

# ACUHO-I Strategic Plan

updated June 2010



Association of College & University  
Housing Officers - International  
[www.acuho-i.org](http://www.acuho-i.org)

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# Association of College and University Housing Officers -International

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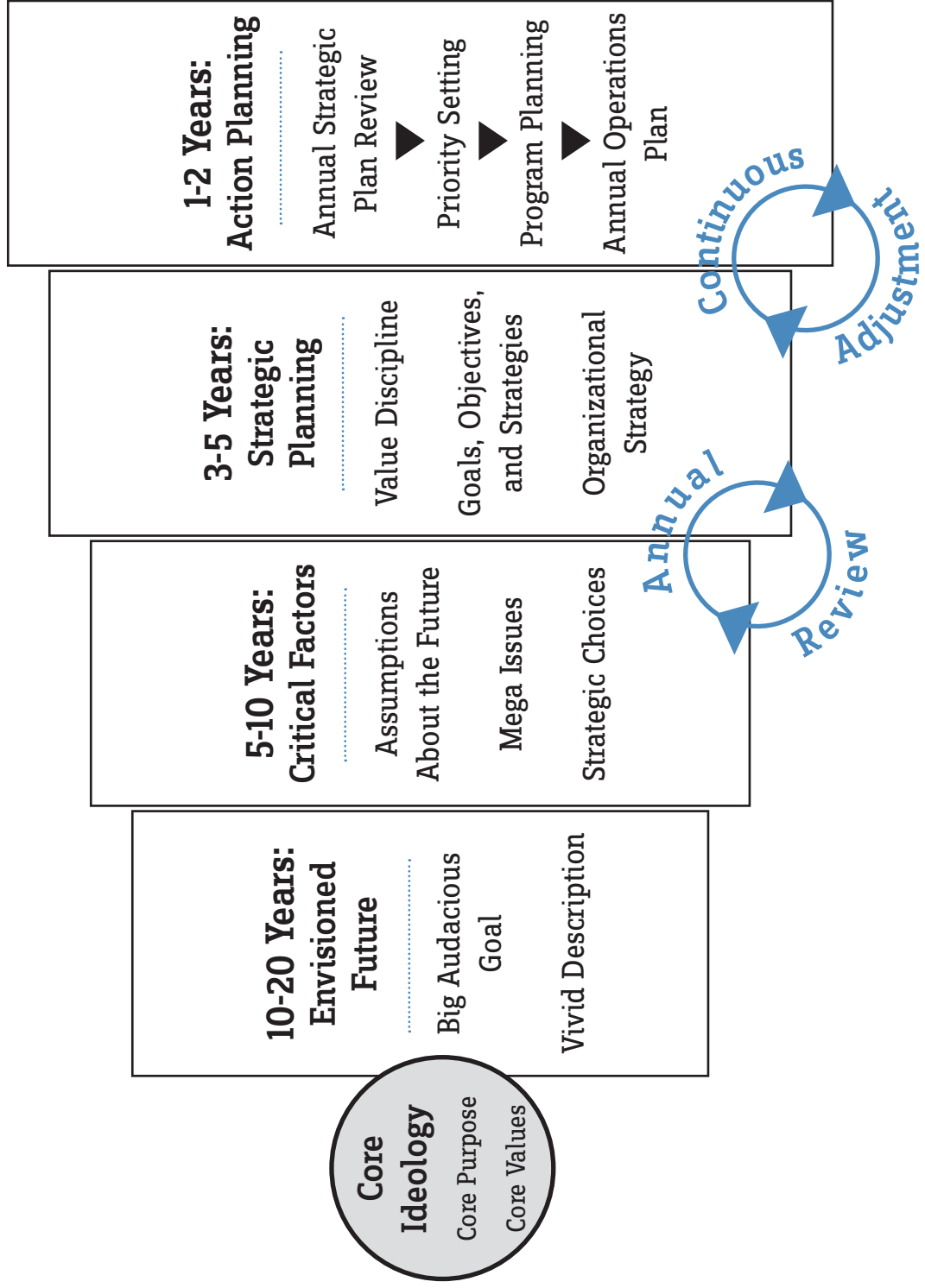
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# Strategic Plan Horizons

## The Four Planning Horizons



# Our Core

## Core Ideology

A core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: core purpose – the organization's reason for being – and core values – essential and enduring principles that guide an organization.

