



2021-2023 ACUHO-I Strategic Plan

Last Revised - 10/1/20

ACUHO-I 2021-2023 Strategic Plan

For the last fifteen months, the ACUHO-I Executive Board has been engaged in the development of a new strategic plan to be launched in 2021. While the Board continuously operates with its sights towards the future, this process has involved environmental scanning, gathering insights from members through surveys and focus groups, and considering new and innovative approaches that will best serve professionals in the field. At the end of the day, the strategic planning process is a way to frame and set a future-facing direction for the Association to guide its trajectory over a multi-year period. The 2021 plan was conceptualized as a 3-year commitment to action, a time frame which will ensure that the Association can remain responsive to the changing needs of the campus housing and residence life profession and the broader higher education environment.

This process kicked off in October 2019 with an Executive Board environmental scanning exercise led by our facilitator, Lowell Aplebaum (VistaCova LLC), followed by the administration of two surveys (created by Association Laboratory, Inc.) to segments of our membership. The first survey was a qualitative instrument that was sent to Association leaders. With the information gathered, a quantitative survey was developed and sent to both current and past ACUHO-I members to gather their insights on the value of ACUHO-I programs, products, and services. This process culminated with an Executive Board planning session after the 2020 State of the Profession symposium in February, and a final virtual strategy session, in July, to discuss how to best direct the resources of the Association, and specifically in light of the pandemic.

While we knew 2020 was going to be focused on strategic planning, we could not have predicted the challenges that were to come with COVID-19. The pandemic has already had an incredible impact on how we do our work, support our community members, and plan for the future. The financial impacts of COVID-19 on colleges and universities around the globe are unparalleled, and the Association has felt similar effects.

Despite the challenges that face us, it is critically important for ACUHO-I to remain the professional home, resource, and connection point for campus housing and residence life professionals worldwide. In the months to come, it is imperative that the Association remain nimble and create a system of innovation that allows us to continue to pivot our operations and our portfolio to provide meaningful services to our community in our quickly-evolving landscape.

ACUHO-I has identified two core audiences for which to provide intensive focus for the first half of the plan -- professionals working at small colleges/universities and live-in professionals.

These audiences were identified with great intentionality. The critical mass of small colleges/universities are residential. If ACUHO-I wants to effectively represent the field, it must expand its membership into this category and meaningfully serve and support their needs. Important to note, in this regard, is the fact that many minority-serving institutions also fall into this institutional typology, and this is an area where the Association has been working to expand its representation over the past several years. With regards to live-in staff, it is important to recognize that the nature of work has dramatically shifted, and particularly for live-in roles which are currently contending with the uncertainty of the COVID-19 crisis. While we anticipate that we will return to a less restrictive occupancy/engagement model following the pandemic, the long-term impact of this event on this level of the profession is currently unknown. This phenomenon coupled with longstanding concerns around entry-level staff preparation, ongoing support, and a trend of attrition for live-in professionals highlights a group that calls for our focused attention. Over the past two years, we have done a great deal of exploration on the issues surrounding this subgroup of professionals (i.e., 2019 - Task Force on Live-In Roles; 2020 - Core Audiences Task Force), we believe we have the information and resources we need to attend to the key issues which face them.

ACUHO-I is committed to addressing the needs of these specific professionals through our advocacy efforts, community-building, creation of resources, and more, ensuring that their unique perspective is infused into all areas of our portfolio.

Core Ideology

***Vision Statement:* To be the preeminent resource and champion for the global campus housing profession.**

***Mission Statement:* ACUHO-I will cultivate a diverse and inclusive profession dedicated to delivering transformative residential student experiences. We will do so through extensive knowledge resources, innovative operational models, courageous advocacy, and resolute community connections.**

Core Values and Beliefs

- We value inclusive excellence and the fostering of a diverse, inclusive, and equitable membership with the capacity to influence campus climate change.
- We value leadership and engagement that supports, challenges, and inspires our members to greatness, while serving our students with humility and care.
- We value advocacy and responsiveness that champion the concerns of the profession and leverages resources for action.

- We value the cultivation of global knowledge within the housing profession in order to transform it into meaningful content expertise that guides our membership.

Education

Goal Statement

ACUHO-I's educational opportunities will prepare those in campus housing to positively impact and transform higher education.

Objectives

1. Leverage current educational opportunities to meet the changing needs of the profession focusing on high impact areas.
2. Develop capacity to decrease time to market for high priority educational opportunities.
3. Capitalize on technology innovation to increase access and engagement, efficiency, and quality of educational opportunities.
4. Forge partnerships based on the strategic desire to bring campus housing expertise to other associations and bring expertise from other associations to the membership.

