



K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: Division of Student Life

Department: Housing and Dining Services

1. What are your Department’s mission and vision and how does your organization contribute to achieving the University’s and your College’s/Major Unit’s vision for K-State 2025?

The mission of K-State's Housing and Dining Services is to provide students with an affordable, safe and pleasant living environment which supports their ability to succeed at the university.

Vision- K-State Housing and Dining Services will contribute to the value of each student resident’s education by offering high-quality goods, services and programs through a diverse collection of experiences.

2. What are your Department’s key strategic activities and outcomes?

3. Identify [in brackets] which of your Department’s strategic outcomes are directly linked to your College’s/Major Unit’s outcomes. (If your Department or similar unit is not in a College or Major Unit, skip this question.)

Key Activities	Short Term (2013 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
<i>What we plan to do...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>
Theme 1 – Research, Scholarly and Creative Activities, and Discovery) 1) Enhance visibility of scholarly and creative activities with Colleges and Departments, T1-1	Develop partnerships with Colleges of Business, Architecture, Human Ecology, Animal Sciences & Engineering [SL:I-D, 1]	Provide Students with practical field experiences [SL:I-D, 1]	Maintain practical field experience site opportunities for undergraduates. [SL:I-D, 1]
Theme 2 – Student Experience) 1) Assess the departments impact beyond basic needs with a focus on special areas (i.e. special needs/ability, ethnicity, dietary needs) T2-6, T2-7	Develop and maintain partnerships within and outside of K-State (i.e. CAT Communities, etc.) to foster partnerships and connections across campus. [SL:I-C, 2a]	Assess partnerships within and outside of K-State. 50% of partnerships will have established actions plans. [SL:I-C, 2a]	Provide the opportunity for students from colleges the platform to conduct undergraduate research projects [SL:I-D, 1]
2) Create new and utilize existing assessment tools to track services and successes or shortfalls for services T2-2, T2-4, T2-7	Assess usage of current academic success initiatives/tools (MAP Works, Academic Stars, Tutors, EBI and identify areas for improvement. [SL:I-B, 7a]	Implement 50% of recommendations for improvement. [SL:I-B, 7a]	Assess partnerships within and outside of K-State. 100% of partnerships will have established actions plans. [SL:I-C, 2a]
			Full implementation of all recommendations for improvement. [SL:I-B, 7a]

Theme 5)			
1) Provide professional development, training and leadership opportunities for staff T5-7	10% Professional Certification of Functional Areas [SL:IV-A, 1]	20% Professional Certification of Functional Areas [SL:IV-A, 1]	30% Professional Certification of Functional Areas [SL:IV-A, 1]
2) Create avenues for interdepartmental communication and employee care. T5-7	Establish baseline competencies for positions at all levels [SL:IV-A, 1] 55% readership of Electronic Staff Newsletter [SL:IV-A, 1]	Develop course of action for each position [SL:IV-A, 1] 65% readership of electronic staff newsletter [SL:IV-A, 1]	50% of employees have active action plans in progress [SL:IV-A, 1] 75% readership of electronic staff newsletter [SL:IV-A, 1]
3) Develop organizational chart and identify staffing needs based on student to staff ration T5 –3	Create Marriage and Family intern position for employee care [SL:IV-A, 1]	Intern will develop 3 employee training sessions per year [SL:IV-A, 1]	Intern will develop 5 employee training sessions per year [SL:IV-A, 1]
Theme 6)	Assess current ratios against best practices and developing plan for obtainment. [SL:IV-A, 1]	Completion of 50% of optimal ratios [SL:IV-A, 1]	Completion of 100% of optimal ratios [SL:IV-A, 1]
1) Ensure comprehensive budget awareness throughout the HDS organization T6-A			
2) Provide a variety of quality and affordable student housing within the community to meet a broad spectrum of student needs. T6-I	Implement a new financial ERP and train staff in strong fundamental concepts of budget and accounting procedures [SL:IV-A, 1] Report departmental master plans to campus and community [SL:IV-B, 1]	Implement culture of strategic budgeting and planning as the next evolution of financial management [SL:IV-A, 1] Bring new facilities online [SL:IV-B, 1]	Review system to ensure it is delivering leading edge support and feedback. [SL:IV-A, 1] Refresh master plan to optimize future building needs [SL:IV-B, 1]
3) Track projects and inventory and plan for equipment depreciation and replacement T6-2	Evaluate current space usage and provide quality interior and exterior environments that meet student and staff needs. [SL:IV-B, 1]	As new facilities come online, adjust resident distribution to allow renovation of existing space with minimal resident displacement [SL:IV-B, 1]	Prepare for additional new and renovated living and administrative facilities according to updated plans and demand-infused needs [SL:IV-B, 1]
4) Infuse Sustainability into organizational culture CE-7			
5) Improve services to patrons through enhancement of online services T6-4	Develop comprehensive capital improvement plan with sufficient funding to enact goals [SL:IV-B, 3]	Implement capital improvement plan with earmarked funds for equipment replacement according to industry norms as well as projects that emphasize both collaborative and experiential learning spaces as well as social interaction [SL:IV-B, 1]	Measure and compare HDS facilities against Top 50 peer institutions to ensure facilities and services attain and retain ‘signature’ status through entry in regular and constant national competition [SL:IV-B, 1]