## Core Purpose

To be an indispensable resource to our members.

## Core Values

- **Visionary Leadership:** Demonstrated by positive differences in the lives of housing professionals; being the definitive resource regarding current and emerging trends; and sustaining the body of knowledge of our profession and delivering it in multiple ways that ensure a reservoir of talent for its future
- **Inclusiveness:** Demonstrated by celebration of the value of global perspectives, openness to diverse opinions, embracing individual cultures and experiences and providing multiple opportunities for involvement.
- **Collaboration:** Demonstrated by a welcoming community with a personal feel that promotes relationships, enables connections, supports networking and provides a forum for volunteer activity in pursuit of the common good.
- **Integrity:** Demonstrated by honesty, fairness and transparency in decision-making and the effective stewardship of the economic, social and environmental resources entrusted to us.
- **Learning:** Demonstrated by resources, relationships, and interactions that promote and value learning as a developmental process, opportunities to develop new knowledge, and respect for questioning and testing current knowledge.

# Envisioned Future

An envisioned future conveys a concrete, yet unrealized vision for the organization. It consists of a **big audacious goal (BAG)**; a clear and compelling catalyst that serves as a focal point for effort, the intersection of what a group is passionate about, what they do best, and what they can marshal the resources to accomplish --- and a **vivid description** -- vibrant and engaging descriptive statements of what it will be like to achieve the big audacious goal.

## Big Audacious Goal

ACUHO-I will be the world's foremost authority on college and university housing by providing access to meaningful knowledge and resources.

## Vivid Description

### Expertise/Knowledge

- Members' institutions view ACUHO-I as the premier student housing authority.
- Professionals rely on ACUHO-I for well-researched, current and efficient information delivered in a multi-dimensional manner.
- Housing professionals are routinely viewed as experts and campus leaders in realizing the value of the residential experience as critical to the institutional mission.

### Higher Education

- Higher education benefits from ACUHO-I's leadership advocating technological advances and sustainable operations.
- Students, faculty, parents and administrators view college and university housing as imperative to the educational experience.

### Human Resources/Workforce

- Housing professionals worldwide have earned credentials that signify competence and expertise in their work and compensated accordingly.

### Students

- Students benefit from an enhanced quality of life guided by ACUHO-I's global best practices.
- Students recognize college and university housing as a transformative environment for leadership.

### Relationships

- ACUHO-I members, corporations, and other associations have benefited from the development of collaborative partnerships that continue to advance the housing profession.
- Higher education recognizes ACUHO-I as a model for interdisciplinary collaboration.



# Conditions, Trends and Assumptions

Conditions, trends and assumption statements developed by the group will help the association purposefully update its strategic plan on an annual basis. Since the outcome-oriented goals that will form the basis of the long-range strategic plan will be based on the vision of the future that appears in this section, an annual review of this vision will be an appropriate method of determining and ensuring the ongoing relevancy of the goals.

## Demographics

### Conditions

- There is a very diverse population served—everyone from the campus governing board to hourly employees.
- There is an Americanized model of service delivery.
- There are significant institutional size variations (i.e. athletic conferences, Carnegie class).
- Memberships include individuals, institutions, and corporate.

### Trends

- There is an increasing interest in institutions being viewed more international than just American focused.
- There is greater diversity on campuses.
- Recognizing the importance of global connections in all aspects of business is important.
- United States campuses are being impacted by military services and veterans' issues.
- There is an increased dependence and comfort with technology.

### Assumptions

- There will be an increase in online/distance learning.
- There will be greater correlation between affordability and perceived value leading to greater specialization.
- Population trends will continue to rise and fall in terms of the total number of students on campus.
- The number of international and out-of-state students will likely continue to be under-represented.
- There will be an increase in the diversity of staffing, seeking people with transferable skills.
- There will be year-round college and university populations.
- Retirees could be a part of the increasing population at colleges and universities.
- There will be an increase of people coming to higher education from the workforce requiring services.

## Politics and Societal Values

### Conditions

- Most educations are a liberal education.
- There is an interest in global citizenship.
- In the United States there is a safe haven versus controlled environment feeling of campus housing.

### Trends

- There is a growing focus on liberal education and there is a question of the role of campus housing in that liberal education.
- There is growth in international political awareness.
- There is an increase in polarity and divisive trends.
- There is increased egocentricity and it's not known where this will lead.
- There is increased commercialization.
- Significant increased focus on career specialization and technical skills.

