

Steve Harrison

**Associate Vice President for Resource Planning & Administration
Duke University**

Qualifications: Please discuss the job positions, professional development activities, and other qualifications that prepare you for the board position for which you are applying.

My qualifications for the Finance & Corporate Records Officer role are grounded in executive responsibility for complex financial operations, governance systems, and professional association engagement. At Coastal Carolina University, I serve as Vice President for Auxiliary Enterprises and Chief Sustainability Officer, with responsibility for more than \$80M in annual operating revenues, including budget strategy, financial analysis, and reinvestment planning aligned with institutional priorities. I routinely translate complex financial and operational data into decision-ready materials for senior leadership and governing bodies. My governance experience extends beyond institutional leadership. I contributed to the development of founding bylaws for the Association for Service Excellence in Higher Education and supported financial stewardship for the South Carolina Housing Officers Association, including management of banking processes. At the institutional level, I staff and collaborate with governing and foundation boards responsible for revenue bond issuance, annual audits, and consolidated financial reporting, strengthening my understanding of fiduciary accountability and records integrity. Within ACUHO-I, I have contributed through conference presentations, advisory board service, and participation in professional planning initiatives. These combined experiences prepare me to steward the association's financial resources and corporate records with transparency, rigor, and accountability.

Thought Leadership and Technical Credibility: Please describe what you would bring to the board in the realm of this competency.

I bring to the Board a record of aligning housing operations, financial strategy, and sustainability with evolving institutional and external expectations. As Vice President for Auxiliary Enterprises and Chief Sustainability Officer at Coastal Carolina University, I have led integrated approaches to housing, facilities, and auxiliary services that respond to national trends in affordability, enrollment volatility, workforce dynamics, and climate resilience. My work centers on translating these pressures into actionable strategies that sustain both student experience and long-term institutional viability. I have contributed to the profession's thought leadership through ACUHO-I conference presentations, published scholarship, and service on the Talking Stick Advisory Board and the Future of the Profession facilities and planning subgroup. These experiences reflect an ongoing commitment to engaging ACUHO-I's strategic priorities and advancing shared understanding of emerging issues. My area of expertise—financial and operational integration at enterprise scale—directly supports the Association's need to connect housing practice with broader institutional strategy. I bring a disciplined approach to applying financial, governance, and

planning principles in ways that are transparent, adaptable, and grounded in the lived realities of our campuses, with a clear commitment to continuous learning and professional stewardship.

Openness to a Multitude of Perspectives: Please describe what you would bring to the board in the realm of this competency.

I bring a leadership approach grounded in listening, inclusion, and shared accountability. In my current role at Coastal Carolina University, I lead a large and diverse workforce by creating structures where frontline expertise and lived experience inform decision-making. I prioritize early and ongoing engagement, ensuring perspectives are not only heard but translated into operational and strategic outcomes. My practice is to clarify intent, surface assumptions, and align teams around common purpose, particularly in complex or rapidly changing environments. Whether navigating organizational change, financial pressures, or crisis response, I emphasize transparency, adaptability, and collective problem-solving. This approach has allowed my teams to respond effectively to evolving conditions while maintaining trust and continuity. Within professional settings, including ACUHO-I, I have engaged colleagues through presentations, advisory roles, and collaborative initiatives that value professional diversity and foster shared ownership of outcomes. I am committed to advancing a board culture where differing perspectives strengthen decision-making, where the interests of the Association take precedence over individual priorities, and where volunteer leaders, staff, and members are supported in a respectful and solutions-oriented environment.

Strategic Thinking: Please describe what you would bring to the board in the realm of this competency.

I bring to the Board an approach to strategic thinking grounded in integrating financial stewardship, operational insight, and long-range planning to advance institutional and professional priorities. At Coastal Carolina University, I have led complex auxiliary and housing-related enterprises through changing conditions, including enrollment variability, cost pressures, workforce shifts, and growing expectations for sustainability and resilience. This work requires not only identifying emerging trends, but aligning resources and decision-making processes to respond effectively and responsibly. My strategic contribution is the ability to connect day-to-day operations with enterprise-level objectives, ensuring that financial models, capital planning, and service delivery reinforce one another. I approach innovation as disciplined adaptation—evaluating new ideas through the lens of feasibility, impact, and alignment with mission. Within ACUHO-I, I would contribute to shaping strategic direction by helping the Board assess current conditions and future risks while supporting programs and services that reflect the evolving needs of housing professionals. I bring a collaborative and flexible mindset, prioritizing solutions that are both forward-looking and grounded in sound governance, ensuring the Association remains responsive, sustainable, and aligned with its mission.

Developing Others: Please describe what you would bring to the board in the realm of this competency.

I bring to the Board a commitment to developing others through intentional structure, clear expectations, and meaningful opportunities for growth. At Coastal Carolina University, I lead a large and diverse workforce by embedding learning into daily operations—pairing formal development with project-based opportunities that expand capability, confidence, and perspective. My approach centers on identifying emerging talent and providing stretch assignments that align individual growth with organizational priorities. I regularly engage in direct, actionable feedback and create space for reflection and iteration so that development is continuous rather than episodic. This has allowed teams to build both technical expertise and leadership capacity in environments that are often complex and fast-paced. Within professional associations, including ACUHO-I, I have contributed to developing others through presentations, collaborative initiatives, and advisory roles that emphasize shared learning and practical application. I would bring to the Board a focus on cultivating leadership across volunteer and staff roles—ensuring individuals are supported,