transition
- Create culture of recognition (seeking out awards)
- Specific training program for young supervisors (e.g. business and technical skills)
- Prioritize Center for Excellence (C4E)
- Methodology for team member communication



TECHNOLOGY AS A STRATEGY

2008: Technology should be viewed not just as a service but a strategy.

2012: Essential resource; pervasive across all conversations.

2019: University leadership decided to consolidate all information technology services under one department. Developing a strategy to manage expectations and a new reporting structure are important but the most important goal is to align technology with the delivery of program and services.

OPPORTUNITIES:

- Simplify the digital nervous system and define what it means to the day-to-day experience
- Define the future relationship with Information Services
- Develop a coherent decision-making process
- Define the customer-focused experience
- A funding strategy that will enhance technology purchasing
- Provide solutions and simple interactive communications (food ordering, to-go, delivery)
- Cohesive and connected operations
- Methodology to evaluate priorities in all areas
- Staffing strategy for training and expertise



COMMUNICATE

2008: Promoting the “new MSU.” Define intentional community hierarchy — my hall, my building, my neighborhood, my campus. Learn from the living-learning successes: Identify the benefits of the intimate community scale within the context of the larger scale of the university.

2012: Defining community scale has taken center stage with the creation of the Neighborhood Engagement Centers. Identify and communicate the value of this concept to the students and the broader MSU family and market, then brand that value.

2019: Communicating the benefits of the on-campus experience will take many forms. Finding the voice of RHS that is relevant not only to current and future students and their parents, but to all levels of RHS staff.

OPPORTUNITIES:

- Clearly define what differentiates RHS to living off campus
- Communicate what we do that results in student success
- Define the value of the second-year live-on experience to students, parents and staff with respect to sense of identity, interpersonal relationships, level of engagement, lifestyle and university branding
- Define and clearly communicate the four-year on-campus housing options to students and their parents beginning with recruiting events, campus tours and throughout their time in school
- Improve the Spartan experience among team members within RHS — everyone is responsible for superior student outcomes



LEARNING FROM THE LIVING/ LEARNING SUCCESSES

2008: Identify the benefits of an intimate community scale within the context of the larger scale of the university.

2012: Connecting and developing relationships with students through the neighborhood engagement centers has been a definitive success in creating the intimate scale desired in 2008.

2019: Understanding the metrics of student success is key to maximizing investment in facilities and programs. Collaboration and data-sharing across departmental lines is necessary to simplify processes that make a difference to students.

OPPORTUNITIES:

- Define success through measurement; adjust quickly
- Institute the two-year live-on campus requirement, which could improve success measurements
- Simplify room reservation process for returning students — allow block reservations
- Increase and enhance collaborations across RHS/REHS
- Enhance and grow living/learning communities; understand program metrics, measurement tools of success and participation
- Accommodate programs that already desire a two-year requirement Broad Residential Business Program in McDonel Hall

PLANNING ASSUMPTIONS

- RHS will support the campus student success transformation
- RHS will use intentional measures and programs to ensure maximum alignment of academics and student services
- MSU will maintain a residential campus, with a housing occupancy of approximately 15,600 students — this includes apartments but not the sophomore mandate
- The MSU residency requirement will remain in effect for freshmen, assuming a stable residential enrollment for the next 10 years
- RHS will strive to keep the cost of room and board affordable to balance tuition and total cost of attendance
- Renovations will be paid with the appropriate balance of planned renewal funds and debt service, keeping divisional reserves at \$25M or higher
- Sound, innovative thinking will be used to explore financial methods to provide funding for the RHS five-year plan for necessary renovation and new construction
- A one percent renovation fee for all residence hall students is included in room and board rates; additional options might include a rate structure shift between renovated and unrenovated housing room rates

COMPLETE SPARTAN EXPERIENCE = HOLISTIC COMMUNITY ENGAGEMENT

- Distinguishable by variety, vibrancy and value
- Responsive to the developmental stages and needs of students
 - *Cognitive*
 - *Physical*
 - *Emotional*
 - *Social*
 - *Vocational*
- Characterized by a unity of services and opportunities
 - *“One Stop Shopping” in the neighborhood*





VISION FOR THE SPARTAN EXPERIENCE

Defining the Future

Residential and Hospitality Services' (RHS) highest purpose is to contribute to the persistence, retention and academic success of MSU students. To do that, from a divisional perspective, it must deliver outstanding Spartan experiences (DOSE) not only to students, but to the entire Spartan community including faculty, staff, alumni and the citizens of the greater Lansing area (guests). Understanding customer needs is paramount to fulfilling this mission.

At its simplest, DOSE is a best value transactional exchange of goods and services between RHS and its guests. Best value is judged in terms of "affordable pricing, great experience and service, fast delivery, options, responsiveness and convenience."¹ DOSE goes beyond transactions and service recovery; it requires staff to be proactive and engaged.

As RHS celebrates all that has been accomplished since 007, it is important to reevaluate whether what's left to do still aligns with the future of higher education and the future student marketplace.

Outstanding organizations focus on shaping circumstances that make them ready and successful for the future. Understanding trends is a key to good planning, but knowing that customers want a specific value proposition is even better. This understanding helps focus attention not only on what RHS *should be* doing, but also what it *should not be* doing.

As RHS looks to the future, it must consider the size and scope of its operation with respect to whether student enrollment will decrease proportionally to the declines in anticipated high school graduation rates across the Midwest. And, if tuition continues to rise, as well as room and board rates, the student of 2026 may decide the cost of higher education cannot be managed to include living on campus.



Unchanging Customer Requirements (Dave Grey 2012)

RHS should also consider the impacts of newer, more affordable, student-targeted housing near campus along Grand River Avenue. At the time of this writing, several new off-campus properties are either under construction or in planning. It is anticipated that as the local housing market becomes overbuilt, competition will increase and rents will go down. This would most likely put pressure on MSU to either lower its costs or, even decrease facilities and staff, limiting RHS' ability to finance programs and amenities and drastically alter the Spartan experience.

¹ RHS White Paper, October 2017

² Kantar Report, Justin Laborde, March 2017

The 2026 Student

RHS has been working with The Futures Company (Kantar), to understand not only today's student, Generation Z or the Centennials as they are also called, but to also look at the trends that might give insight into their successors' needs, Generation Alpha.

Centennials are currently 25 percent of the nation's population with 52 percent non-Hispanic White, 24 percent Hispanic, 14 percent African American and five percent Asian American. Kantar uses the term, *polycultural* to define 2026 America. The term is defined as "being proud and celebrating one's heritage and (at the same time) being willing to be influenced by people of other races and ethnicities."² Macro trends suggest that as the population grows, it will be increasingly urban and more religiously ambiguous. In 2026, the U.S. population is expected to be 398.3 million, 18 percent of which will be foreign-born, 53 percent will be various minority groups and 22 percent will be over 65 years of age.

Kantar predicts that diversity will be intrinsic to mainstream American identity, with the fastest growing minorities being multiracial, Asian American and Hispanic. This poly-culturalization of the nation will

lead to an ever-increasingly hostile polarization of the society in which the vulnerable will unite to seek security, support and a sense of hope. They will be frustrated and active with persisting concerns over discrimination, the cost of health care and of perceived economic disparity. They will expect the companies (and institutions) they deal with to take a stand on important social issues.

Ninety-five percent of Centennials own either a smartphone or basic cell phone; another 55 percent own tablets. They grew up with Snapchat, Twitter and Instagram. They experienced the introduction of the iPad and mobile apps and many are "screen-agers" having been exposed to technology from an early age.³ They are overwhelmingly accepting of the beliefs of others and would prefer to live in a society that is accepting of others' beliefs and values. They worry about not being prepared for the future but believe they exercise their right to challenge established norms and the decisions of authority figures. They also think that major changes are needed in the U.S. and that the old way of doing things is no longer valid.

Centennials live in a world of a slow growing economy. Their experience, and that of their parents, has been a global economy of ups and downs. Granted there is currently lower unemployment and cheaper gasoline prices, but overall the trend is declining business profits and economic uncertainty.⁴ This may be the reason for the consistent decline in teen weekly spending patterns since 2003 and may be a reason why they do not care about whether their clothes are in fashion.

There is a culture of best value and they use technology to bypass traditional modes of delivery. Web-based and mobile (app-based) buying services for used items like Twice, Yerdle and Gone make buying and selling used goods as simple as clicking a button. Small, local businesses are also more appealing than recognized brands.

Centennials also expect their food to be personalized to their specific needs and highly transparent with respect to sourcing and nutritional value. But the food must be locally sourced, and their experience

³ The New York Times, Alex Williams, September 19, 2015

⁴ Wall Street Journal, February 16, 2016



must be convenient, fresh and competitively priced. It is important for daily life to be fun, and they seek out unique, authentic and immersive connections with others. Recognizing that society is fast-paced, wellness, fitness and a holistic mindset are their goals and being in community with others who are like-minded.

Using this data, RHS developed the *2026 Strategic Visioning White Paper – Trends Shaping Higher Education: Opportunities and Challenges*. This important document identified five major trends that will potentially impact RHS' ability to meet its aspirational goals, meet future student demand and maintain its current priorities with respect to the Spartan experience. The trends are:

1. Generational changes, multi-culturalism and poly-culturalism, migrations patterns, high-school graduation rates, and impact on incoming student populations
2. Societal perspectives on the cost and value of higher education
3. The central and growing role technology is playing in learning and global education
4. The role of digitization in organizational service delivery and goods offerings
5. The emerging trends in culinary segments

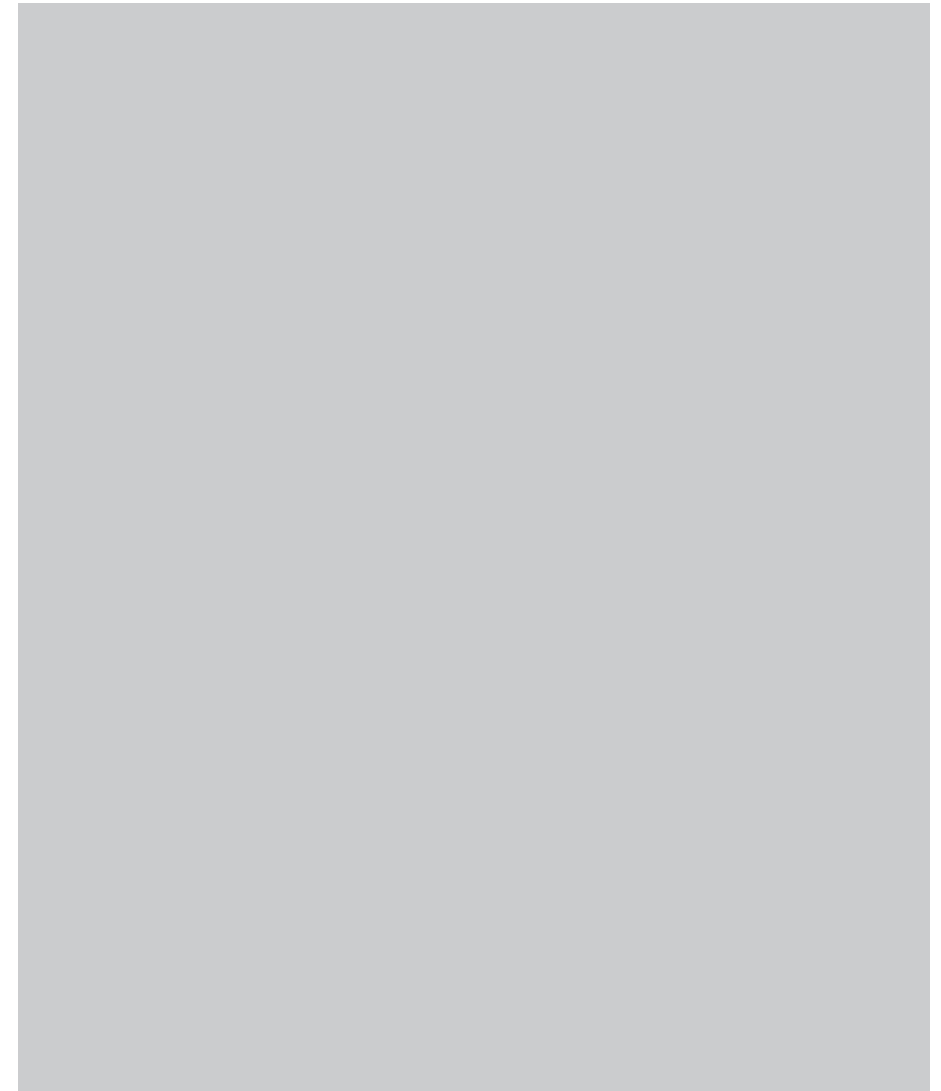
The RHS Pillars of Success

For RHS to not only survive but also to thrive amid the shifting trends in education and the market place, it must deliver outstanding Spartan experiences (DOSE) in a consistent and purposeful way. But this must be more than simply an economic exchange. If RHS became merely an economic transaction, decision making would tend toward economic outcomes rather than the institutional mission of student outcomes. DOSE must continue to be based on RHS' values of purpose, practice and people. And these values must be consistently communicated throughout the organization. They must be part of every staff members' ethos.

This report defines a preferred future. It includes high aspirations with the understanding that future new projects and programs will need to be constantly proactive, reactive and adaptive to emerging conditions. RHS will need to be flexible and nimble. As of this writing, there is

much ambiguity due to executive leadership transition and uncertainty around departmental consolidations currently being considered.

However, RHS looks to the future with confidence, understanding that organizational purpose is constant and delivering outstanding Spartan experiences is its higher purpose. This will never change.



DIVERSITY, EQUITY AND INCLUSION

As RHS prepares for 2026, it is important to align with the university's commitment to diversity, equity and inclusion (DEI) in all aspects of the organization. MSU, as an institution, embraces diversity because it provides all who live, learn and work at the university the opportunity to actively participate in a world-class intellectual community. The full spectrum of experiences, viewpoints and approaches that are possible when everyone's views are considered enriches collegial dialogue and moves the institution forward.

In the context of higher education, everyone benefits from the recognition and application of diversity, equity and inclusion values and principles.

- Scholars benefit from exploring the questions and opportunities that arise from our differences;
- Students benefit from a dynamic, supportive learning environment that enhances their success and prepares them to function as effective citizens in a global society; and



- Employees benefit from a safe, equitable work environment that promotes opportunities.