### Assumptions

- Changing work expectations may change the value of a degree.
- There may be increased growth of value-oriented institutions.

## Legislation and Regulations

### Conditions

- Changing leadership and its impact on higher education is a consistent priority.
- The economy impacts institutions, members and access to Higher Education for students.
- Track legislation that affects higher education institutions and members on international, regional and local levels. Example may be the Veterans GI Bill.

### Trends

- There is increasing global competition for students.
- There is greater access to education globally for students.
- There are increasing regulations – micromanaging, unfunded mandates, greater reporting.
- Public institutions are behaving more like private entities in terms of economy and ideology and increasingly seek public/private partnerships.

### Assumptions

- There will likely be a loss of autonomy due to an increase in regulations.
- There will be a changing role for the United States within the global community.
- There will likely be an increased nationalization of higher education (i.e., restricted movement, changing demographics, and recruitment issues).

## Higher Education

### Conditions

- An uncertain financial and economic market makes retirement at a higher age a possibility.
- Lack of funds; auxiliaries paying additional money to their institution
- People in the United States are using home equity loans to finance education or cannot access financing at all.
- There is greater use of distance education.
- There are reduced social skills via information technology
- Cost of software upgrades and new technology is increasing
- There are expectations of immediacy, greater efficiency with increased use of technology while personalization may be lost

- Passing government legislation with unfunded mandates is common
- Higher Education Reauthorization Act includes several new regulations and opportunities.
- ACUHO-I Foundation dollars are less. Fewer people are donating and investments are worth less.
- Lack of funds for students as families' investments have dropped.
- Have seen the highest point of high school graduates.
- Travel freeze doesn't allow face-to-face meetings.

#### Trends

- Increased cost of higher education.
- Less state funds, more local
- Diminishing power of funds
- The "brain drain" of financially strapped institutions as faculty and staff are "bought" by other institutions
- There is socioeconomic diversity among student families
- There is increased diversity of students
- There is unbalanced access to Higher Education
- There is a trend towards assessment – prove worth, value and outcomes
- Greater assessment is demanded by the public, governing boards, and legislature.
- Families and students consider on-campus housing a luxury.
- Have seen the highest point of high school graduates in the United States. There will be regional variances.

#### Assumptions

- There will continue to be consolidation of institutions to effect cost savings and increase FTE
- There will be an increased elimination of academic programs
- There will be an increase in the use of technology to obtain degrees
- There will be increased tension around the decision to pursue education online or stay on campus
- There will be more governing board/legislative management of Higher Education and the elimination of some programs, assessment regulations of programs and increased testing requirements of students for advanced placement
- There will likely be increased specialization of degrees – i.e.: institutions, states or countries will focus on programs in a certain area to focus resources for maximum economic impact.
- There will be increased pressure to get students through school in four years.
- Prolonged furloughs will mean some institutions will be working with a smaller staff.
- H1N1 and other health crisis management planning requiring more staff and financial resources.

## Business and Economic Climate

#### Conditions

- There is continued instability of the world economy
- The United States has lost its dominance in the world and there is a balance of power shifting worldwide.
- Continued fear and uncertainty has lead to people doing more and accepting more with less.

#### Trends

- Costs are rising at colleges and universities
- There is less funding available at colleges and universities
- There is greater dependence on entrepreneurship to increase funding
- United States campuses are becoming increasingly international



- Increased enrollment at state colleges and universities will be necessary to offset state-funding cuts.
- United States campuses are implementing furloughs and cutbacks on professional development, affecting all services of all professional associations.

### Assumptions

- There will be more distance learning, and the realization of the virtual university
- Sustainability is a focus area
- There is the potential for a worldwide currency
- There is a discussion of a national tax.
- National tax and health care reform will have a significant effect on our institutions.
- New delivery modes may be required to serve members.

## Technology and Science

### Conditions

- Technology has a growing role in campus communications
- Technology will improve practices and systems
- There will be a greater use of technology to conduct association and business matters
- There is disparity in the comfort level of people with the use of technology
- There is greater use of distance education
- There are changed social skills due to social media that affects face-to-face verbal and human interaction social skills.