	<p>Have 50% participation in “Greening Your Workplace” [SL:IV-B, 3]</p> <p>Reduce Styrofoam usage by 20% [SL:IV-B, 3]</p> <p>Perform business process analysis to determine optimal platforms [SL:IV-B, 3]</p>	<p>Departmental sustainability committee will formulate a strategic plan for sustainability [SL:IV-B, 1]</p> <p>Reduce Styrofoam usage by additional 20% [SL:IV-B, 1]</p> <p>Implement chosen platforms [SL:IV-B, 1]</p>	<p>90% of all non-sustainable products will be recyclable/reusable [SL:IV-B, 1]</p> <p>Enhance chosen platforms and add functionality [SL:IV-B, 1]</p>
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4a. What resources and/or opportunities exist for your Department to achieve its vision and outcomes?

Our department has a strong history and culture of working with students to determine the proper rates for both the residence halls and apartments, maintaining a quality inventory of spaces at the proper rate structure. Furthering our retail program will continue to enhance the service level with students while capturing more revenue to further the mission of the department. Partnerships with DCE and other conference providers will be critical in maximizing the infrastructure during our summer months. Professional staff members will investigate, create and sustain the relationship with appropriate colleges and develop the syllabus for the practical field experience in collaboration with the college faculty.

4b. What resources and/or opportunities are needed for your Department to achieve its vision and outcomes?

Collaboration with colleges in determining potential undergraduate research projects and academic initiatives appropriate to the Housing and Dining Services setting. Support from the university community in enacting the goals of the University, Division and Department 2025 Strategic Plan. Financial resources will need to shepherd wisely towards the highest priorities of the 2025 plan.

5. How do you propose to acquire the resources needed for your Department to accomplish its vision and outcomes?

Resources will need to be gained through strategic rate increases as well as efficiencies gained through better utilization of systems and technology. Potential expenditures for research would need to align with the departmental budgeting process

6. How does your plan link to the K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics? (See below)

6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics

Links to Benchmark Metrics
B-6 - Freshman-to-sophomore retention rate B-7 - Six-year graduation rate

Links to Common Elements
CE-2 - Culture CE-5 - Funding CE-7 - Sustainability

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 1 Metrics: T1-1 - # of interdisciplinary research projects, institutes, and centers</p>	<p>T1-B - More clusters/centers of collaborative RSCAD focus</p> <p>T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p>		
<p>T2 - Undergraduate Educational Experience (UEE)</p> <p>Theme 2 Metrics: T2-2 - # and % of undergraduate students completing an experiential learning experience T2-4 - # and % of students participating in an undergraduate student success program T2-6 - % of undergraduate enrollment by demographic group T2-7 - Student satisfaction and utilization rates</p>	<p>T2-B - Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university</p> <p>T2-F - Effective system in place that supports and promotes teaching excellence</p> <p>T2-G - Successful recruitment and retention strategies that address our entire student population</p> <p>T2-H - Improved six-year graduation rates and retention ratios</p>	<p>T2-I - Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence</p> <p>T2-N - Ongoing improvement of six-year graduation rates and retention ratios</p>	<p>T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities</p> <p>T2-R - Six-Year graduation rates comparable to benchmark institutions</p>
<p>T4 - Engagement, Extension, Outreach and Service</p>	<p>T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</p>	<p>T4-H - Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues</p> <p>T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives</p>	<p>T4-N - Nationally recognized as a leader in and model for a re-invented and transformed land -grant university integrating research, education, and engagement</p>

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>T5 - Faculty and Staff</p> <p>Theme 5 Metrics: T5-3 - Competitive compensation packages for faculty and staff T5-7 - % of faculty and staff reporting satisfaction in the work environment</p>	<p>T5-B - Efficient, effective, and integrated university HR processes and services that place employees in the right positions with the right skill sets at the right time</p> <p>T5-D - Effective evaluation processes that result in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the University's mission</p>	<p>T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs</p> <p>T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce</p>	
<p>T6 - Facilities and Infrastructure</p> <p>Theme 6 Metrics: T6-1 - # and % of technology enabled classrooms T6-2 - Total expenditures for physical facilities and infrastructure projects T6-4 - Total funding available to support facilities and infrastructure needs</p>	<p>T6-A - Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation</p> <p>T6-B - Adequate temporary space to house programs and staff impacted by renovations of existing facilities</p> <p>T6-C - Robust and reliable information technology ensuring business continuity and consistent with the achievement of the highest quality levels of support for research, instruction, student services, and administration</p>	<p>T6-D - Adequate office space for all K-State employees equipped to support their work and productivity</p>	<p>T6-I - Well-maintained buildings, utilities, IT infrastructure, and grounds consistent with the expectations and image of a highly ranked land grant research and teaching institution</p> <p>T6-J - An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration</p> <p>T6-K - Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators</p>