



TO: All H&FS Staff

FROM: Vennie Gore, Assistant Vice President for Housing & Food Services

RE: Division of Housing & Food Services *Future State*

One year ago, we embarked upon a strategic planning process to map the future of the Division of Housing & Food Services. The process has been a broadly inclusive one with our consultants and staff engaging in dozens of focus groups, surveys, workshops and staff discussions, as well as many discussions with the campus community.

From the process emerged two central themes that will be our guideposts as we prepare to meet the needs of new generations of Spartans: The First-Year Experience and Integrated Dining. Along with these two themes we will address previously established needs for Virtual (Central) Hospitality Sales throughout the Division, providing customers easy access to the many wonderful services and facilities we have to offer.

In September, the Board of Trustees approved with enthusiasm our Strategic Direction that promises to reinvent the Spartan experience with a transformative world-class model of the residential experience. It is a model that maximally aligns people, academics, facilities and student development.

In order to reinvent the Spartan experience, it will be necessary to realign our Division. On Thursday, October 30<sup>th</sup>, we held a series of town hall meetings with staff to roll out the organizational changes I believe will best position us for success in delivering on our Strategic Direction. The organizational changes being made will be: Goal Centered, Customer Focused, aimed at Transforming the Spartan Experience, and Aligned with University Mission.

A year ago we spent a great deal of time talking about our future. With a solid framework, we are ready to design our *Future State*. I am asking a great deal of staff in this process, some of whom will now step into very new, important and different leadership roles. I thank you all for your fortitude and commitment to this great institution.

This packet includes information shared at Thursday's meetings. Included is information about goals, organizational alignments, transition processes and timelines, and answers to some anticipated questions. It is worth noting that while we have committed to the alignment of the organization, the names attached to some departments may change.

Many of you have played a roll throughout the past year, whether through direct discussions, focus groups, taking a survey or participating in a workshop – and I thank you for your contributions.

The implementation of our Strategic Plan will have broad impacts and it will take Spartan commitment to get it done. I encourage you to review this information and consider how you can help us in Delivering Outstanding Spartan Experiences – in all we do and to all we serve.

## **REALIGNING THE ORGANIZATION**

### **GOAL**

To create and sustain an organization-wide customer service focus that is student/guest-centered, with emphasis on effective and efficient services; to continually seek methods and means of improving service delivery for the 21<sup>st</sup> Century Spartan Experience.

### **Department: Spartan Support Services and University Life**

- Telecommunications and Cable contracts
- Contract Management
- Health and Safety Compliance
- Emergency Management Coordination
- Spartan Linen Services
- MSU Union (facility management, student programming, contract management)
- EBSP Implementation
- Divisional Balanced Scorecard Process

### **GOAL**

To provide an unequalled hospitality experience for the MSU community - at all venues - that emphasizes the guest experience, culinary excellence and supports teaching and public service missions of the University.

### **Department: State Hospitality Services**

- Breslin Student Event Center
- Catering – On and off campus
- Conference Services and Sales
- Kellogg Hotel and Conference Center
- Brook Lodge
- Cowles House
- MSU Tennis Center
- Forest Akers Golf Courses

## **GOAL**

To provide a robust residential experience supporting programs and activities that promote growth and development of students; to provide safe clean and well maintained facilities for students; to promote sustainable practices; to utilize technology to enhance the student experience; to promote responsible behavior and citizenship; to promote fiscal responsibility; to develop and facilitate a community that supports the academic mission of the University

### **Department: Residential Services**

- Assignments
- Apartments
- Residence Halls
- Desk Services
- Custodial Services
- Maintenance Services
- Interior Design
- Capital Project Management
- Environmental Stewardship

## **GOAL**

To provide an outstanding, integrated food experience for the campus community that emphasizes culinary excellence, sustainable food practices, fiscal responsibility, and enhances community development.

### **Department: State Dining Services**

- Residential Dining
- Retail Dining (International Center and Union Food Court)
- Sparty's Cafes and Coffee shops
- Concessions
- Convenience Stores
- Vending
- Food Stores
- MSU Bakers
- Sustainable Food Practices

## Questions About The Shaping Of Housing & Food Services

### **Why this alignment? Why now?**

- These changes are the result of the Strategic Planning process we've been engaged in for over a year. All changes being made address the major strategic planning themes of The First Year Experience, Integrated Dining, as well as Virtual or "centralized" hospitality sales which has been a topic of discussion for many years.
- These changes not only support the Strategic Plan but also the University mission and expectations.