### Trends

- There will be increased expectations for greater use of technology
- On-time delivery of information will increase particularly internationally
- There will be a greater demand for information technology resources
- Technology will increasingly be used to pass, evaluate and vet knowledge
- Interoperability of systems/applications is challenging and resource-intensive.
- Moved from having information to making information semantic (relevant and personalized).
- Digitization of historical data records.

### Assumptions

- Virtual students will be incorporated into campuses
- There will be more purposeful programming to students
- “Community” will be redefined
- There will be more decisions about funding allocations
- Biometrics/invasive “steps” will be seen as okay
- Campuses and society will become increasingly digital (paperless) in an effort to be more sustainable.
- Increasing number of virtual learning opportunities offering hybrid online/in-class learning.

# Long Range Goals

The following represents ACUHO-I's long-range goals for the next 3-5 years. These goals are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move the association towards the realization of its vision.

- **Expertise:** The higher education community will utilize ACUHO-I as the indispensable authority on college and university housing.
- **Higher Education:** Higher education will recognize the role college and university housing plays in recruitment, retention and academic success.
- **Training and Development:** Housing professionals worldwide will engage in training and development that is necessary to achieve core competencies and develop an expertise in their work.
- **Human Resources:** Higher Education and the Housing profession will benefit from ACUHO-I's promotion of a career in college and university housing to a diverse group.
- **Relationships:** The housing profession will benefit from ACUHO-I's collaborative relationships with acknowledged experts.

## Expertise Goal

The higher education community will utilize ACUHO-I as the indispensable authority on college and university housing.

### Objectives

- Increase quality, quantity and accessibility of information available.
- Increase the opportunities for engagement with ACUHO-I as a knowledge organization and as a resource.

### Strategies (High Priority)

- Create an accessible and useful online knowledge center. (optimize library resources)
- Develop a policy to determine access to resources (for clarity: Question of member/non-member access to resources)
- Create a comprehensive relational database with easy, accessible retrieval and input of information.
- Conduct gap analysis regarding body of knowledge.
- Review and optimize housing related research viability by increasing visibility, participation, and funding.
- Leverage existing best practices and new partnerships to develop sustainability, facility, and safety standards.
- Implement a process to proactively identify and respond to critical issues in the field
- Develop methods that knowledge will be transferred from experienced members to other members (tacit knowledge transfer).

### Strategies (Medium Priority)

- Identify and publicize resources in various media.
- Identify resources and delivery methods to aid in the development of, or to strengthen, Learning opportunities.



## Higher Education Goal

Higher education will recognize the role college and university housing plays in recruitment, retention and academic success.

### Objective

- Increase research and assessment activity regarding the role that housing plays in recruitment, retention and academic success

### Strategies (High Priority)

- Design and fund a multi institutional study to determine the roles of housing in recruitment, retention and academic success.
- Encourage the submission of programs to the ACUHO-I Annual Conference and Exposition that support collaborative enrollment management practices with respect to housing (e.g. AACRO, UCLA RETENTION, CNT, NSSI, Student Voice, NASPA, etc.)
- Review and optimize web content (and more) for showcasing accomplishments and how we tell our advocacy story (in process by staff)

### Strategies (Medium Priority)

- Commission a best practices monograph on housing's involvement and participation in enrollment management.
- Establish collaborative relationships and partnerships with administrators in other higher education associations. Examples may include admissions, registrars and the Association of Admissions and College Registrar Officers (AACRO).

### Strategies (Low Priority)

- Expand marketing and communication efforts to promote and increase understanding of the benefits and relevance of on-campus living to stakeholders

## Training and Development Goal

Housing professionals worldwide will engage in training and development that is necessary to achieve core competencies and develop an expertise in their work.

### Objectives

- Identify and routinely update the competencies for various roles in the housing profession
- Increase the availability and accessibility of training through multi dimensional delivery systems
- Increase the utilization of identified experts and best practices

### Strategies (High Priority)

- ACUHO-I will focus on the core competencies required for housing professionals. Once developed, competencies will be updated on a yearly basis.
- Repackage existing ACUHO-I professional development programs and services for “on-demand” use by affiliated groups.
- Examine all conferences focusing on solicitation of programs, delivery methods/formats, presenter selection, global applicability and focus on competencies.
- Develop a Global Housing Institute where trainers from around the world would instruct about culture, educational systems, housing, and student affairs in the context of their countries of origin. Establish a template that outlines criteria for achieving the classification of “expert” in any given role or functional area within the field; develop a plan for identifying individuals (housing professionals as well as others affiliated with the field) who might qualify. (Note – The “catalogue of competencies” could be used here.)
- Establish a “teaching & learning” task force charged with educating the membership on best practices associated with creating and delivering quality learning opportunities in multiple environments. (note - this TF could partner with the program committee in selecting programs that reflect the identified best practices or the program committee could decide that all program submissions must follow these.)