In 2017, RHS conducted internal and external diversity, equity and inclusion reviews among its departments: Culinary Services, Residence Education and Housing Services, Spartan Hospitality Group, Information Services and Planning and Projects Office.

The purpose of the reviews was to examine the current state of the division as it relates to the Council for the Advancement of Standards in Higher Education (CAS) areas of Leadership, Access and Retention, Campus Climate and External Engagement. The scope of the data collected was limited to the division and its full-time employees as well as its graduate and undergraduate student employees.

The review teams collected and analyzed data and generated key findings and recommendations in four focus areas:

Leadership

RHS leaders set the tone for communicating divisional commitments to DEI, building organizational capacity, attracting or committing resources to create change and holding the community accountable for adoption of initiatives that allow RHS to anticipate and address the challenges of inclusiveness in the 21st century.

Access and Retention

Access and retention focuses on initiatives that enhance success among the on-campus community (students, administrators, faculty and staff) with increased connections with those beyond the campus community. This will impact the compositional number and success levels of students, faculty, staff, and institutional efforts that further access to postsecondary education.

Campus Climate

Campus climate focuses on how students, staff and administrators perceive and experience RHS' environment and the development of a climate that is supportive of all who live and work on campus.

External Engagement

External engagement focuses on community outreach and engagement, alumni relations, donor development, marketing RHS, and outreach to vendors and suppliers of goods and services to RHS.

It is important to communicate the value of a DEI strategy such as this. To live the values of diversity, equity and inclusion every day, staff need to first understand what it means, then how it is expressed in the RHS mission, values and behaviors, which are directly aligned with MSU's institutional values.

To be prepared for 2026, RHS needs to embed the principles of diversity, equity and inclusion in every aspect of its operation. It should continue to:

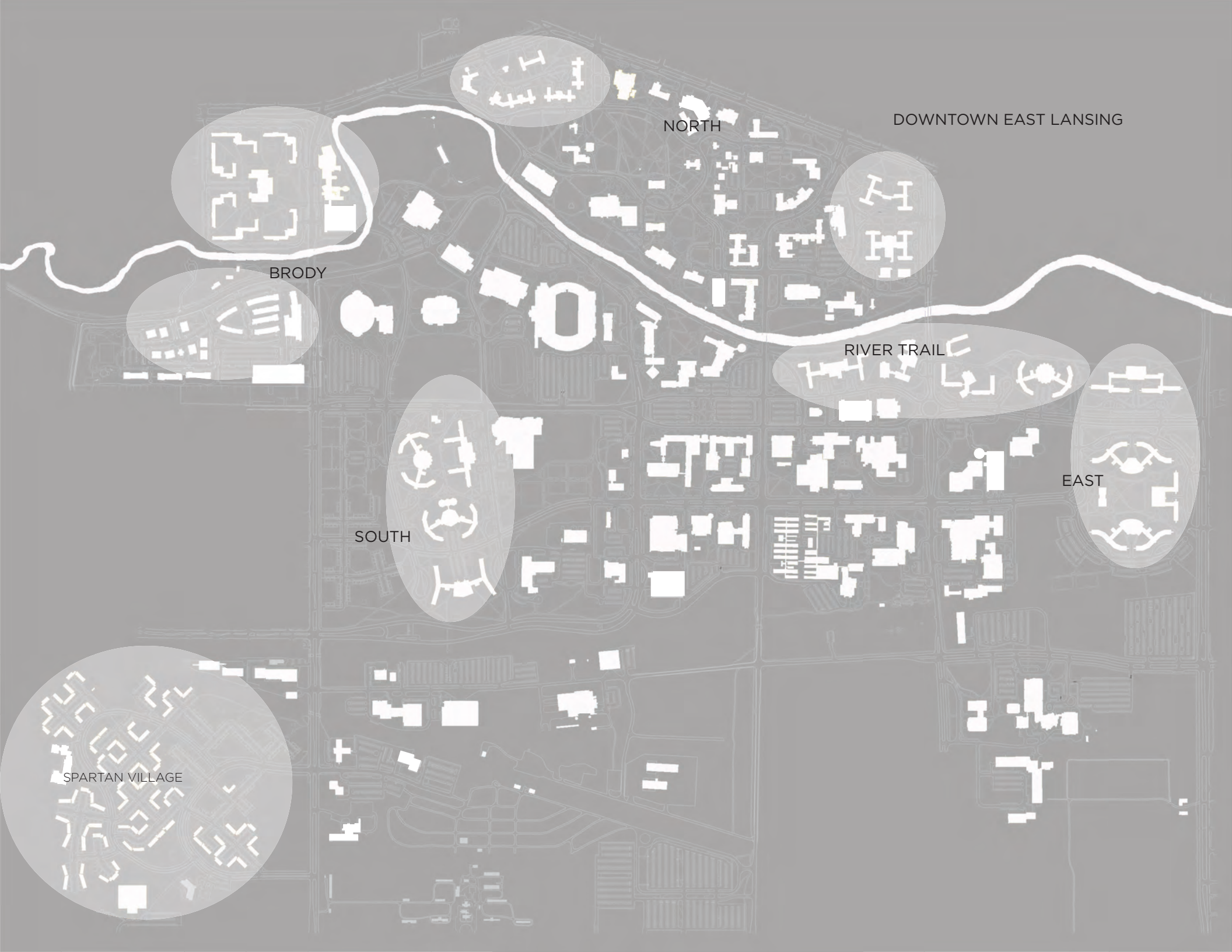
- Rely on the division's core values of Purpose, Practice and People to guide business decisions
- Encourage team members to have formal and informal conversations about DEI in all aspects of the operation and with community partners
- Prioritize and assess DEI capacity building, resource allocation and training and development opportunities
- Advocate and provide support for institution-wide diversity, equity and inclusion initiatives and strategic planning
- Implement tracking systems to expand data collection, reporting and assessment of longitudinal trends related to DEI
- Assess employee DEI HR process frameworks to support full/equitable participation of all persons at both managerial and non-managerial levels and positions
- Incorporate pervasive and transparent communication regarding DEI initiatives and resources across the division
- Work with employee unions to assure compliance with collective bargaining agreements and the creation of flexibility to hire the best talent for the division
- Establish a system of recognition for the demonstration of DEI values
- Create a strategic plan to continually diversify the vendors utilized in the division

RHS is committed to using these recommendations in the evolving dialogue of organizational clarity and the effort to create diverse, equitable and inclusive work environments. The division's focus on

these values will be embraced in every theme and priority and carried out in the leadership, access and retention, campus climate, and external engagement efforts within the division.

Key Activities

- » Through collaborative and inclusive processes, it is important to review, edit and recommend revisions to the division's values and strategic goals to reflect a commitment to DEI. After careful review, RHS leadership accepted updated values and goals, which will be communicated to all RHS team members. Training and development materials and other printed items will be updated as well.
- » The division will develop the capacity to implement and support DEI initiatives and activities. A divisional DEI Advisory Council that reports to the Vice President of Auxiliary Enterprises will be created. The DEI Advisory Council will assess and increase the expertise of team members and support training, learning and professional development opportunities for those with varying levels of understanding and education. The division will create opportunities for ongoing trainings, meetings, dialogue and professional development for all team members.
- » The DEI Advisory Council will work with RHS Human Resources to develop strategies to implement recruitment, development and training activities that reflect divisional values. The division will infuse DEI principles into renovation and facilities projects to meet accessibility and community development goals.
- » Through a DEI framework, the division shall work collaboratively with university partners to better serve students and the MSU community. Each divisional unit will specifically work with stakeholders (students, student leaders, guests, university partners and community groups) to support DEI activities. The commitment to these practices will support students' academic success and improve the persistence, retention and graduation of undergraduates.



NORTH

DOWNTOWN EAST LANSING

BRODY

RIVER TRAIL

SOUTH

EAST

SPARTAN VILLAGE

RESIDENCE EDUCATION AND HOUSING SERVICES

Overview

Living on campus is an integral part of the Spartan experience for students. With one of the largest housing systems in the U.S., MSU has the capacity to accommodate 17,300 students in 27 residence halls and 1,500 students, staff and faculty in two apartment communities not including Spartan Village, which is anticipated to be vacated in 2021.

Housing at MSU is organized into five neighborhoods, each with an Engagement Center. Neighborhoods provide amenities like dining, academic advising, classrooms, laboratories, auditoriums, study rooms, tutoring, community kitchens, fitness areas and health services and more. The neighborhoods are conveniently located near classes with dining hall meals prepared by professional chefs. Laundry, Wi-Fi, and cable TV are all included in the cost.

Residence halls provide a safe and supportive environment that supports students' transition to college life. Residence hall card access systems and video cameras at hall exterior entrances are visible ways to promote safety in the community. Additionally, residence hall staff members are on duty 24/7 to respond to residents' needs and provide support. As a result of strong campus partnerships and training, hall staff recognize, respond to and report both physical and emotional safety concerns, ensuring the holistic care of a student is always put first. Lastly, with offices in each of the five neighborhoods, MSU Police promotes community policing throughout the halls, often attending staff programs to encourage relationship building and proactive safety education.

The goal for Residence Education and Housing Services (REHS) is to provide all students the opportunity to be successful while at MSU both in and out of the classroom. The department works closely with partners from across the campus to create a seamless student experience while focused on student engagement and development, intercultural learning and inclusion, safety and security of residents, and sustainable practices. Currently, all first-year students are required to live on campus unless other circumstances are met such as residing

at home within 50 miles, age, and veteran/marital status.

Mission

REHS will provide exceptional and equitable community experiences, one connection at a time.

Values

- **Exceptional** REHS will work collaboratively with its diverse community to go above and beyond through open and honest communication, continuous learning and innovation.
- **Equity** REHS will embrace diversity and practice a culture of inclusion and advocacy, so that every Spartan is appreciated and valued.
- **Community** REHS will engage Spartans in safe, inclusive and responsible living environments that encourage personal and academic success.
- **Connection** REHS will provide services, recognition and care to every Spartan, every time.

Student Success

REHS is committed to be an active collaborator with the institution to help facilitate student success. MSU is committed to support the ongoing learning and persistence of its students with the belief that all undergraduate students can graduate.

The institution is committed to helping students reduce their time and cost of obtaining a degree as they navigate their academic path, grow their knowledge, pursue their passion, and discover their purpose. As a part of achieving this goal, the institution is focused on closing opportunity gaps for lower-income, first-generation, and underrepresented minority student populations. MSU aspires to create a national model for students to be successful. REHS has increased its efforts to be an institutional collaborator to reach these goals.

Undergraduate Learning Goals

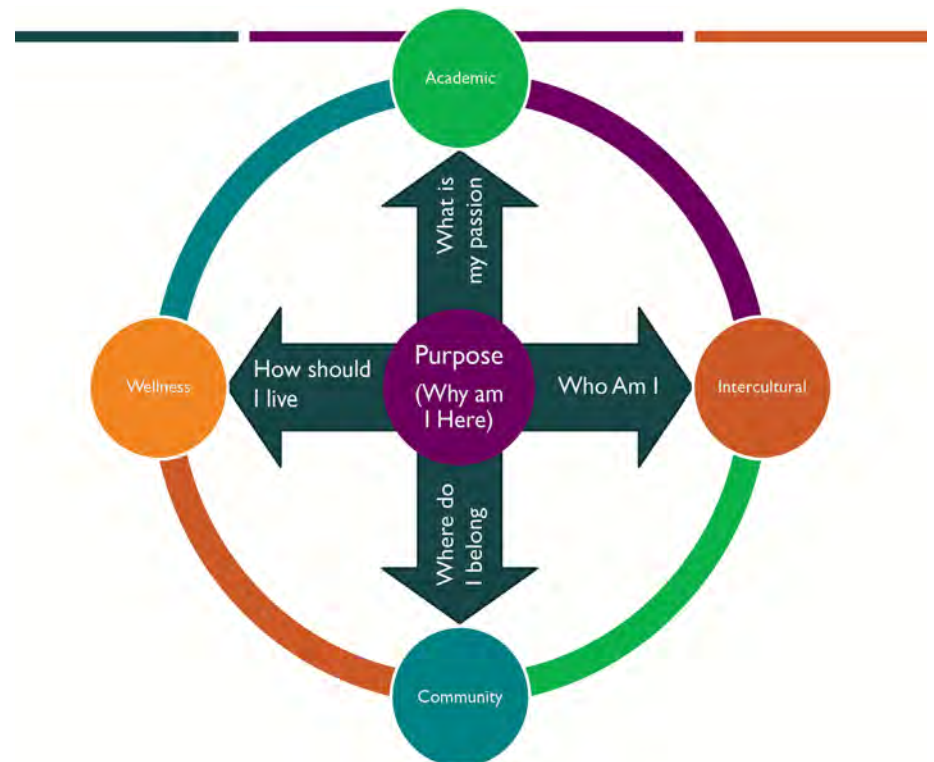
In 2016, the Associate Provost for Undergraduate Education initiated a group of faculty, librarians, advisors, students and REHS staff to develop a set of learning goals to provide a common direction for undergraduate students during their tenure at MSU. This foundation enhances the potential that MSU graduates will be outstanding leaders and life-long learners. These undergraduate learning goals are intended to provide a framework for active engagement in learning both in and out of the classroom. Students who complete an undergraduate degree program at MSU will demonstrate the knowledge, attitudes and skills associated with the following interconnected goals and outcomes:

- Analytical Thinking: The MSU graduate uses ways of knowing from mathematics, natural sciences, social sciences, humanities, and arts to access information and critically analyzes complex material in order to evaluate evidence, construct reasoned arguments, and communicate inferences and conclusions.
- Cultural Understanding: The MSU graduate comprehends global and cultural diversity within historical, artistic, and societal contexts.
- Effective Citizenship: The MSU graduate participates as a member of local, national, and global communities and has the capacity to lead in an increasingly interdependent world.
- Effective Communication: The MSU graduate uses a variety of media to communicate effectively with diverse audiences.
- Integrated Reasoning: The MSU graduate integrates discipline-based knowledge to make informed decisions that reflect humane social, ethical, and aesthetic values.

The Associate Provost for Undergraduate Education realized the critical role that REHS would play on achieving these Learning Goals. As a result, the two units have worked together closely to increase the impact that they could collectively have on the undergraduate experience.