### **Which current H&FS Departments will be affected by alignment changes?**

- All departments will be affected with system and process changes, however, most impacted by changes in reporting structure will be University Housing, Auxiliary Services, Kellogg Hotel & Conference Center, and Construction, Maintenance and Interior Design.

### **Will I be affected?**

- Possibly, dependent upon which position within the Division you hold. The highest level professional positions will be most affected. Some staff will report to different managers with realignment, as well as reporting to a different Department Head.

### **How will front line staff be affected?**

- Front line staff, on average, should see the fewest impacts in regard to their daily work life. Some may be assigned into a different Divisional department than where they currently report.

### **Are these changes a ploy to downsize or privatize?**

- No. These changes, some of which have been discussed at least as possibilities for years, are an effort to best position this Division for long-term success in meeting customer expectations, as well as aligning with the University mission.

### **We've been re-organizing H&FS functionally for almost 5 years. Why isn't that sufficient?**

- Functional alignment was not yet completed. The outcomes of the strategic planning process will guide us in building on current successes, aligning our people, facilities and resources with those of the University for long-term success.

### **Do I have a choice in the matter?**

- Departmental or individual reporting changes will be made with the best interest of the Division in mind and are not optional. Some roles will change and other opportunities could be created. You should talk with your supervisor, manager or Department Head if you have specific questions about impacts and/or options.

**When will this all take place?**

- Transitions are to be completed by August 1, 2009.

**How will transitions be handled?**

- Transition teams will be established in each impacted area. These teams will consist of impacted staff that will be identified as those able to offer the most positive contributions to successful transitions. Goals, outcomes and timelines for transition teams will be clearly outlined.

**Are these dates real and how will these changes be handled differently than in the past?**

- Organizational alignments will be completed by August 1, 2009. Transition teams have clearly defined timelines and expectations for the outcomes necessary to ensure successful transition.

### **The Role of Transition Teams**

Transition teams will play a critical role in moving forward with new alignments. Teams will be led in cooperation by Department Heads and HFS Strategic Plan Implementation Managers. Teams will be comprised of key staff identified as those able to make significant and positive contributions to transition efforts. Transition plans will be completed and in place for August 1, 2009 implementation.

### **Spartan Support Services and University Life Transition Team**

**MISSION** Identify key processes, policies and procedures of Emergency Management, Health and Safety Compliance, EBSP, Sparten Linen and MSU Union to develop and lead an integrated program.

### **State Hospitality Services Transition Team**

**MISSION** Identify key processes, policies and procedures of Breslin Center, Catering, Conference Sales, Kellogg Center, Brook Lodge, Cowles House, Forest Akers Golf Courses and MSU Tennis center to develop and lead an integrated hospitality program.

### **Residential Services Transition Team**

**MISSION** Identify key processes, policies and procedures of Operations, CMID, Assignments, Apartments and University Housing to develop an integrated Residential Services program.

### **State Dining Transition Team**

**MISSION** Identify key processes, policies and procedures of residential dining, retail dining, concessions, food stores, vending and Sparty's to develop and lead an integrated campus dining model.

### **Common Goals and Deliverables**

<b>GOALS</b>	<ul style="list-style-type: none"><li>• Identify key issues for providing quality services for key customers, stakeholders and campus community</li><li>• Complete due diligence (policy and procedures review, meeting structure, expectations [written, unwritten, spoken, unspoken])</li><li>• Identify priority processes that overlap and need review</li><li>• Develop a master calendar and schedule of key processes</li><li>• Serve to provide accurate information to staff</li></ul>
<b>TEAM MEMBERS</b>	TBA
<b>DELIVERABLES</b>	<ul style="list-style-type: none"><li>• Provide leadership group with outline for key issues in priority by December 30, 2008</li><li>• Present master calendar/key processes and staffing patterns to AVP by March 30, 2009</li><li>• Make recommendations for improvement or process initiatives by June 30, 2009</li><li>• Plans in place for implementation August 1, 2009</li></ul>