### Strategies (Medium Priority)

- Translate existing research and Resources into languages that members will find useful.

### Strategies (Low Priority)

- Develop prestigious fellowships to reward work on campus and provide financial incentives for continuing professional development
- Use established “expert” pool to identify/develop publications to support functional areas (knowledge based and best practices).

## Human Resources Goal

Higher Education and the Housing profession will benefit from ACUHO-I's promotion of a career in college and university housing to a diverse group.

### Objective

- Increase the desirability of the role of the housing profession within the higher education community.

### Strategies (High Priority)

- In order to establish impact, establish a baseline of where the profession is in terms of composition of the current membership (e.g. number and demographics of CHOs, etc.) and than target numbers where the profession should be in terms of composition and membership.
- Create stronger partnerships with academic preparation programs to support the educational and career development process for individuals coming into the field.
- Create curriculum resources that can be used by coaches, mentors and in countries that do not have formal higher education student affairs programs. (Credentialing, webinars, etc...)

### Strategies (Medium Priority)

- In order to partner and engage under-represented populations, reach out to other groups and associations (e.g. NASPA, ACPA, HACU, HBCU consortiums, etc.)

### Strategies (Low Priority)

- Develop resources (e.g. curriculum, web-based resources and other current technology, etc.) to reach targeted audiences to market the profession (RA conferences, graduate student conferences, regions, HBCU's, community colleges, etc.).

## Relationships Goal

The housing profession will benefit from ACUHO-I's collaborative relationships with acknowledged experts.

### Objectives

- Increase focus on strategic relationships
- Align all relationships with the ACUHO-I's vision and goals

### Strategies (High Priority)

- Review and optimize restructuring of the Foundation to optimize the time and effort dedicated to corporate relations, donor /giving programs and obtaining grants.
- Review and optimize the conference series/institutes effectiveness with market today for consolidation and/or potential partnerships.
- Review and optimize business practices/operations.
- Review and optimize the relationship with the volunteer workforce/committee network process (i.e. call for volunteer process).
- Assess the profession's needs and develop relationships with experts, both internal and externally, accordingly
- Review and optimize digital distribution for the Journal

### Strategies (Medium Priority)

- Review and optimize the processes for Call for Programs and identify the knowledge developers with content delivery
- Review and optimize the relationship between the association and current partners and contracts (i.e. regions, etc.)

### Strategies (Low Priority)

- Review and optimize Study Tour involvement (i.e. SAHEC, ACUHO-I, etc.)

# Mega Issues

Mega issues are issues of strategic importance that represent questions the organization will need to answer in order to define the direction of its strategic plan. The questions begin with phrases such as: “How can we...?” “How could we...?” “What should our role be in...?” “How can we most effectively address...?” and often require further illumination and yield a subset of additional questions.

## Questions We Need to Answer

- How do we efficiently and effectively develop resources?
- How do we effectively encourage professionals to engage in ACUHO-I?
- What is the best method of collecting and disseminating member data?
- How will we bring clarity to key roles and responsibilities in light of recent refinements to ACUHO-I’s governance structure?
- How do we determine the right resource balance and secure the needed resources?
- How do we acquire the necessary technology to deliver on our strategic plan?
- How do we serve the greatest number of constituencies while remaining focused and purposeful?
- How do we increase our funding for the organization?
- How do we become an indispensable resource for members?
- What could ACUHO-I’s role be in promoting sustainability and greater use of technology throughout higher education institutions?

# Appendix A: 2009-2010 Accomplishments

(Submitted by Jill Eckardt, ACUHO-I President-Elect)

At the first meeting of the 2009-2010 ACUHO-I Executive Board, the team reviewed and voted on the highest priorities for the upcoming year. Each Board member was asked to identify the top three priorities of the Association. From that vote, the following High Priority Strategies were identified for further review and discussion.