Neighborhood Student Success Collaborative

The Neighborhood Student Success Collaborative (NSSC) is an innovative and collaborative organization focused on a holistic approach to student learning and development for increased student success at MSU. The unit is committed to empowering undergraduate students to pursue knowledge, access resources, and develop skills needed for success. Through its various university and national partnerships, the NSSC promotes academic proficiency, supports institutional navigation and develops socio-emotional engagement to support MSU's goals to increase graduation rates and decrease time to degree. The goals also align with the broader university goal of closing opportunity gaps for underserved (first-generation, low-income, Black, Latinx, and Native American/Indigenous) students and developing pipelines for increased student support and development throughout their enrollment. Housed in the Office of the Provost, the unit reports to the Associate Provost for Undergraduate Education (APUE). The



NSSC works closely with Student Affairs and Services, RHS and other critical units on campus to meet university student success goals.

As outlined in the 2013 Strategic Plan, the neighborhoods were developed to help foster student success. REHS, Student Affairs and Services, and the NSSC works closely to best utilize resources, help identify students at risk, and design programming and activities to help foster student success. Whether at a neighborhood level or a department level, REHS partners with the NSSC to provide opportunities to break down silos across campus and put students first. One facet of the original design for the neighborhoods were the five Spartan pillars of the undergraduate experience.

Five Pillars of the Undergraduate Experience

The five pillars of the undergraduate experience work towards the Undergraduate Learning Goals as developed through the Associate Provost for Undergraduate Education. The pillars were developed to help bring together people from across campus to help support students in five critical areas:

- Purpose: Connection to find one's place at MSU relative to future major and/or career goals
- Academic: Academic support resources, advising and behaviors, and effective academic skills
- Intercultural: Engagement with diverse populations and ideas including a sense of one's own identity and values
- Community: Ability to live in a respectful community; to discuss, negotiate and resolve conflict, and develop social and peer connections at MSU
- Wellness: Ability to identify and reduce stress, manage self in terms of health and finances, and engage in pro-health behaviors

Residential Learning Model

The Residential Learning Model (RLM) was created with the goal of helping live-in staff to facilitate learning and growth in their students. This growth is in alignment with the goals of the institution and more specifically the Associate Provost for Undergraduate Education including the Undergraduate Learning Goals and the five pillars. The goal and outcomes of the RLM are encompassed by the belief that as a result of living and learning on campus at MSU, students will become

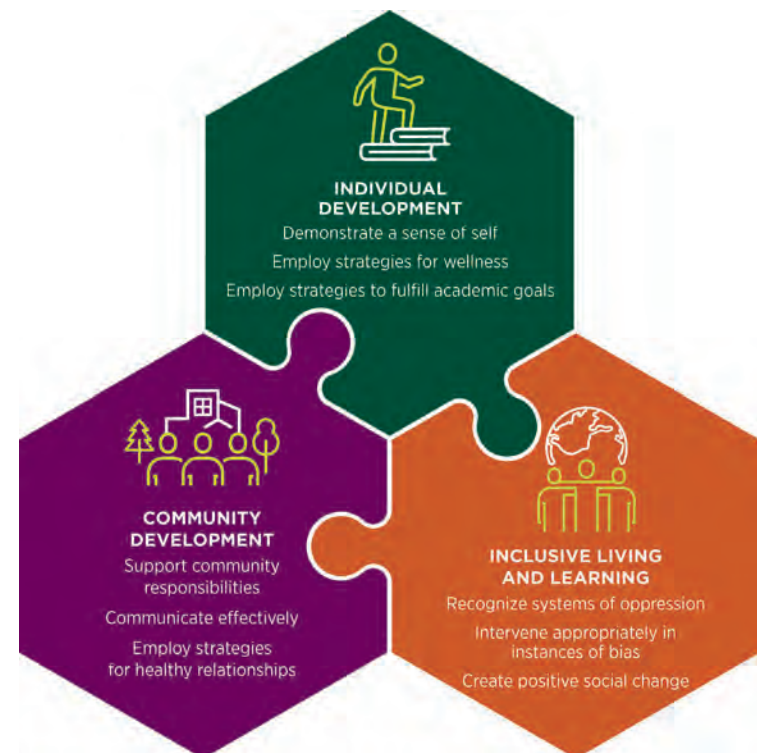
leaders who impact the MSU campus and beyond. The RLM goals encompass individual development, community development and inclusive living and learning. Each of these goals contain three learning outcomes with multiple levels of anticipated proficiency.

Individual Development

- Demonstrate a sense of self
- Employ strategies for wellness
- Employ strategies to fulfill academic goals

Community Development

- Model a positive community
- Communicate effectively
- Employ strategies for healthy relationships



Inclusive Living and Learning

- Intervene appropriately in instances of bias
- Recognize systems of oppression
- Create positive social change

The residential community directors work with in-hall team members to create monthly learning plans that meet specific targets. The goal is for each student to develop more holistically based on the learning plan, which aligns with the Undergraduate Learning Goals and to ultimately achieve student success at MSU.

Enhancing the Living Experience

Because of the success of the degree-granting residential colleges, living-learning communities, and special interest groups in the residence halls, REHS has been moving toward initiatives that enhance the student experience. These initiatives are focused on common themes and/or experiences. In 2019, REHS will launch the Spartan Compass program in Hubbard and Akers halls. This program is designed for first-year students and encourages inclusive community building and helps foster a successful transition into the Spartan community. Key features include:

- Opportunities to engage across differences and build community
- A first-year seminar, NSSC partnership, partnership with the Office for International Students and Services
- Connection with student groups
- Events tailored to the first-year experience
- Academic coaching
- Spartan connections and MSU traditions throughout the year

The halls will also be staffed slightly differently to better support first-year students and help to foster student success through higher levels of engagement and support. Rather than having three assistant

community directors, each building will have two full-time, Master's-level residence directors who will report to the community director of the building. To help the resident assistants (RAs) focus on developing stronger connections to their residents, many of the community activities for the building will be offered by the community resident assistant.

REHS believes it can positively impact the institutional goals regarding student success and will continue to enhance partnerships across the campus to draw on the benefits of living on campus over a student's first two years at MSU.

Benefits of Living on Campus

Students who live on campus thrive in proximity to the resources they need to be socially and academically successful. Furthermore, research shows that students who live on campus attempt more credits per semester and consistently persist in their studies to graduate at significantly higher rates than students who live off campus.

REHS, in partnership with the Neighborhood Engagement Center staff, provides a culture of academic support that is essential to first-year and second-year success. In addition to the academic benefits of living on campus, other values benefit students such as convenience and economic value, not to mention school pride engendered by participating in cohort identity.

Residence education professionals have long understood that the affinity alumni feel for their alma mater can be directly linked to their on-campus living experience, which can be seen when visiting their building and floor when they return to campus.

Because of this, MSU attracts large numbers of students for both undergraduate and graduate admissions; both first in their family to attend college, and those coming from a long line of Spartan families. In fall 2018, MSU enrolled 8,400 first-year students or approximately 49 percent of residence hall capacity. However, reflecting on the projected gradual decline in high school graduation rates across the midwest, MSU is setting lower targets to allow more residential spaces for upper year and graduate students.

In the past, REHS has discussed the concept of a four-year experience. In 2018, first- and second-year students were assigned among the residence halls with junior, senior and graduate students having the opportunity to live in one of the apartment communities. As RHS considers 2026, it is reevaluating the second year live-on requirement to add value and to better support institutional goals.

Housing Opportunities

Currently, 48 percent of sophomores return to campus housing and a recent study done by RHS shows that regardless of the benefits of remaining on campus, second-year students are choosing to move off.

With the increasing number of new apartments being constructed in East Lansing, most notably along Grand River Avenue, there is a real possibility the private rental market may soon be overbuilt, even as early as fall 2019. The result will most likely be falling unit rental prices as property owners attempt to retain occupancy.

Moving forward, RHS is exploring the second-year live on requirement. The Trustees and the Provost understand the need but have charged RHS to create a programmatic response with clearly defined outcomes.

One aspect of growing the second-year experience is expanding existing living-learning programs such as engineering into a 2-year program. While the Provost is in favor, approval is contingent on the academic partners providing additional funding before any growth can occur.

MSU's residential colleges and living-learning communities would also benefit from sophomores remaining on campus. RHS proudly partners with these academic units to provide programs that enhance the student experience and expand leadership opportunities for upper-year students.

DEGREE-GRANTING RESIDENTIAL COLLEGES

- James Madison College
- Lyman Briggs College
- Residential College for the Arts and Humanities

LEARNING COMMUNITIES

- Honors College
- Residential Business Community (RBC)
- Charles Drew Scholars
- College of Engineering Cornerstone and Residential Experience (CoRE)
- Residential Initiative for the Study of the Environment (RISE)

SPECIAL INTEREST GROUPS

- ROTC – South Neighborhood
- MSU College Assistance Migrant Program
- Recovery Housing
- Detroit MADE

“As a result of living and learning on campus at MSU, students will become leaders who positively impact the world.”

From the Residential Learning Model

Housing Goals

MSU's goal is to maintain a residential campus focusing on first- and second-year students. It has a commitment to a housing inventory of approximately 15,700 beds in the residence halls. First-year enrollment was 8,400 in fall 2018 but the university is considering lowering targets in future years.

Building on the success of the Neighborhood Engagement Centers, RHS will focus on residence halls that “feel like home,” with a goal of accommodating second-year students and providing the opportunity for upperclassmen to live in on-campus housing.

RHS will seek ways for students to grow through their neighborhood, giving opportunities for students to have unit choices that permit increasing levels of independence as they remain a campus. RHS also will pursue opportunities that expand living-learning communities to accommodate upperclassmen in their curricular programs.

Residence Hall Renovations

RHS has made significant investments since 2008 in facilities improvements but there's still 1,932,567 gross square feet or 34 percent of residence halls that need building-wide updates or renovations and full replacement of student room furniture including:

- Campbell, Yakeley, Gilchrist, Williams, Wilson, Wonders, McDonel, Van Hoosen and Hubbard halls

In terms of infrastructure upgrades alone:

- Holmes, Wilson, Wonders, McDonel, Williams, Yakeley, Gilchrist, and Campbell halls need fire suppression systems
- Hubbard, McDonel, Wonders, Holden, Mason, Abbot, Campbell, Yakeley, Gilchrist, Williams, and Akers halls are not accessibility-code compliant
- Holmes, Hubbard, Akers, McDonel, Wilson, Wonders, Holden, Owen, Van Hoosen halls and the community bathrooms in Campbell, Yakeley, Gilchrist, and Williams halls need shower surrounds and plumbing replacements

- Wonders, Wilson, Holden, McDonel, Akers, Mason, Abbot, Campbell, Yakeley, Gilchrist, Williams, Van Hoosen, and Owen halls need full plumbing interior domestic water supply line replacement
- Wilson, Wonders, Holden, Case, Akers, Holmes, Owen, McDonel, Mason, Abbot, Williams, Yakeley, Gilchrist, Campbell, Snyder and Phillips halls need wholesale window replacements

The Five-year Plan recommends funding and implementation for fiscal years 2019-23. The plan reflects needs for lifecycle replacement of infrastructure, furniture fixtures and equipment, site work, and planned major renovations. Additionally, programmatic and strategic initiatives and potential opportunities are also reflected within the plan thus allowing RHS leadership to strategize and determine which projects will be recommended for funding and implementation.

Key Activities

- » REHS is committed to continually evolving to meet the changing needs of residential students and university objectives anchored in the student success principles of persistence, retention and graduation. The executive director and senior staff will continue to provide leadership and collaborative support for the Neighborhood Student Success Collaborative, with a focus on the Community and Intercultural pillars.
- » REHS will develop programs tailored for first-year and sophomore residents living in non-living-learning communities. Under the Spartan Compass program, these intentional activities are aimed at inclusive community building, student success and purpose through structured residential curriculum and activities. REHS will adjust staffing patterns to best meet the needs of specific student communities. The Spartan Compass program will be introduced in fall 2019 for first-year students living in Akers and Hubbard halls.

- » REHS will work with the Associate Provost for Undergraduate Education to develop specific curriculum and activities for sophomore residents, which will be guided by literature and national best practices. REHS will pilot this program during academic year 2020-21.
- » With the recent off-campus housing boom, REHS will continue to explore multiple avenues to maintain occupancy to remain a financially viable auxiliary unit. The strategies will support three themes: program, policy and financial. The two-year requirement has been on the books for many years, but the second year of the requirement has been suspended since the mid-'80s. Continued review and as-needed updates to the policy is recommended. Lastly, REHS will continue to explore various options to meet the division's financial needs. This includes but is not limited to managing long-range financial plans but also providing multiple room and board contracts to meet various student and family needs.
- » The high-rise residence halls were built in the 1960s when the undergraduate student population grew. These buildings are aging and will need infrastructure improvements during the next five years. REHS will address these issues through a long-range financial planning process. Should the sophomore requirement be implemented, it would provide a predictable cash flow to make necessary improvements.
- » West Circle residence halls were built in the 1930s in the historic district of campus. Landon and Mayo halls were recently renovated. However, Campbell, Gilchrist, Yakeley and Williams have not been renovated. The Long-range Asset Plan (LRAP) has these buildings scheduled for work beginning after 2020.
- » REHS will continue to invest in talent development. Resident assistants (RAs) are critical to student success and the demands of this role continue to evolve and become more complex. RAs are on the front line of mental health, diversity, equity, inclusion and campus safety for on-campus residents. The increased prevalence of these issues and the readiness for many undergraduate students to respond to them has changed the nature of this role. REHS, supported by research and knowledge from the MSU College of Education, is committed to being a national leader on best practices for these areas. REHS must continue to recruit and retain a diverse staff that reflects the diverse student population it serves.
- » REHS is mindful of the total cost of education for our students and their families. It is critical that as an organization, it must operate efficiently and effectively. The principles of lean thinking and project management are critical frameworks for reviewing processes and continuous improvement.



