

Paul Hubinsky

Northwestern University

Director, Strategic Initiatives & Planning

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 career in campus housing has spanned four institutions since 2002 with a primary focus in residence life until 2021, when I transitioned to a role supporting all functional areas within our housing department. My professional association involvement includes service as Past President of GLACUHO followed by a shift to involvement in ACUHO-I. The Knowledge Enhancement Director closely aligns with my experience in assessment, knowledge development and dissemination, and connecting research to practice. My commitment to lifelong learning is reflected in active involvement with two work groups served by this role. I have contributed to the Program Committee since 2012, serving on the core leadership team since 2023. I became involved with the Research Committee in 2023, including drafting a section of the proposal to update ACUHO-I's research priorities, which was adopted by the organization. On campus, I serve as the primary point of contact for the Campus Housing Index, supporting data-informed benchmarking initiatives. Completion of my Ed.D. further deepened my understanding of practitioner-focused research and its importance in advancing evidence-based practice, preparing me to serve effectively as a liaison for the Journal Board.

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

I am intentional about staying current on policies, trends, and conversations shaping housing by reviewing higher education news sources and the ACUHO-I forum each day. My involvement with PPAC adds practical context, as colleagues across institutional types share how policy decisions and emerging trends affect their work. Much of the current dialogue centers on student belonging and connections to campus resources – areas strongly influenced by the facilities, services, staffing, and processes that we curate in campus housing, with impact the broader campus. Rapid change requires continual reassessment of how we do our work. My extensive involvement in GLACUHO and ACUHO-I has provided a strong understanding of the organization's purpose, governance, and operations, positioning me to contribute effectively at the Board level. In my campus role, I align the efforts of multiple teams by synthesizing information, translating knowledge across functional areas, and ensuring decisions are informed by both data and lived experience. This skill set aligns well with the responsibilities of the Knowledge Enhancement Director role, which advances ACUHO-I's strategic emphasis of Knowledge Resources and reinforces commitments to education, community, and influential leadership and advocacy.

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

One of ACUHO-I's greatest strengths is the breadth of perspectives contributed by members from across the globe, representing diverse functional areas, institutional types, and experiences. Conferences, committees, publications, and learning spaces enable these perspectives to inform practice and advance the profession. My approach is grounded in collaborative decision-making, with the belief that the strongest outcomes emerge when individual ideas are combined into something greater. As a Board member, my priorities would include listening carefully, fostering open dialogue, and integrating diverse perspectives into thoughtful decision-making. Comfort with ambiguity and openness to changing course based on new information are essential in a field shaped by rapidly evolving conditions. Pairing foundational knowledge with adaptability and collective-problem solving will be critical to navigating these challenges. My interest in Board service is rooted in bringing together many voices to advance our profession in the best interests of campus communities. I observed Board members effectively serve as approachable liaisons by maintaining visibility, sharing information, and advocating for committee work. Their engagement strengthens connections among committees, the Executive Board, and staff, and fosters trust at organizational events. I would seek to support committees in a similar manner.

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

Strategic thinking and organizational change are areas I have both studied and practiced, rooted in a strong interest in ideation, envisioning an ideal future, and intentionally moving organizations toward new goals. I value inclusive, evidence-based approaches and am known for synthesizing large volumes of information into clear, actionable plans that support shared priorities. Through the GLACUHO three-year presidency track (2014-2017), I contributed to the development of our strategic plan, led the first year of implementation, and supported second-year initiatives. More recently, I co-chaired the work group that finalized the current strategic plan, further strengthening my experience translating vision into actionable priorities and sustained implementation. Campus housing is navigating tension between pre-pandemic models and current realities amid broader shifts in higher education. While disruptions have required change, they have also created opportunities for innovation and reimagining the future of the field. ACUHO-I's knowledge enhancement communities offer critical spaces to leverage collective experience, examine evidence, and thoughtfully respond to emerging trends. In this role, I would focus on making connections between research and practical, actionable outcomes that practitioners can apply in their work.

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

My day-to-day work centers on developing others through influence, collaboration, and strategic guidance. As a strategic advisor to the Assistant Vice President and director-level colleagues, I

build strong relationships without formal supervisory authority by earning trust, offering thoughtful feedback, and helping align work with broader organizational priorities. This approach translates naturally to engagement with volunteer leaders and members in professional organizations. ACUHO-I members engage for many reasons, including learning, networking, sharing expertise, and shaping the profession. When working with volunteers, I focus on helping individuals clarify their purpose for involvement while creating meaningful learning experiences that also advance organizational goals. Providing guidance, making connections, and offering encouragement supports both growth and impactful contributions. Because involvement is voluntary and priorities shift, effective leadership requires balancing flexibility and accountability. Encouraging follow-through, acknowledging contributions, and creating opportunities for learning help sustain engagement. While accountability can be challenging with volunteers, having clear and supportive conversations about commitments is essential, whether to re-energize involvement or reassign critical work. This balanced approach strengthens commitment, fosters growth, and enables individuals to contribute at their highest level in service of ACUHO-I and the campus housing profession.