## **Expertise Goal:**

- Create a comprehensive relational database with easy, accessible retrieval and input of information.
- Create an accessible and useful online knowledge center.
- Develop a policy to determine access to resources regarding member v. non-member.
- Implement process to proactively identify and respond to critical issues in the field.

## **Higher Education Goal:**

- Design and fund a multi-institutional study to determine the roles of housing in recruitment, retention and academic success.
- Review and optimize web content (and more) for showcasing accomplishments and how we tell our advocacy story.
- Training and Development Goal:
- Examine all conferences focusing solicitation of programs, delivery methods/formats, presenter selection, global applicability and focus on competencies.
- Establish a 'teaching and learning' task force charged with educating the membership on best practices associated with creating and delivery quality opportunities in multiple environments.
- ACUHO-I will focus on the core competencies required for housing professionals. Once developed competencies will be updated on a yearly basis.
- Repackage existing ACUHO-I professional development programs and services for "on demand" use by affiliate groups.

## **Human Resource Goal:**

- In order to establish impact, establish a baseline of where the profession is in terms of composition of the current membership (e.g. number and demographics of CHOs, etc.) and then target numbers where the profession should be in terms of composition and membership.
- Create stronger partnerships with academic preparation programs to support the educational and career development process for individuals coming into the field.

## **Relationship Goal:**

- Review and optimize restructuring of the Foundation to optimize the time and effort dedicated to corporate relations, donor/giving programs and obtaining grants.

A small group was assigned to each goal and asked to write a one to two page paper fleshing out the goal and possible next steps. These reports were reviewed at the October 2009 Executive Board meeting. At that time a number of goals were combined and initial plans were approved.

- The Relational Database Task Force; chaired by Michael Griffel. The task force, in the first year, is to provide insights, guidance, and expertise in the formulation of the information that ACUHO-I should capture in a relational database. In the second year, this information will help with the next step of determining a technology solution to address these three high priority goals. The goals are, over a three-year process, to create a comprehensive relational database with easy, accessible retrieval and input of information; create an accessible and useful online knowledge center; and in order to establish impact, establish a baseline of where the profession is in terms of composition of the current membership and then target numbers where the profession should be in terms of composition and membership.
- The Operational Process Program Committees Operating Task Force; chaired by Jeff Novak. This group, with a deadline of February 2011, will examine all conferences focusing solicitation of programs, delivery methods/formats, presenter selection, global applicability and focus on competencies; and establish a “teaching and learning” task force charged with educating the membership on best practices associated with creating and delivery quality opportunities in multiple environments.
- The Membership Task Force chaired by Patrick Bradley, is charged with developing a policy to determine access to resources regarding member v. non-member. The task force report is due September 2010.
- The Executive Director and staff have been charged with goals: ACUHO-I will focus on the core competencies required for housing professionals; repackaging existing ACUHO—I professional development programs and services for “on demand” use by affiliated groups.
- The Knowledge Enhancement Director will direct those work groups that he oversees to share information within the ACUHO-I structure to address the Expertise Goal: implement a process to proactively identify and respond to critical issues in the field.
- The Vice President of ACUHO-I will work with the Foundation Board to restructure its governing body.
- The Awards and Recognition Committee has been charged with addressing the goal: review and optimize the web content (and more) for showcasing accomplishments and how we tell our advocacy story.
- The Membership and Research Committee are tasked to address goal: Create stronger partnerships with academic preparation programs to support the educational and career development process for individuals coming into the field.
- Goal: design and fund a multi-institutional study to determine the roles of housing in recruitment, retention, and academic success was determined not to be a priority for 2009-2010.

Additionally, the Executive Board created a task force and mega issue paper on our committees, networks, and task forces, which was reviewed at the February 2010 meeting. A task force was created dealing with community colleges and housing with a report due in June 2010.



ACUHO-I is the Association of College and University Housing Officers-International. ACUHO-I members believe in developing exceptional residential experiences at colleges, universities, and other post-secondary institutions around the world.

ACUHO-I achieves its vision by providing innovative, value-driven programs, services, research, and development as well as networking opportunities that help support and evolve the collegiate housing industry. We do this with the constant purpose of making a positive difference in the lives of members and those they serve.

Our members include more than 6,400 housing professionals from more than 900 colleges and universities in 22 different countries, who serve approximately 1.8 million students worldwide. Our membership also includes more than 200 corporate members. To meet the needs of all students, we encourage participation at all levels of the association.