CULINARY SERVICES

Overview

Michigan State University's (MSU) dining program has evolved significantly since the completion of the 2008 RHS Strategic Plan. At that time, several departments within RHS provided dining, catering and concession services in a compartmentalized manner that did not meet the expectations of campus constituents or serve the institutional mission for student success as well as it could. The vision for a new approach to dining centered around the concept of Integrated Dining as articulated in three core strategic opportunities:

- Integrated Dining: Create a truly integrated campus dining program, which provides both a seamless experience for the customer and leverages shared resources, such as leadership, human resources, administrative support and facilities (thus, the creation of a new department, Culinary Services, that brought together residential dining, retail dining and concessions under one team).
- Right-size the Program: Adjust the number, mix and location of venues across campus (and across current organizational lines) to provide the optimal level of service to guests at the best value.
- Invest in Facility Renewal: Implement an aggressive and sustained commitment to facility renewal that supports both the initial opportunities for realignment of the program, as well as maintaining a high level of customer satisfaction through continuous improvement.

These opportunities have been realized in great measure and as a result, the campus dining program at MSU has been transformed into one of the most successful in the country. Culinary Services (CS) may certainly be considered a best practice benchmark in many ways: facilities, revenues, customer satisfaction, voluntary meal plan enrollment, culinary innovation, sustainability and financial performance.

As an organization committed to continuous improvement, RHS and the university community as a whole expects CS to push itself to face new challenges head on and show the rest of the industry how it's done.

Mission

Culinary Services will create experiences that assist in advancing knowledge and transforming lives through culinary excellence.

Vision

Culinary Services will strive to nourish, inspire and enrich the Spartan community.

Values

- CS exists to provide outstanding Spartan experiences for our students and guests through exceptional service and food.
- CS will succeed in all we do by communicating with each other, treating each other with dignity and respect, and committing to an inclusive culture.
- CS will provide the university community with spaces to enable human connection and sense of belonging.
- CS is committed to transforming lives of students and advancing knowledge as a learning laboratory.
- CS aspires to leave our community a better place by actively embracing sustainable practices and our local community.
- CS is committed to be financial stewards of the earth's resources to ensure that it is able to serve the university community for future generations.

Dining Market Analysis

An important component of the 2019 Plan Update process was the assessment of customer behaviors, perceptions and expectations as it relates to the current campus dining offerings. By surveying students, faculty and staff using similar questions asked in the 2008 study, CS was able to identify shifts in patterns and perceptions as one indicator of response to changes made. A summary of key findings follows.

Campus Dining Patterns: Lunch

Forty-three percent indicate they typically purchase their lunch on campus. This is a reasonably good capture rate for a large university campus, but as some programs are known to capture 50 percent or more of midday population, this suggests opportunities for increased participation and revenue may exist.

Certainly, local competition is on the rise and students' tolerance for discretionary spending may be lowering. It is not unreasonable to think a robust, integrated campus dining program with locations across campus and a strong base of meal plan subscribers should be able to capture 45–50 percent of the midday campus population market.

The greatest competition for campus purchases appears not to be from off-campus restaurants (only 4.6 percent indicate they typically purchase off campus), but from more economical alternatives including eating at home (6.4 percent) and bringing from home (36.2 percent). As one might expect, the “brown bag” pattern is most highly concentrated in faculty/staff members (57.9 percent) and students living off campus (44.0 percent).

By asking the same questions in the 2018 survey as were asked in the original 2008 survey, CS was able to compare responses to key questions. One of the most interesting comparisons was for lunch capture. Overall usage of campus dining has increased from 39.4 percent in 2008 to 43 percent in 2018, whereas eating off campus has declined by 5.8 points and eating at home has dropped by nearly 12 points. The increased capture is most dramatic among off-campus students (6.7 points, which equals a 30 percent increase).

Campus Dining Patterns: Dinner

The campus population declines significantly after 5 p.m., with 41.7 percent indicating they have typically left campus by this time. Of those who remain on campus, 56.4 percent indicate they typically eat on campus, which is a strong capture rate given the population mix (not just all resident students). Part of the reason for this high participation seems to be a strong interest among off-campus students, faculty and staff in eating dinner in a dining hall: an astounding 14.4 percent of students living off campus and 23.7 percent of faculty and staff that are still on campus during this time say they typically eat in a dining

hall. This is unusual in the consultant's experience and is testimony to the quality and value delivered by the dining hall experience.

Campus Dining Patterns: Late Night

The migration of population away from the center of campus toward the residential neighborhoods and off campus (57.8 percent) continues after 9 p.m. Eating patterns shift as well, but capture of those remaining on campus during this period in campus dining venues remains high at 43 percent overall. Most get their late-night meal or snack in a dining hall or at a Sparty's (especially those located within a residential neighborhood).

Meal Plans

Resident students (all of whom are required to enroll in a meal plan) indicated a reasonably high level of satisfaction with their plan. Factors rated highly include:

- Can access the locations I want
- Plan offers the right number of accesses
- Combo-X-Change is a good value
- Dining hall environments are enjoyable

Whereas these plan holders evidenced less satisfaction with:

- Dining hall food quality
- Late-night options available on the plan
- Variety of foods available in the dining halls

Voluntary meal plan holders indicated they were generally satisfied with their meal plans and purchased their plans:

- To get a better value
- For the convenience of not having to cook
- Because they like the quality and variety of the offerings across campus
- The size/structure of the plans meets their needs

No meal plan holders are the largest segment of respondents. They indicated the key reasons they chose not to buy a plan were that they prefer to cook for themselves and do not want to pay the price of the lowest plan.

Combo-X-Change (CX)

The introduction of the CX program in 2008 gave meal plan holders increased access to retail operations across campus, especially Sparty's. Transactions have increased dramatically since first introduced, shifting a significant portion of meal plan activity to Sparty's operations. Purchases obtained through CX now constitute 60 percent of Sparty's revenue, essentially making it an extension of the residential dining program.

As a result, the emphasis on “combos” may be driving the menu and the operational approach to Sparty's locations, which may not be what the broader (cash paying) population is seeking. Accordingly, revenue from non-meal plan sources (i.e., “cash”) is on the decline. The demand for take-away “meals” (hot food on a CX exchange) seems to be on the rise — especially at dinner. This suggests more substantial hot food offerings should be made available through retail venues at various

points around campus. While doing this would require an increase in staffing in retail operations, it may be balanced by allowing labor-intensive dining halls to close earlier at night and on weekends.

Several of these factors suggest it may be time to review the value proposition of the current meal plan structure based on unlimited plans coupled with Combo-X-Change. This model was truly a “one-of-its-kind” innovation when introduced, and has served CS well, but will it continue to drive satisfaction and loyalty as the landscape of locations, competition, branded concepts and other factors emerge?

What's Important When Deciding Where to Eat

The most influential factor in deciding where to eat is about the food: it must be high quality and freshly prepared. This is followed closely by price/value. (“The pricing is fair and provides a good value for the money.”) Other research conducted by the consultants indicates that, especially among students and staff not on a meal plan, the pressure to balance the weekly budget significantly influences their choice of where to eat and what to purchase.

Other influential factors include:

- Hours of operation are convenient
- I can order, receive and pay for food quickly
- It is within walking distance
- I can always find a place to sit
- It serves a wide variety of food offerings

Priorities for Desired Improvements

Finally, survey participants were asked to indicate what they feel are the highest priorities for the university in order to increase their satisfaction with the dining program. The top six categories are:

1. Food Variety and Selection (14.9 percent)
 - Customers notice menu rotation schedules and would like more variety/less repetition
 - Vegans and vegetarians feel that their options are even more limited/repeat more often
 - Price (14 percent)



- \$10+ is too much to pay for a meal
 - Many commented they feel they can get better value for their money off campus or by cooking for themselves
2. Unsure/I Don't Know (12.2 percent)
 - This is an unusually high response for this category, suggesting they do not have strong feelings about needed improvements
 3. Availability of Healthy Foods (11.7 percent)
 - Healthier late-night options are desired, plus more plant-based options in general
 - They are looking for affordable healthy options in on-campus retail locations
 4. Food Quality & Preparation (10.4 percent)
 - Many observations of food not being as warm as it should be
 - Respondents are interested in use of fresher ingredients/end products
 5. Hours of Operation (9.6 percent)
 - Interest in a 24/7 location
 - Interest in dining halls and Sparty's locations being open later
 - Extended hours of operation needed on the weekends

Reimagining Culinary Services: "One Culinary"

The central goal of the term "Integrated Dining" was to go beyond just creating a single campus dining service out of multiple programs that functioned side-by-side. Progress has been made toward this goal, but there is more to be done as evidence of the traditional residential vs. retail dining silos remain.

The result is that CS' potential to meet the restated goals above is limited by a lack of coordination and consistency across the program. CS' ability to develop innovative solutions to emerging challenges in such areas as training, staffing, technology and finance could be improved through the development of a truly unified, integrated team.

Recognizing this, CS leadership has adopted a new central goal that profoundly characterizes the emphasis for this next phase of evolution of dining at MSU.

One Culinary

Based on feedback during focus groups with customers in 2008, 2012 and 2018, One Culinary means:

- CS services are consistently presented
- Common terminology, language is used in all interactions
- All dining options are easy to access through a single currency
- The distribution of services across campus are logical and convenient
- The coordination of hours and offerings are aligned with needs

Within CS, One Culinary means:

- Policies and procedures are consistent across the organization
- The way performance is measured and the metrics used are shared by all
- Shared resources makes CS more efficient, effective and sustainable
- Open communication and transparency throughout
- Strategic decisions are made through an inclusive process
- All services within CS operate from the same budget
- The organizational structure supports the One Culinary vision, crossing traditional lines as needed to create a more effective team culture

Key Activities

- » CS is one of the largest and most complex self-operated dining services in the country. CS is an award-winning and highly regarded organization on campus and within the national collegiate food industry. It is committed to being a purpose-driven organization serving the university community that continues to integrate into academic success.
- » CS will continue to focus on four major themes:
 - Customer service
 - Team member engagement
 - Operational effectiveness
 - Financial stewardship

- » At the heart of the dining experience, customer experience is centered around the quality of food and service. CS team members are critical to the dining experience and make a difference for its customers. CS provides 35,000 meals daily and 15,000 retail transactions to the university. Operational effectiveness is critical to meet financial objectives that include reinvestment into CS facilities and programs.
- » CS will continue to work with divisional and university partners to support diversity, equity and inclusion activities and continue to build community around food in campus dining venues. Collaborating with students and university partners, CS will celebrate authentic foods, menus and experiences while providing physically and emotionally safe, welcoming and accessible spaces for guests.
- » CS will continue to focus on organizational development and effectiveness. This focus will examine the appropriate human capital and development to meet the One Culinary goal. It is important to align resources to ensure food quality and experience match the university experience and that the experience is seamless.
- » Culture is critical to a purpose-driven organization. CS leadership will focus on providing clear expectations, accountability and feedback. Communication is also vital to creating and maintaining a high-performance and purposeful culture.
- » CS is committed to deliberative, structured training and development at all levels of the organization. A well-trained staff leads to high-quality experiences for customers and team members. The training programs will be repeatable with standard operating procedures across units.
- » Technology is critical for operating an effective organization. The technology needs range from inventory to transaction system needs. These systems need to be highly flexible and reliable.
- » Facilities renewal will be a focal point over the next five years. Holmes Dining Hall is scheduled for renovation fiscal year 2021-22. CS will need to commit resources for unit refreshing of retail and residential dining. Starbucks will require a refresh in 2021. These renewals will be funded through the division's long-range financial planning process and are part of the Long-range Asset Plan.
- » CS is mindful of the total cost of attendance for students and families. It is committed to providing a value to the university community while being aware of the debt service commitment, plant cash contribution targets and responding to the volatile commodity markets.
- » Innovation is critical in the food industry. Food trends and expectations change rapidly, and CS must respond appropriately and in a timely manner. A Culinary Innovation team will investigate, test and implement new menus, services and automations, as well as look for process improvements. This team may reveal some services or operations are no longer meeting the needs of the MSU community and therefore may end.
- » CS will take advantage of its supply chain knowledge. CS Support Services has logistic and procurement expertise that can be leveraged to improve effectiveness and product availability.
- » CS remains committed to providing locally sourced food and working with commodity groups in the state. It continues to remain committed to sustainable food practices and diversifying vendors, which includes minority- and women-owned businesses. CS will continue its relationship with the College of Agriculture and Natural Resources, specifically working with the Department of Animal Science and the Student Organic Farm to purchase food.
- » Food safety is a fundamental value of CS. It will continue to provide training for all staff and work with the University Physician, Health Department, and Resource Center for Persons with Disabilities. As the food industry evolves, CS is committed to staying abreast of trends and practices within food safety and dietary restrictions.
- » CS will continue to adjust their services and products available based on the needs of their guests. As dietary restrictions continue to increase, a focused effort of accommodations and resources will be made with Thrive at Owen, a dining hall certified free from the top 8 allergens plus gluten.



GILBERT PAVILION

PAUL STICKER
A COMMITMENT TO EXCELLENCE

SPARTAN HOSPITALITY GROUP

Overview

The Spartan Hospitality Group (SHG) is comprised of a diverse set of facilities and services. For many residents of the community that live and work outside of campus, it is their primary connection to MSU.

The recommendations for SHG in the Strategic Plan of 2008 and the 2013 update were primarily focused on capital investment projects. As such, it was felt the 2019 update should include a more robust, in-depth examination of SHG needs and priorities as well as an articulation of a mission statement and guiding principles aligned with those of MSU and RHS more broadly.

SHG is a family of business units comprised of team members that deliver outstanding Spartan experiences and support student success through hospitality services for the global MSU community. The SHG portfolio includes: Breslin Student Events Center, Kellogg Hotel & Conference Center (including State Room Restaurant and Kellogg Catering), Forest Akers Golf Courses, Spartan Spirit Shops, MSU Tennis Center, University Licensing Programs and Cowles House.

Kellogg Hotel & Conference Center

(Including State Room Restaurant and Kellogg Catering)

As MSU's front door to the university and greater Lansing area, Kellogg Hotel hosts over 400,000 visitors a year for weddings, seminars, conferences, meetings and other events. Kellogg provides first-rate accommodations, food and guest services at competitive rates. The State Room Restaurant features unique, locally sourced products and seasonal menus. Kellogg Catering provides on- and off-campus catering for the MSU community, athletic events and the greater Lansing region.