Possible Strategies

1. Explore expanded access, resources, and educational programs for live-in professionals.
 - Live-in symposium featuring speakers/experts that can address issues of importance for entry-level/advancing professionals
 - Development of an online course designed to bring live-in staff cohorts together to learn key competencies for their ongoing development
 - More meaningful connections with regional associations to better connect with live-in professionals through programming; collaboration with regional associations on the development of programming at the global level
2. Explore expanded access, resources, and education programs for small college/university access, including opportunities for educational track at events.
 - Development of a deep engagement opportunity for small college and university professionals ("small school experts in residence") to assist with the development of programs
 - Small school symposium featuring speakers/experts that can address issues of particular importance for small college/universities

3. Explore expanded resources, and educational programs focused on the Association's commitment to social justice.
 - Development of diversity, equity, and inclusion standards for the ACUHO-I Professional Standards
 - Development of a resource for SHOs that examines barriers to doing work/advancement for underrepresented housing and residence life professionals
 - Continuation and expansion of the Leadership Academy experience to other underrepresented populations
 - Development of an online course to supplement and enhance training for campus professionals' competencies around social justice.
 - Explore partnerships to develop/offer a social justice training institute for campus housing and residence life professionals, focused on awareness, learning, and competency development.

Knowledge Resources

Goal Statement

The campus housing profession will advance through ACUHO-I's cultivation, generation, and dissemination of knowledge resources.

Objectives

1. Expand network of partnerships from which to cultivate data and resources.
2. Clarify and advance the highest priority topics for research and data collection and explicitly integrate the social justice lens into the process.
3. Increase professional participation and response rate in the collection of data and resources.
4. Expand association support of engagement in the pursuit of research and assessment.

Possible Strategies

1. Curate new research (e.g., dissertations, theses, etc.) that contribute to our ongoing understanding of campus housing and residence life work and complementary areas.
2. Explore new methods for promoting research in and about the field through regular communications with members.
3. Engage in ongoing content review to document existing research in and about the field, and to clearly identify gaps in knowledge in need of exploration and study by

independent researchers, graduate students, and research supported/executed on behalf of the field by ACUHO-I, etc.

4. Continue to develop special JCUSH issues related to salient research topics for the field.
5. Further cultivate relationships with faculty members (graduate preparation and researchers of the field) to increase interest in campus housing and strengthen the connection between scholarship and practice.
6. Identify existing partners and establish new relationships that benefit research priorities.
7. Review and update the Core Competencies for relevance

Community

Goal Statement

The campus housing community will benefit from expanded opportunities of engagement and connection that transcend race, gender, religion, practice, affinity, geography, career levels, and roles.

Objectives

1. Increase our visibility to individuals in the profession, especially professionals early in their career and in small colleges/universities.
2. Expand our reach, influence, and accessibility.
3. Enhance our strategic messaging to key stakeholders.
4. Improve the connection with our regions and affiliates.
5. Expand opportunities for engagement around practice, affinity, geography, and career level (or role).

Possible Strategies

1. Initiate campaign for Association leaders to develop relationships with different regions, affiliates, campuses, etc. This would be a particularly good opportunity to make connections with college/universities in expansion areas (e.g., MSIs; small colleges/universities; different areas of the world; etc.) and colleges/universities with graduate preparation programs.
2. Expansion of virtual offerings to ensure our continued support of the needs of our members.

3. Differentiate between member and non-member access.
4. Develop an online orientation effort for new members and members with different needs.
5. Create more comprehensive membership recruitment information materials
6. Evaluate committees/advisory groups/networks (the work/focus, not the people) for effectiveness (i.e., create rubric, evaluate, remove/sunset/add, etc.)
7. Enact new strategies to diversify leadership/awards and calls for nominations/recruitment efforts
8. Better infuse our global membership into our conferences/events for two-way conversations, feedback loops, etc.

Influential Leadership & Advocacy

Goal Statement

Higher education will benefit from ACUHO-I's influence on public policy in campus housing.

Objectives

1. Engage members with diverse areas of expertise and experience to educate the profession on time-sensitive, evolving, and high-impact issues facing the campus housing field.
2. Align strategically with other higher education associations that engage successfully in advocacy efforts.
3. Leverage capacity to assess member perspectives quickly to inform our position.

Possible Strategies

1. Identify thought leaders on key issues facing higher ed.
2. Explore other options for how we utilize our government relations firm (Active Policy Solutions) in service to members, including issues identification, updates, and the possibility of more member-facing activity.
3. Explore the opportunity for an annual review of law/policy issues for the profession. This information could be used to develop resources and/or possibly be turned into a biannual briefing for members.
4. Push out research findings in a more member-facing fashion.
5. Leverage connections/collaborations on advocacy/case law/legislative issues (e.g., ACE)

Special Thanks

- Von Stange, President
- Peter Galloway, President-Elect
- Pam Schreiber, Vice President
- Michael Griffel, Finance and Corporate Records Officer
- James Bridgeforth, Facilities & Physical Environment Director
- Edwina Ellicott, Globalization Director
- Lisa Freeman, Inclusion and Equity Director
- Olan Garrett, Business Practices & Enhancement Director
- Kirsten Kennedy, Knowledge Enhancement Director
- Kawanna Leggett, Workforce Development Director
- Julie Leos, Regional Affiliations Director
- Frankie Minor, Residence Education Director
- Luis Inoa, Leadership Academy Director
- Andrew Peterson, Small College/University Director
- Mary DeNiro, CEO
- Holly Stapleton, Chief of Staff