Breslin Student Events Center

The Breslin Student Events Center is one of the premier sports and event facilities in the Big Ten and serves as a multipurpose venue for MSU and the Lansing community. The Breslin Center sponsors over 250 events a year for major educational and entertainment partners and serves as home to the MSU men's and women's basketball programs. The recent addition of the Gilbert Pavilion, Izzo Hall of History, updated concession stands, and other renovations have improved the fan experience (a stated priority of the 2008 plan).

MSU Tennis Center

The MSU Tennis Center has eight indoor tennis courts with permanent seating for 1,200 and is home to the MSU men's and women's tennis teams. Open to all MSU community members as well as the general public, the Tennis Center offers a wide range of instructional classes for all ages and skill levels, leagues, permanent court time, and competitive team play for adults. No initiation fees or monthly dues are required to use its facilities, making the Tennis Center unique in the local market as a "pay as you play" opportunity and thus, highly accessible. The Spartan Spirit Shop at the Tennis Center can take care of any tennis equipment needs and offers unique MSU-branded tennis apparel.

Forest Akers Golf Courses

Forest Akers' two golf courses are home to MSU men's and women's golf teams. The facilities include two golf pro shops (part of the Spartan Spirit Shop brand) and the Golf Center, a premier indoor and outdoor practice facility. A "Topgolf"-style experience, a driving range facility where visitors hit microchipped balls at targets, has recently been added to the Golf Center, effectively expanding its appeal as a practice and training facility as well as a social and entertainment experience.

Spartan Spirit Shop/Retail

Spartan Spirit Shops are MSU-owned and operated retail shops distributed across MSU's campus. Each of the six locations features MSU-branded items and some specialty items aligned with the focus of its location, (e.g., golf and tennis equipment). The Spartan Spirit Shops at the golf courses are highly regarded, having received international recognition as among the best golf shops by the Association of Golf Merchandisers.

University Licensing Programs

University Licensing serves to protect the MSU brand, promote MSU-licensed products, and supports MSU students by using royalties for scholarships, lifelong student grants, and student programming through the University Activities Board. It represents more than 200 programs of study in 17 degree-granting colleges with symbols, icons, traditions and trademarks for Michigan State alumni, fans, students and student-athletes.

Cowles House

Cowles House is the oldest existing building on campus and stands as a landmark of MSU. While this house has served as a faculty residence and female dormitory, it has historically functioned as the on-campus residence, business and hospitality venue for the president of the university.

Assessment and Visioning Process

The SHG management team participated in a collaborative assessment and visioning process. The team reviewed the overall strategic themes for RHS and completed a self-assessment as they redefined a mission statement and created a new framework.

Mission Statement

Spartan Hospitality Group, along with our Residential and Hospitality Services partners, is dedicated to being known as the leader in hospitality, leisure and entertainment for Michigan State University by delivering outstanding Spartan experiences. Our goal is to support the greater mission and vision of RHS by providing quality throughout in the services and products that we provide to our students and the greater MSU community. In everything we do — from beginning to end — we are passionate about providing unmatched customer service.

SHG Framework

1. Support SHG's core values and workplace culture:
 - Passion: SHG is passionate about providing fun and flexible work experiences for all team members.
 - Trust and Transparency: SHG embraces open and honest communication and trains team members to make decisions independently and be accountable to provide the best guest service possible.
 - Recognition: SHG offers feedback, incentives, recognition and rewards.
 - Diversity: SHG values learning from team members from diverse cultures and competencies.
 - Growth: SHG provides many opportunities for continuous career growth and development to improve on-the-job skills and prepare for the future.
 - DOSE: Provide first-rate accommodations and excellent service to over 400,000 guests, team members and students each year.
2. Align SHG services and offerings to support student success:
 - Develop new offerings targeted to students.
 - Build on student development opportunities.
 - Strengthen relationships with academic MSU departments.
 - Leverage synergies within RHS.
3. Enhance the MSU brand and guest experience
 - Lifetime experiences that are uniquely MSU.
 - Leverage SHG's passion for hospitality and ability to create an emotional connection.
 - Maintain the important connection to the broader community outside campus.
4. Maintain financial viability and sustainability:
 - These are achieved through satisfying principles 1, 2 and 3.
 - Continuously reinvest in tools and facilities to support the experience, and position SHG for future growth.



Key Activities

- » Complete Kellogg Hotel & Conference Center facility audit and develop a plan to address long-range facility needs.
- » Strengthen relationships with School of Hospitality and Business and other academic units to provide a learning environment for students and faculty.
- » Strengthen and work closely with MSU Athletics to provide a premier athletic experience at the Breslin Student Events Center, Forest Akers Golf Courses and the MSU Tennis Center.
- » Conduct Five-year Assessment Review of all units within Spartan Hospitality Group.
- » University Licensing will conduct a Five-year Assessment Review with a focus on expanding its role into auxiliary partnership opportunities.
- » Conduct routine assessment of Mid-Michigan hospitality business environment to assess opportunities and threats.
- » Develop a fundraising plan to support the needs of Forest Akers Golf Courses and the MSU Tennis Center renovation and renewal projects.



MISSION STATEMENT

“The MSU Union supports the campus community as we learn, gather and create Spartan memories.”



MSU UNION

Overview

When students, faculty, alumni and college supporters joined together in 1925 to dig the foundation for the MSU Union, it was a stirring moment for the campus community. Not only were they honoring alumni who served in WWI, they were creating a “front door” for the campus that has served that function faithfully for many years. Located to the east of the West Circle residential community, and bounded by West Circle Drive, Grand River Avenue and Abbot Drive, this architecturally and historically significant structure represents university heritage and identity.

As the MSU Union approaches its second century, it acts as a recruitment space for prospective students and their parents, engagement center for the North Neighborhood, Mosaic Multicultural Unity Center, campus event center, a dining center and a space for university offices. Over the past 10 years, MSU has invested much to re-envision the Union. A series of master plans from 2001 to 2010 were well-intentioned, but lacked a focus on funding, implementation strategies and student engagement.

Previous Planning (2008-12)

The 2008 Strategic Plan recommended a conservative renovation of the MSU Union, concentrating on the ground and first floors to right-sizing food venues, improving building access and providing space for additional programs and student services.

Then, in 2010, the Smith Group was engaged to develop the MSU Union Master Plan. That plan stated, “one goal of the Student Union is to become an on-campus home for off-campus students. By renovating the Union with this group in mind, creating a daytime ‘home away from home,’ the building can once again become vibrant and a necessary component of the campus.” The subsequent creation of an engagement center to serve the North Neighborhood and off-campus students, and the multicultural center on the second floor reinforces this approach.

The 2012 RHS Strategic Plan update included benchmarking of peer institutions revealing a range of strategies, successes and struggles. Many of the benchmark schools also struggle with the need for a large renovation, funding sources that are limited or nonexistent and

a university culture that has waning interest in its union. However, an emerging theme among these institutions was the renewed interest in restoring traditions and history that were cornerstones of the original unions.

RHS Strategic Plan Update Process

During the RHS strategic planning process, the team worked with the Union leadership group to understand the continuing legacy of the MSU Union developing a mission statement and guiding principles.

Mission

The MSU Union supports the campus community as we learn, gather and create Spartan memories.

Guiding Principles

The MSU Union is a place where:

- Students find value (connections, services and belonging)
- Partnerships and programs are integrated and collaborative
- Student organizations have a place to meet
- Technology is enabled
- Students are connected to the university and University Activities Board
- Students are safe and feel included
- School spirit is celebrated
- Food service hours are nimble and financially viable

The Union’s value to the university continues to be both historical and practical. It is the recognized gateway to campus on Grand River Avenue, a place to celebrate legacy, where campus tours originate, and a living room and community space especially for commuting students.

As society and technology changes, successful institutions must also change to meet the needs of today’s university community. The MSU Union has adapted over the years technologically, socially and operationally to meet the needs and expectations of each new generation of students. The pressures anticipated for the students of 2026 require a nimble and proactive approach to success.

MSU must continue to invest in the MSU Union to maintain its history and rich traditions. There will undoubtedly be changes coming to MSU in the future and the impact of those changes cannot yet be fully understood. However, being proactive about these recommendations is a step toward being prepared.

Key Activities

The following actions are needed to maintain the Union's mission at MSU. These actions recognize the continuing funding challenges facing the Union and are therefore categorized into near-term initiatives requiring little or no funding and long-term initiatives that carry substantial costs.

Near-term key activities (requiring no extra expenditures):

- » Programs and facilities located in the MSU Union should directly impact and involve students
- » MSU Union management need influence and control over what uses are in the building
- » Develop and adopt a collaborate leadership model among MSU Union occupants that focuses on improving the student experience and student success
- » The MSU Union director's role should include bringing the various occupants together to maintain a unified vision
- » Create a marketing plan that embraces the Spartan brand throughout the building incorporating it into refresh and renovation approaches (every future Spartan starts their tour at the MSU Union)
- » Maximize study space with 24/7 opportunities, when demand exists, supporting it with extra expenditures for staff and resources
- » Expand food choices and affordable options for student groups renting spaces in the MSU Union

Long-term key activities (requiring additional expenditures):

- » Improve the north entrance to create visibility with an open, welcoming and inviting feel
- » Simplify late-night entry and improve aesthetics
- » Develop a comprehensive food strategy with a vision that is nimble and responsive to changing market demands
- » Repurpose Spartan Lanes
- » Address basement accessibility issues
- » Complete Ballroom Phase 2 refresh





AUXILIARY ENTERPRISES

Auxiliary Enterprises emerged at a time when MSU was undergoing rapid expansion and enterprise development. Both medical schools were expanding to locations 80 miles two directions from campus. University real estate and landholdings were growing by both acquisitions and gifts. Donors and business leaders increasingly encouraged the institution to harvest its capacity as an economic engine. Concurrently, the horizon for MSU's position in the Association of American Universities was threatened, creating renewed focus on research growth.

Within this context came recognition by university leaders that innovative programs at the unit level were emerging, yet distance from campus created a new set of obstacles. The challenges spanned a myriad of issues from financing new facilities to tax incentives, strategic land acquisition, building maintenance and operations, philanthropic and government relationships to safety, security, parking and technology.

Increasingly, the assistant vice president of Residential and Hospitality Services (RHS) was called upon to provide a bridge between the processes and decision making at the institutional level as well as the strategic drivers at the unit level. This relationship was formally established in 2012 as Auxiliary Enterprises and Vennie Gore was named vice president of the unit. The charge for this unit is to advance the university mission in its broadest context, harnessing expertise and nontraditional vehicles of financing to assist colleges and academic units to achieve their goals.

The Vice President for Auxiliary Enterprises (VPAE) position is responsible for all its previous units plus joint appointments of University Licensing, Land Management and the MSU Surplus Store. University Licensing jointly reports to both VPAE and the Vice President for Marketing, Public Relations and Digital Strategy. Land Management reports to VPAE for real estate property development projects and related issues including Private-Public Partnership (P3). Finally, MSU Surplus Store reports jointly to VPAE and the Vice President for Strategic Infrastructure Planning and Facilities.

Activities include working with various local, regional and state economic development officials, the MSU Foundation, and private firms

that wish to conduct business with the institution. These activities serve the university's strategic mission of enriching economic, community and family life.

Completed Projects

- Michigan State University Grand Rapids Research Center: This project expands the university's ability to deliver NIH-funded research in Grand Rapids with a partnership with the MSU College of Human Medicine.
- Received \$28.8 million tax increment financing (TIF) from the Michigan Strategic Fund to help fund a parking deck on the site of the Grand Rapids Research Center.
- West Michigan Research and Innovation Park in Grand Rapids: This is a Private-Public Partnership in Grand Rapids where Health Innovation Partners (a real estate development joint venture between MB Real Estate, Walsh Construction/Wash Investors and Rockford Construction) signed a long-term ground lease to develop the 2.75 acres around the MSU Grand Rapids Research Center.
- 1855 Place: This is a mixed-use development including student housing for single students and student families, retail, event parking and office space on campus at Harrison Road and Kalamazoo Street.
- East Lansing Downtown study: This was a project to explore a P3 Joint Venture development in downtown East Lansing across from the historic entrance to campus. The project included mixed use retail, office and housing. The project was not pursued.
- Redevelopment of Spartan Village master plan completed. This will transform the site from former family housing to a mixed-use multigenerational development. The master plan offers a vibrant vision for academic industrial partnerships.
- Completed the Master Plan for the redevelopment of Spartan Village transforming the site from former family housing to a mixed-used multigenerational development. The master plan offers a vibrant vision for academic industrial partnerships.

Redevelopment of Spartan Village as the Crescent Road Project

Auxiliary Enterprises began work in 2014 to explore the transformation of Spartan Village into a vibrant mixed-use complex that advances the institution's academic and research programs, instills an intergenerational vitality, and stimulates regional economic growth. This became known as the Crescent Road Project, named for the primary artery in the complex and in line with the 2020 Campus Master Plan. It offers a vibrant vision between the academe and place-making, developing a community that contributes learning, discovery, charitable, civic and economic gains to strengthen the mid-Michigan region.

Originally built in the 1950s, Spartan Village was once an acclaimed residence for Michigan State University graduate students and their families. The 140-acre complex is reminiscent of the time, dotted with functional two-story buildings with exterior stairs and passageways. Tree-lined streets provided a pastoral ambience reminiscent of a home away from home.



Existing Spartan Village Site

Today, Spartan Village shows its age and a majority of buildings have been decommissioned and demolished. The remaining facilities demand constant care, upkeep and investment to remain viable. Facing competition to attract and retain talent to MSU and the Lansing region, an isolated and insular housing development is no longer palatable.

Over the last several years, MSU has embarked on two key endeavors: the Global Impact Initiative and the McLaren Health System complex adjacent to campus. The success of both centers around talent and expertise. The ability to attract and retain talent is, to a large degree, influenced by the proximal living and working ecosystem.

The Crescent Road Project exists to advance the institution's mission. Fundamentally, this project is differentiated from a traditional real estate development by its ability to leverage a resource such as land into something much larger with tangible impact to the institutional mission. It brings learning to a multigenerational community in novel surroundings, engaging its residents on both ends of the learning-expertise spectrum. The adaptation of practical learning to emerging



Proposed Crescent Road Site Plan

insights in health, mobility and other challenges associated with a multigenerational population are fundamental to the university's pioneer heritage as a land grant institution.

Elements of the Crescent Road Project

Intended as a multigenerational community with a variety of uses beyond housing, the plan is anchored by three major concepts:

- Housing designed for Visiting Scholars/University-based Life Plan Community and affordable multifamily homes targeted to graduate students and young professionals.
- Place making at Spartan Square: encompasses retail offerings, offices, recreation and gathering spaces to create vitality, identity and a sense of destination.
- Innovation at Discovery Square: an intentional bridge to the academe, linking research endeavors on campus to the innovation pipeline.

Key Activities

- » Auxiliary Enterprises will complete an implementation plan, providing options to the university for development that will finalize all developer costs.
- » Economic impact study for the project that examines its effects on the university and Mid-Michigan.
- » Attract locally and nationally based developers and venture capital firms to the project. Preferred method for development is a Public-Private Partnership.
- » Final MSU Board of Trustee and Administration approval of Crescent Road with recommendation for implementation.
- » Continue to explore opportunities for MSU-owned property in downtown Grand Rapids.
- » Explore and expand university sponsorship and partnership opportunities within the MSU Licensing Office.
- » Continue to work with academic units to integrate and innovate practices and programs, including New Student Orientation and Dean of Students Office.





TALENT MANAGEMENT

At its core, talent management is the process of attracting, developing and retaining team members. As the Division of RHS looks toward the future and evaluates its organizational human capital, it was determined there was a need to create a strategic framework to recruit, cultivate and ultimately retain high-performing employees.

To understand probable upcoming RHS employee turnover, the first step is to identify anticipated retirements in the next five years. Currently, from a total of 128 team members (in APA and APSA classifications grade level 12 and above), 82 (64 percent) individuals are currently eligible or will be eligible to retire in the next five years.

As a result, a talent management project was developed to ensure minimal disruption of services as employees retire. RHS talent management is a strategic approach to developing a talent pool with numerous qualified candidates throughout the division to fill team member vacancies as they arise.

The project recommendation was refined by a team of representatives from across RHS units. The team engaged in the following actions in developing the proposal:

- Creation of values and principles reviewed and approved by the Vice President for Auxiliary Enterprises
- Research and needs assessment through focus groups with RHS team members
- Literature review of best practices regarding talent management
- Testing of a concept to assign numeric value to competencies linked to positions, people and professional development opportunities
- Submission of project statement of work, plan and schedule
- Development of in-scope solution components
- Preparation of vendor assessment tool

Talent Management Values and Principles

In keeping with the vision and mission of RHS, the talent management project team created values that directly relate to the existing values of RHS.

PURPOSE

Social Responsibility

- RHS value: We will care about and actively work to address social issues, such as employment, environment and the human condition, that will define this world's future.
- Talent Management value: As we develop team members for the future of the division, we will be mindful of the impact RHS has on both the MSU and Greater Lansing communities.

PRACTICE

Fiscal Responsibility

- RHS value: Smart decisions for future success, based on quality information and our values, will guide the actions of our entire organization.
- Talent Management value: Recruiting and retaining effective team members, along with their continued growth and development in the division, will enhance our bottom line.

PEOPLE

Spirit of Partnership

- RHS value: Within our division and in the university community, we commit to a spirit of collaboration and inclusiveness where all perspectives, beliefs and experiences are valued.
- Talent Management value: RHS team members will understand the importance of partnering with colleagues, stakeholders, faculty and students.

Teamwork and Inclusion

- RHS value: We will succeed individually only when we are passionate about prospering as a diverse and inclusive team that is committed to equity.
- Talent Management value: Our talent management efforts will include all team members.

Staff Development

- RHS value: We will be an organization dedicated to continuous learning and the development of team members. We will provide and support quality, accessible, and inclusive learning opportunities and encourage all team members to take advantage of them.

- Talent Management value: Talent management will focus on team member growth and preparation for the future of RHS.

Effective Communication

- RHS value: We will strive for organizational clarity through civil, honest, open, accurate and timely two-way communication.
- Talent Management value: Talent management will be a transparent process where individuals understand how and why decisions are made.

Establishing a Talent Management Program

The key to establishing an effective talent management program is developing components of measurable and observable behaviors to be used in defining positions and assessing RHS team members



talent. Through focus groups, research, assessment and discussion, the project team established five key components:

- Position description
- Supervisor competency assessment
- Personal profile
- Professional development opportunities
- Professional development plan

Through the implementation of these components and adhering to its values, the division takes an active, strategic role in its future by cultivating a team prepared to step into future roles and sustain the high standards of integrity and customer service provided by RHS.

Key Activities

- » RHS Human Resources will continue to improve and revise recruitment strategies to hire the best staff.
- » Team members will be encouraged to participate in structure development activities and programs. Lifelong learning is a principle that is encouraged and supported.
- » Tools will be developed to support both team members and supervisors to be successful.



TECHNOLOGY

The 2008 Strategic Plan identified that technology should not be viewed only as a service but as a strategy in delivery excellent outcomes. In the 2013 Plan Update, technology was identified as a pervasive, essential resource across the division. Since the 2013 Strategic Plan Update, RHS Information Services (IS) has accomplished much to be proud of and boasts a 7.6 percent increase in overall customer satisfaction.

Many improvements have contributed to this increase in satisfaction including new full-time and student intern positions to manage workflow more efficiently, creation of a Strategic Integration Group and Project Management Office that has resulted in over \$400,000 in cost savings, upgraded operational software such as RMS, Transact, iLiveOn, Symphony and Opera, and the implementation of business analytics and business intelligence capabilities with RHS Cognos, IBM's Watson Analytics and Watson Social Media platforms.

IS has also integrated a Five-year Review process and yearly assessment into its master planning, establishing numerous committees to collaboratively oversee technology and process efforts.

Operationally, IS has added the RHS Information Security Office and a Desktop Technician Manager and developed the RHS Enterprise Warehouse creating over 2,000 reports to fill RHS data needs. It has implemented four RHS online stores and has been PCI compliant since 2014.

With this impressive record, at the time of this writing, MSU is adjusting to a period of leadership transition. The interim president has instituted efforts to consolidate IS and MSU IT Services. Because of this, there is uncertainty surrounding the future of RHS Information Services staff assignments, reporting hierarchy and needed investments. For instance, will RHS IS staff continue to prioritize problem-solving, desktop support and software management among its divisional partners or will RHS need to compete for its IT needs with the rest of the university?

Despite these uncertain times, the RHS mission remains constant and IS has a divisional imperative to create a centralized digital nervous system that aligns with programs and services that contribute to persistence, retention and academic success. In the words of the RHS Chief Information Officer in the 2018 Master Plan for Information Services,

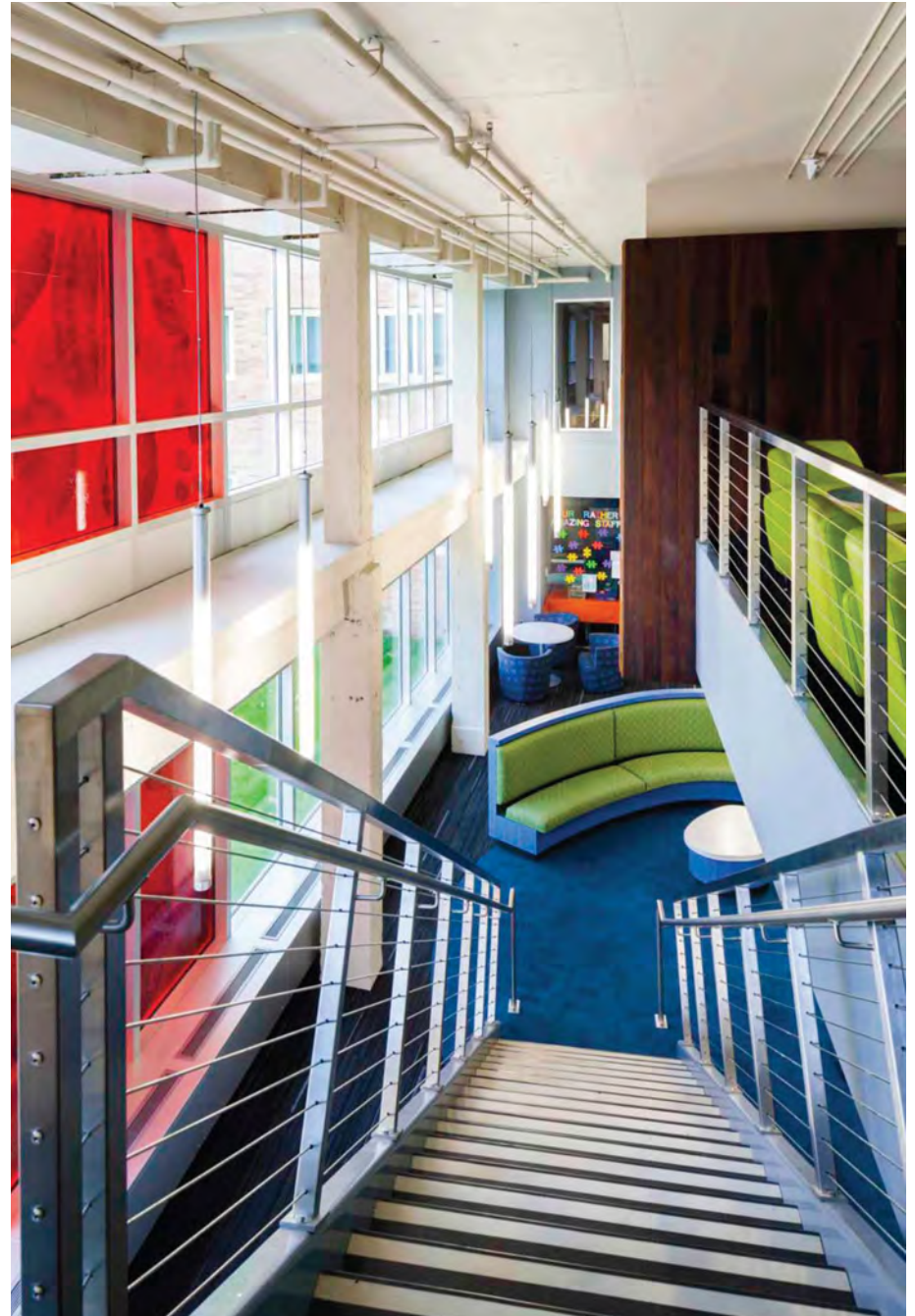
“Through technology, innovation, and quality communication and decision-making, IS will collaborate with RHS partners to advance the mission and vision of the division by evaluating which services are simple commodities and which are strategically important. Services that are strategically significant to advancing the mission and vision must create value and drive innovation.”¹

As RHS prepares for the students of 2026, it recognizes that the codes, laws and policies regarding security and privacy are constantly changing as more and more personal and proprietary information is collected and stored. Social media platforms are also changing as is the technology used to deliver program content for both academics and brand messaging.

¹ Master Plan for Information Services, 2018

Key Activities

- » The digital nervous system is critical to the success of the division's enterprises. Technology application should put the user experience first, which means creating solutions to empower the customer, students and team members.
- » The creation of a supportive work environment allows team members to do their best work and fosters better relationships that lead to financial excellence and positive customer experiences. Thus, IS creates balance and reduces cost associated with staff replacement.
- » IS team members provide sound advice to operational team members. The goal remains that services and products are reliable.
- » Innovation should be on the forefront of all activities. IS team members should take appropriate risks to try new applications and be transparent in divisional projects for both internal and external stakeholders. Solutions must result in outcomes that solve real problems and improve the customer experience. RHS IS strives to reduce friction and create simple and seamless experiences.
- » Business process analysis is essential to continuous improvement. Full integration into the business operation creates an understanding of the needs of the organization and provides insights to solutions. These solutions may lead to process automation, new services and cost reductions.
- » IS should drive productivity and quality through process improvement and enhanced project and program management.
- » IS will enable talent with technology for productivity, agility and customer focus. By meeting partner goals, IS can create better relationships that lead to financial excellence.





DIVISIONAL IMPERATIVES

Overview

To prepare for 2026, various divisional imperatives remain core to RHS as team members continue to deliver outstanding Spartan experiences. As the division evaluates needs for the future student, it is important to rely on consistent and strategic decision making that holds true to its values and operational priorities. These imperatives will drive the success of the division as it looks to execute the established strategic plan.

The divisional imperatives include:

- Campus Safety and Security
- Communications
- Human Resources
- Integrated Practice Organization
- Sustainability

CAMPUS SAFETY AND SECURITY

RHS is committed to providing a physically and psychologically safe and secure environment for MSU's diverse students, guests and team members. This commitment is a continual effort on behalf of each of the RHS units. As times change, the division needs to be nimble enough to adapt policy and utilize best practices to ensure safety and security for everyone.

Institutional Overview

At the institutional level, MSU has seen much movement addressing relationship violence and sexual misconduct (RVSM) on campus. In response to community concerns around the climate of RVSM issues, the interim university president appointed a RVSM Expert's Advisory Work Group to provide counsel on ways to move the university forward. The group made several recommendations, including the creation of a new office, Prevention, Outreach, and Education (POE). This office is primarily responsible for conducting all training related to the RVSM policy for students, faculty, and staff. POE has partnered with REHS to provide training on addressing RVSM issues with students and professional staff.

Additionally, the work group recommended realigning survivor services under the MSU Health Team, which is now coordinating physical and mental health for the entire campus. These survivor services included MSU's Sexual Assault Program, tasked with providing counseling services for students after an assault, and MSU's Safe Place domestic violence shelter. Finally, the work group liaises with institutional committees related to RVSM, including the Sexual Violence Awareness Committee (SVAC) and the Violence Free Communities (VFC) committee. SVAC is a representative group from around campus to discuss the RVSM policy, while VFC is made up primarily of direct service providers discussing programming and climate on campus.

Health and Safety

To ensure the highest levels of physical and psychological safety, security and regulatory compliance, the VPAE has established several areas to serve as a liaison with university partners to manage compliance and enterprise risk management programs including:

The RHS Health and Safety Office which coordinates:

- Occupational Health and Safety
- Emergency Management and Business Continuity
- Environmental Hazard Remediation
- Life Safety and Security Systems inspections, testing and maintenance

Designated direct reports within REHS who coordinate student/resident issues:

- Title IX/Clery Compliance
- Relationship Violence and Sexual Misconduct
- Community support related to residential mental health, diversity, equity and inclusion

Designated direct reports within RHS Human Resources who coordinate employee:

- Relations and Contract Administration
- Relationship Violence and Sexual Misconduct
- Community support related to employee mental health, physical safety, diversity, equity and inclusion

These three centers of authority provide RHS with accountability systems for generating awareness, programming and outreach to maintain and improve the safest environment possible for on-campus residents, guests and team members.

RHS Health and Safety Office

The RHS Health and Safety Office was first established in the mid-1990s to address an increasing number of regulatory requirements and standards being enforced throughout the university. Regulatory partners on campus including MSU Police, MSU Office of Environmental Health and Safety as well as a series of revised regulations from Michigan OSHA (MiOHSA) and the Michigan Department of Environmental Quality (MDEQ) presented the need for a designated function to manage these items for the division. As the university continued to renovate housing facilities throughout the early 2000s, so did inspection and testing requirements for life safety systems. In 2008, nationwide concerns of a possible pandemic influenza led to the addition of emergency management and business continuity

planning responsibilities to the Health and Safety Office. Throughout various organizational changes and critical incidents, the RHS Health and Safety Office has served as a subject matter expert and resource for the division, providing leadership, mitigating risk while maintaining a high level of support and compliance.



Safe at State: A Health and Safety Program

Safety is treated with the highest priority and is identified as a non-negotiable quality standard throughout the division. This high standard of care is reflected in the investment of resources the division has made in occupational health and training. According to the Occupational Health and Safety Administration (OSHA) employers who operate health and safety programs enjoy the following benefits:

- Improvements in product, process, and service quality.
- Better workplace morale.
- Improved recruitment and retention.
- A more favorable image and reputation (among customers, suppliers, and the community).

Developed in the mid 1990s the RHS Health and Safety program “Safe at State” has provided a systematic approach to occupational safety by incorporating the following elements:

- Management leadership: Through the designation and executive leadership level of support for the Health and Safety Coordinator position
- Worker participation: Through the establishment and continued work of an inclusive designated Health and Safety Committee
- Hazard identification and assessment: Beginning in 1995 with a series of initial workplace assessments that are reviewed annually during various division-wide Health and Safety audits
- Hazard prevention and control: Through regular indoor air quality, workplace noise assessments and accident follow-up investigations conducted with the MSU Office of Environmental Health and Safety
- Education and training: All RHS team members are required to take initial and annual health and safety training and specialized training on topics such as blood-borne pathogens and asbestos is coordinated with the MSU Office of Environmental Health and Safety
- Program evaluation and improvement: The RHS Health and Safety Office conducts several annual audits to ensure regulatory compliance at the unit level, while identifying areas for improvement

- Coordination and communication on multi-employer work sites: By supporting MSU infrastructure, planning and facilities for safe construction practices as required by MSU Construction Standards

Emergency Management and Business Continuity Planning

The Division of Residential and Hospitality Services recognizes the MSU Police Department as the university lead for response to all on-campus emergencies. This understanding has fostered a close relationship with MSU Police as a partner both in planning for and managing critical incidents that may threaten life safety and continuity of business operations.

In 2008, RHS conducted a comprehensive review of current plans and established an emergency management planning committee. This group is led by the RHS Health and Safety Coordinator and comprised of members from each RHS business unit as well as a representative from MSU Police. Since its formation, the committee has developed a collection of planning documents to guide emergency response and business continuity activities as follows:

- The RHS emergency response plan, which includes response plans for hazards such as public health threats, public disturbances, active shooter, state-mandated fire drills and severe weather
- Unit level checklists to direct varying coordinated responses for the Residence Education and Housing Services, Culinary Services and Spartan Hospitality Group RHS business units
- A business continuity plan and a continuity of operations plan, which are updated and submitted annually to the MSU executive vice president and MSU Police

In addition to planning, the Federal Emergency Management Administration (FEMA) also recommends that organizations train and exercise as part of the preparedness cycle. Training expectations are written into the RHS Emergency Response Plan to ensure team members are provided with the appropriate level of FEMA Incident Command Systems training. Additionally, RHS employs a FEMA certified Incident Command System Instructor who coordinates

ongoing training with MSU Police throughout each fiscal year. RHS also participates and provides representatives to serve on planning teams for annual emergency response exercises conducted by MSU Police including:

- Pandemic Tabletop 9/12/18
- Fire / HazMat Full Scale Exercise 8/8/17
- MSU Family Assistance Center Drill 5/19/16
- MSU 2 Point Evacuation Drill 8/7/15

This comprehensive planning and training program has served the division well throughout various critical incidents, most notably:

- MSU Board of Trustee forum to discuss Larry Nassar sex abuse scandal 2/1/18
- Red Cedar Flooding Event 2/22/18
- Controversial White Nationalist speaker at MSU Ag Pavilion 3/5/18

By interacting and communicating well with MSU Police operations before and during these events, RHS was able to maintain a high level of life safety, property protection, cultural awareness and incident stabilization.

Environmental Hazard Remediation

RHS operates one of the largest housing systems in the United States with an annual on-campus population of 17,000 and manages over 8,000,000 square feet of property for the university with a facility construction history dating back to the 1940s. This mix of old and new residential occupancy construction has been well maintained over the years, however unplanned events such as water intrusion, mold growth and other building damage can produce health hazards related to environmental issues such as asbestos, lead and mold contamination. Aging infrastructure has also presented a unique challenge of occasional plumbing failure which can present health concerns from bacterial contamination due to Category 3, or grossly unsanitary water.

Fortunately, the MSU University Physician's Office, MSU Office of Risk Management, MSU Environmental Health and Safety, and MSU Infrastructure Planning and Facilities offer credentialed professionals to address and resolve critical facility environmental health hazards when they arise. Additionally, RHS Health and Safety has established unit-level response protocols throughout RHS to ensure potential hazards are identified and corrected as soon as possible when discovered. RHS Health and Safety also employs two team members with ANSI accredited Water Restoration Technician certifications issued by the Institute of Inspection Cleaning and Restoration Certification (IICRC).

During the period between 2013 and 2018 there were a total of 161 water- or mold-related incidents within RHS-managed facilities with a repair cost totaling \$113,000. While some incidents were due to aging infrastructure such as deteriorating plumbing, others were from occupant activity or weather-related water seeping into building spaces. RHS has a high level of surveillance within its spaces. Trained maintenance and facilities managers have led to the prompt discovery and mitigation of many water incidents that would have been costlier to correct if not addressed earlier.

Due to the potential health risks associated with exposure to unsanitary water and mold, MSU has developed protocols for evaluating and managing water-related incidents under the direction of the university physician, the MSU Environmental Health and Safety Office and MSU Infrastructure Planning and Facilities. Due to the large number of facilities managed by the division, RHS also has multiple levels for reporting and managing water related incidents in support of these university procedures.

Life Safety and Security Systems Inspections, Testing and Maintenance

The renovations of on-campus living spaces included updating housing and food service facilities as well as updating life safety and security systems to meet current fire code.

Many of MSU's residential spaces were constructed prior to the development of local, state and federal building codes requiring life safety features such as automatic sprinklers. While all residential spaces have some level of fire alarm system such as residential smoke detectors and sprinklers, RHS continues to update these facilities to the

current fire code during ongoing renovations. The current Long-range Asset Pplan for RHS has remaining residence halls spaces scheduled to be updated by the year 2030.

In 2006, MSU Police issued a set of installation standards to assist university business units in identifying areas requiring the application of electronic access technology. This included requirements for high security areas such as living spaces, cash-handling areas and sensitive records/data storage. Between 2008 and 2015, RHS invested over \$4 million to equip all residence hall spaces with interior and exterior electronic access. Non-resident hall spaces were also addressed as part of ongoing renovation projects with the last building, the Kellogg Center, to be completed in summer 2019.

Additionally, in 2009, RHS identified the opportunity to discontinue individual resident phone line charges based on declining use and increase in cellular communications by residents and guests. This led to the need to provide emergency phones throughout the housing system to ensure residents could contact 911 when cell service was not available. To resolve this, RHS invested \$2 million dollars to install Green Light emergency phones between 2010 and 2011. The phones also provide MSU Police with the capability to send mass notification calls to all residence halls on the system adding an additional layer of emergency communications.

As the number of RHS facilities equipped with modern life safety and security systems has increased, so has the inspection and testing requirements required under the State of Michigan fire code. To meet these regulatory requirements, the RHS Health and Safety Office has established and manages an extensive inspection testing and maintenance program for RHS life safety systems that includes:

- Coordination and record keeping of required monthly and annual system inspections and testing
- Managing repair projects related to RHS life safety and security systems
- Serving as a center subject matter expertise for RHS Life Safety and Security strategic planning and projects

This central point of coordination provides a high level of accountability to ensure various required inspections occur while effectively addressing any deficiencies.

RESIDENCE EDUCATION AND HOUSING SERVICES (REHS)

Residence Education and Housing Services (REHS) prioritizes the proactive physical and psychological safety of the on-campus community and works to support students and staff in crisis, stress and distress. This is seen in every unit of the department, working to ensure safety for all. The following are some examples of how REHS prioritizes physical and psychological safety (specifically pertaining to relationship violence and sexual misconduct - RVSM) in their work.

REHS centers its safety practices on the three fundamental principles of: recognize, respond, and report. Additionally, REHS has a strong co-curricular program proactively and reactively educating residents within the community.

Recognize

To prepare staff to recognize safety issues, all REHS team members are mandated to participate in extensive and thorough trauma-informed training focused on the many crises students experience. The most prominent training is around incidents of mental health, discrimination, harassment, relationship violence and sexual misconduct.

Respond

As over 400 live-in REHS team members serve in 24/7, 365-day on-call rotations, many resources and partnerships are developed in assisting and responding to safety concerns. REHS serves on a wide variety of university-wide meetings, task forces, and committees with campus partners, some of which include: Title IX Coordinated Response Team, Bias Coordinated Response Team, Behavioral Intervention Team, Behavioral Threat Assessment Team, Sexual Violence Advisory Council, Relationship Violence and Sexual Misconduct Policy Review Team, Alcohol and Other Drugs Committee, and the Clery Compliance Committee. Additionally, REHS maintains close partnerships with many offices including: Office for Civil Rights and Title IX Education and Compliance, MSU Police, Office of Student Life, Student Conduct and Conflict Resolution, Office of the General Counsel, Counseling and Psychological Services, Office for International Students and Scholars, MSU Athletics, Resource Center for Persons with Disabilities, Student

Affairs and Services, Associate Provosts for Undergraduate Education and the Graduate School, among others.

REHS is seen as a role model of response across campus. Many campus partners seek the advice of REHS and look to the department as an example of best practice within the university. Robust response includes student support, policy enforcement, and interim actions to protect the community. Interim actions may range from conflict resolution to removal of students from housing or staff from their role pending formal investigations to alleviate potential risk to the safety of others.





Reporting

REHS has several mechanisms to ensure compliance with reporting and has strong policies for staff that exceed the university's requirements, with the intention of creating safe environments for the community. Reporting is tracked through the Advocate system and REHS also complies to and reports all federal requirements. For example, REHS tracks all in-hall incidents to report for the Drug Free Schools and Community Act as well as the Clery Act. REHS additionally enforces appropriate accountability for policy-violating behavior (for both students and staff). When a student is alleged of a policy violation, REHS staff will hold the student accountable through the robust in-hall conduct system (referring to university offices as appropriate). These actions are completed swiftly and REHS has consistently worked to reduce any error of the process through continual IPO studies.

Co-Curricular Model

REHS fully launched its residential co-curricular model entitled the Residential Learning Model (RLM) in the fall of 2017. REHS believes students' on-campus living experience plays a crucial role in their overall success at MSU. The RLM was created with the goal of aiding resident assistants (RAs) in strategically facilitating learning and growth to their students, ultimately contributing to the students' overall Spartan experience. The goal and outcomes of the RLM are encompassed by the belief that because of living and learning on campus at MSU, students will become leaders who positively impact the world. In developing practices focused on this belief, the RLM incorporates concepts from the RHS mission, university guiding documents, and foundational research in the field of Student Affairs. The RLM adheres to the learning goals of Individual Development, Community Development, and Inclusive Living and Learning. Each of these goals contain three learning outcomes comprising multiple levels of proficiency for students to work through. RAs work with community directors and hall team members to create monthly learning plans that meet the specific needs of each RA and their community. Specifically, there are multiple learning outcomes geared to the area of safety and RVSM. These include strategies for wellness, modeling a positive community, employing strategies for healthy relationships, recognizing systems of oppression, intervening appropriately in instances of bias, and creating positive social change.

Continual Improvement

In the spring semester of 2018, REHS convened a cross-functional task force to examine RVSM prevention and response in the residence halls. This task force was fast-moving and was comprised of representatives from: residential students, REHS staff, resident assistants, the Residence Halls Association (RHA), Culinary Services, and the Neighborhood Student Success Collaborative. The task force used the Center for Disease Control and Prevention's guide from 2016 regarding Sexual Violence Prevention on College Campuses. The task force's recommendations are in four areas: social norming prevention, teaching skills to prevent violence, provide opportunities to empower and create protective environments. Fourteen (14) of 24 total recommendations were accepted and include:

- Provide bystander education in staff training
- Support and promote RHA workshops that in partnership with POE (Prevention, Outreach and Education wing of the Office for Civil Rights and Title IX Education and Compliance)
- Increase educational initiatives surrounding RVSM response and prevention
- Renew the charge of the task force and continue meeting



REHS will continue to address the recommendations throughout the Residential Learning Model for education of the on-campus residents and training/communication strategies for internal and external partners.

Looking Forward

With the ever-growing and changing needs of students, RHS aspires to continuously adapt to maintain its position as a leader at MSU when it comes to safety protocol and response. To ensure consistent protocols, RHS commits to developing consistent employee resources and response protocols. Additionally, RHS will implement mechanisms to better track and identify individuals exhibiting repeat behaviors to ensure protocols are consistently implemented.

Ideally, RHS Human Resources (HR) would like to develop a designated unit that provides training and initiatives on topics of diversity, equity and inclusion, discrimination and relationship violence/sexual misconduct. Although a unit may not be feasible in the foreseeable future, HR believes having team members designated and educated in this role will help connect and align RHS efforts directly to MSU goals as well as maintain a consistent, culturally competent and aware, trauma-informed response. This aspirational unit would be independent and report to the VP AE to ensure a one-stop resource for confidential record keeping, be a primary liaison to the university and community partners and coordinate all education and outreach efforts. Whether such a unit can exist, HR is committed to proactively supporting student and staff education by having a group of representatives from across the division to address needs in the on-campus community. To continue being poised as leaders at MSU in RVSM education and response, HR proposes RHS have a representative on the Violence-Free Communities Committee. RHS is committed to increase support for students as the acuity of mental health concerns continues to rise by increasing the training staff receives regarding mental health support and response.



COMMUNICATIONS

Overview

Effective communication has the power to bring people together around an idea, a movement or a cause. Conversely, ineffective communication can leave people confused, frustrated and alienated.

RHS values say “strive for organizational clarity through civil, honest, open, accurate and timely two-way communication.”

How can RHS move further into the digital space without leaving behind an analog workforce? How will RHS communicate with 18-24 year olds and their parents? How will RHS reach the right people at the right time with a compelling message? Solving these issues with strategy will be the challenge over the next 10 years.

Brand Alignment

MSU has recently gone through a communications audit, with the resulting report demonstrating the wide variety of messaging happening across the university and a need to make sure it is aligned with the Spartan brand. RHS is no different. Work is being accomplished in a myriad of ways—through Creative Services, by brand managers themselves, by students reporting to brand managers or even in the units themselves. The quality of the work varies greatly among each of the groups. There is a need to work more closely together and develop mechanisms that support the work happening in other areas, because while demand continues to grow, supply has remained fairly constant. The university will be more closely collaborating with the RHS strategic planning team, so RHS will need to make sure its divisional standards are aligned with the MSU brand. Consistency and quality will be essential, both of which take planning and staffing power.

Social and Digital Media

Since the 2013 RHS Strategic Plan, the division has jumped into social media with both feet. Currently, the division has 68 social media accounts and over 90,000 followers. RHS Communications has formed two groups to help effectively utilize social media: the RHS Social Media Committee, a high-level team that oversees policies, training and strategy and the RHS Social Media Managers, a broad group of team members who use social media in their daily work. This team shares best practices, tips

and tricks alongside platform changes and upcoming campaigns. This increased coordination has given the division peace of mind that this powerful tool is being well-used while enhancing collaboration across units.

In 2013, Facebook was the thousand-pound gorilla. Today, while it is still commonly used, the main target audience has shifted their usage to Instagram, SnapChat and other smaller, more personal media sites. RHS Communications’ strategy has been to remain nimble, following the target audiences where feasible and to only use a platform if it can be done well.

With the need to continue to engage social media in a meaningful way each day with compelling, on-brand graphics, photography and video content, demand has outstripped supply. Social media platforms reward posts that contain the total spectrum of media. To continue to reach followers, RHS Communications team members will need to continue to provide current and relevant text but also need to be dedicated to the production of high-quality video.

A Focus on Diversity, Equity and Inclusion

Everything RHS Communications does should reflect the diversity, equity and inclusion of the institution. Images must be inclusive, embracing all people, and phrasing must be examined for other meanings or interpretations. It is essential for all RHS Communications team members to be well-versed in these principles to live to MSU’s value of inclusion.

Internal Communications

As one of the largest on-campus employers with a highly diverse team, RHS has a responsibility to reach people where they are with clear, consistent and timely information. RHS is in the process of completing an internal communications audit that has largely confirmed team members who do not work with or at computers have varied knowledge of RHS communications vehicles and prefer printed pieces to online publications. At the same time, the highly cyclical nature of RHS’ work can become repetitive for team members at desks. Reaching them with more ‘bite-sized’ communication will be increasingly important as reading habits change.

DIFFERENT
TOGETHER.

WHO WILL BUILD INCLUSIVE COMMUNITIES? #SPARTANSWILL.



MANY
VOICES ONE
WILL.



WHO WILL BUILD INCLUSIVE COMMUNITIES? #SPARTANSWILL.

HUMAN RESOURCES

Overview

The Human Resources Department (RHS HR) is an administrative support unit for the Division of Residential and Hospitality Services (RHS) at MSU. RHS HR is comprised of 19 regular team members, who will be referred to as the “core HR group” and organized into three teams: Employee and Labor Relations, Staffing Services, and Training and Development. Individual team members from the core HR group supervise 13 unit HR coordinators and two office assistants in the following departments: Residence Education and Housing Services (REHS), Culinary Services (CS), Retail Services (RS), Spartan Hospitality Group (SHG) and RHS HR.

Mission

RHS HR is committed to delivering outstanding service to its team members by fostering a diverse and inclusive environment, serving as a strategic partner, upholding university and divisional policies, and creating and sustaining a culture of growth and development.

Vision

RHS HR aspires to develop a division of team members committed to the RHS principles of People, Purpose and Practice through collaboration with partners on innovative human resources solutions while embracing employee engagement.

Commitment

RHS HR will build a team workforce that is supportive of MSU and RHS strategic initiatives and values while embracing the many diverse functions and the needs of all team members through continuous review of the divisional human resources processes and services.

Key Operation Factors

Continuous organizational improvement led to the creation of new roles within the department. A gap in HR support was identified based on the volume of hiring and onboarding functions occurring within each operational unit. HR coordinators provide support for daily tasks and tactically work with supervisors and managers to meet hiring goals. The MSU classification, Unit Human Resources Coordinator, was utilized to create HR Coordinator roles within three departments: REHS, CS, and SHG. These positions are members of the Administrative Professional Association (APA), grade level 10, and report directly to core HR staff. HR coordinators assist supervisors in each department through recruiting, hiring, training and employee development for student and on-call employees. Further training and development of these roles have been identified as a key factor to success. Another organizational change included centralizing HR services with a move to one location in 1855 Place to improve customer service to the division. The physical move allowed the department to consolidate services and streamline HR functions.

Maintaining continuous movement, HR implemented and adapted various technological advances since the 2013 Plan was completed.

- The Advocate GME system is a database implemented division-wide in March 2018. The system is utilized by supervisors, managers, and HR coordinators to report employment concerns or complaints in a simple easy to use online format. The RHS Employee Relations team receives and investigates the information entered in the system.
- Adaptation of MSU’s PageUp Applicant System was quickly learned by RHS team members when MSU HR rolled out the new system campus-wide.



- ElevateU, which is part of the MSU Learning Management System (LMS) utilized to track enrollment and training programs for the division.
- Employment Services implemented an Applicant Tracking System (ATS), PeopleAdmin for student, on-call and temporary team members.
- The Staffing Services team developed data guidelines, as well as created auditing, compliance, and human resources metric reports, to support more data informed decision-making.
- Partnered in the development of an overtime equalization tracking system for RHS supervisors and managers to schedule, record, track and process overtime hours. In collaboration with RHS Payroll, HR is utilizing the software, UltraTime for overtime equalization.
- HR explored the option to utilize the MSU Police notification system for scheduling overtime in the units, particularly CS. The notification system would contact team members to offer available overtime, per the union contracts, and team members could accept or decline. After review, the Tracey Time system was selected instead.
- The HR Talent Management project will make a recommendation for purchasing a talent management tool. This tool will be utilized for succession planning by allowing HR and management to identify team members whose competencies closely match positions. For professional development, this tool will allow team members to see how their competencies match other positions.
- Training and Development team is researching e-learning options to create online training modules for the division. The e-learning softwares, Articulate and Vyond are being used to develop online courses.
- Utilizing Google Business for recruitment purposes. Share open positions to gain exposure and update the university community on recruitment events and division news.

- Identify additional areas for training and development that would be beneficial and provide the appropriate training.
- Develop a plan for outreach to operational units to make one-on-one connections with the frontline team members. The challenge will be the resources to do this.





JUD
HEATHCOTE
HEAD COACH
1976-1996

EARVIN MAIR
JOHNSON
33

GREGORY
KELSER
32

JOHN
GREY
24

WOMEN'S
2005

2010

2009

2005

2001

CHAMPIONS
2000

1999
CHAMPIONS
1979

NCAA
FINAL FOUR
1957

BIG TEN
CHAMPIONS
2000

BIG TEN
CHAMPIONS
2001

BIG TEN
CHAMPIONS
2009



INTEGRATED PRACTICE ORGANIZATION

To understand future trends and the decisions that need to be made to adapt to uncertainty, RHS has embraced the philosophy of the Integrated Practice Organization (IPO). RHS will strive to be a lean, high-performing, systems-thinking culture that delivers excellent goods and services. Perfecting existing approaches and learning new ones that affect the expectations of campus' diverse students, guests, clients and customers is key to delivering outstanding Spartan experiences.

Following the 2013 Strategic Plan Update, RHS created the Lean Performance Unit (LPU). The LPU is charged with implementing the IPO philosophy throughout the division to modernize RHS practices and facilities. This effort inclusively engages staff in production or service operations across the division to develop standard operating procedures and systematized project management skills not only to affect an immediate issue (fixing a problem), but also to achieve new target levels (rapid improvements) and/or create process innovations (radical transformation) as may be required. The LPU developed a five-phase process or "road-map" as illustrated in Figure 1.

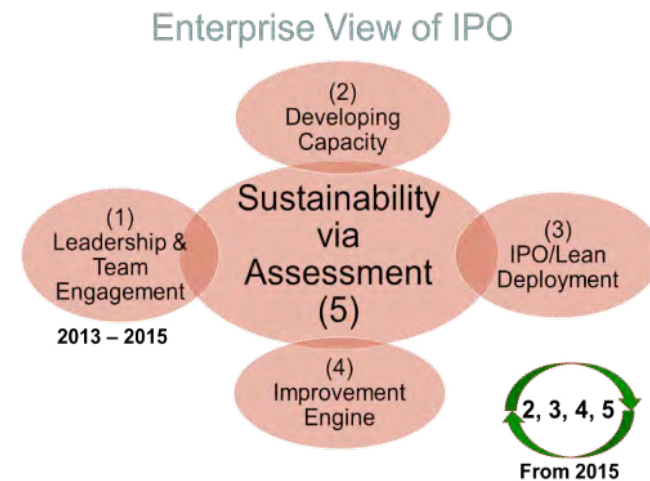


Figure 1: IPO Enterprise Road Map

THE FIVE PHASES

1. IPO Phase 1: Leadership & Team Engagement
 - Going through a “Flywheel Cycle” as depicted in Jim Collins’s *Good To Great* book (*Build Brand; Attract Believers; Build Strengths; Demonstrate Results*). The IPO philosophy, concepts, and methods developed and implemented on a pilot scale.
2. IPO Phase 2: Developing Capacity
 - Using supervised engagements, called IPO Studies, a set of skills that increase the team members’ value to the organization will be achieved (i.e., process improvement through effective, equitable problem-solving routines).
3. IPO Phase 3: IPO/Lean Deployment
 - Leadership embraces the IPO 1st level question (are we doing the right thing(s)?).
 - Leadership embraces the IPO 2nd level question (can we do the right thing(s)?).
 - IPO Studies are launched across the organization and become an expectation.

The scope of the IPO Studies addresses the question, “are we doing the right things the first time?” is focused on process Improvement. Figure 2 illustrates the interplay between improvement and innovation.

4. IPO Phase 4: Improvement Engine
 - The IPO philosophy becomes the norm across the organization. It is second nature and unconsciously applied and integrated in all we do.
5. IPO Phase 5: Sustainability via Assessment
 - To sustain efforts throughout any of the phases, measurement cannot be overemphasized. Simply: What gets measured gets done. The caution is to be careful that we measure only what we value (process indicators versus outcome indicators) and avoid falling in love with what we measure (it can change).

As of the date of this report, 34 studies have been conducted since 2013 and RHS has experienced a savings of \$550,000 through improved operational efficiency.



SUSTAINABILITY

As the premier land-grant university, MSU has sustainability built into its roots of environmental stewardship. MSU is a leader among its peers in many aspects of sustainability, and shows integrity in the four C's: campus, community, curriculum and culture. The university has made dramatic progress in reducing its carbon footprint and by implementing many strategies. As a research university, MSU's contributions toward a sustainable future are unique and vital. Campus prepare students with sustainability knowledge and experience for impactful careers and lives. It fuels research breakthroughs and solutions that solve complex sustainability challenges modeling sustainable best practices on campus that drive efficiency and excellence.

Key Accomplishments

- » Energy Conservation Strategies: Electricity, Greenhouse Gases, Steam, Emissions from Transportation
- » Water Conservation Strategies
- » Food Waste Strategies
- » Connecting Sustainability, Education, and Research
- » Material Diversion
- » Social Responsibility Engagement

Sustainability and Higher Education

Communities worldwide face increasingly complex challenges that impact the environment, economy, and society. Successful sustainability pursues balanced, ethical solutions that are economically viable, environmentally sound, and socially just so current and future generations may thrive.

The environment was the primary focus of Michigan State University's early sustainability efforts. In the development of this strategic plan update, the university community expressed a desire to broaden the scope of sustainability to include economic and social dimensions that

address complex challenges such as human health and well-being, and social justice. Implementing the strategic plan provides opportunities to demonstrate the tradeoffs inherent with making sustainable decisions. With this multidimensional approach, MSU will engage campus and the community in creating a more sustainable future.

Through implementation of the strategic plan, sustainability will be integrated into education, experiences, and research at MSU. Students will be engaged in initiatives that promote leadership and service in sustainability. Campus will model sustainability through efficient, innovative facilities and operations that educate the community and improve quality of life. A culture of sustainability, inclusivity, and well-being will be accelerated on campus and in the community. MSU has consistently achieved a Silver rating in the Sustainability Tracking Assessment and Rating System (STARS) offered through the Association for the Advancement of Sustainability in Higher Education (AASHE) throughout the past 10 years.

GOALS

ENHANCE STUDENT STEWARDSHIP: Engage students in initiatives that promote leadership and service in sustainability.

EXPAND ACADEMIC REACH: Integrate sustainability into education, experiences, and research and economic development.

OPERATIONS, PLANNING AND PROJECTS DESIGN: Model sustainability through efficient, innovative facilities and operations that educate the campus community and improve the quality of life.

COMMUNITY AND CULTURE: Advance a culture of sustainability, inclusivity, and well-being on campus and in the community.

MARKETING AND COMMUNICATIONS: Raise awareness and sustainability at and beyond MSU.

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