

Stephen Jenkins

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Senior Associate Vice-President, Student Affairs and Executive Director, University Housing & Dining Services

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

I come with more than two decades of housing, dining, student union, and student affairs leadership, along with direct association governance experience at both the regional and national level. In my current role as Senior Associate Vice-President for Student Affairs and Executive Director of University Housing & Dining Services at Oregon State University, I lead a comprehensive auxiliary operation with more than \$110 million in annual revenues, significant capital renewal responsibilities, and long-term debt oversight. I also served through the three-year presidential cycle for NWACUHO as President-Elect, President, and Past-President. That experience provided direct responsibility for association governance, strategic planning, board leadership, elections, member engagement, conference oversight, and organizational stewardship. It also gave me practical experience working within nonprofit bylaws, board procedures, and member-driven governance structures. Across my institutional and association leadership roles, I have regularly worked with budgets, financial planning, audit processes, policy development, committee leadership, and organizational decision-making. For the Finance and Corporate Records Officer role, I would bring both significant financial management experience and a good understanding of how professional associations operate, govern themselves, and maintain accountability to members.

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

I would bring both operational expertise and association governance experience to the board. Professionally, my work is centered at the intersection of housing finance, facilities, dining, occupancy management, student success, and long-range capital planning. At Oregon State University, I lead an auxiliary enterprise with substantial operating revenues, debt obligations, and facilities responsibilities, requiring attention to financial stewardship, strategic planning, and working to mitigate organizational risk. I also served through the three-year presidential cycle for NWACUHO, which deepened my understanding of nonprofit governance, board leadership, member engagement, and the role professional associations play in advancing the field. That experience provided direct exposure to bylaws, board process, elections, financial oversight responsibilities, and organizational stewardship. My three years in the presidential cycle began just weeks before the pandemic so I also have lived experience helping lead a professional association during a time of great upheaval and uncertainty. Within ACUHO-I, I have contributed as a presenter and as 2024 faculty for the National Housing Training Institute in Seattle, where I facilitated learning

related to resources, budget, occupancy management, and facilities. Those experiences reflect my commitment to professional development and to helping housing professionals connect operational decision-making with broader organizational strategy.

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

I would bring a collaborative and governance-centered approach to board service. Throughout my career, I have worked across housing, dining, student unions, student government, academic affairs, finance, facilities, and senior leadership settings where successful outcomes depended on listening carefully, navigating differing priorities, and maintaining focus on institutional and organizational purpose. My experience serving through the NWACUHO presidential cycle reinforced the importance of shared governance, member trust, and collective problem-solving within professional associations.

Regional leadership in a region as geographically large and spanning international borders required balancing perspectives across institution types, geographic areas, operational models, and professional backgrounds while ensuring that board decisions remained aligned with the association's mission and responsibilities to members. In the Finance and Corporate Records Officer role, I would approach discussions with openness and respect for all viewpoints. Financial oversight and governance work require transparency, thoughtful dialogue, and the ability to separate personal preference from organizational responsibility. I would work to support a board culture where staff, volunteer leaders, and members feel listened to and where decisions are made paying attention to both current realities and the future health of the association.

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

I would bring strategic thinking informed by both institutional leadership and association governance experience. Housing and dining organizations are navigating significant pressures related to affordability, public credibility, capital renewal, enrollment shifts, labor markets, deferred maintenance, and changing student expectations. Professional associations have an important role in helping members interpret those conditions and respond thoughtfully. In my current role, I lead long-range planning across operations, facilities, dining, occupancy, debt service, and student experience within a large auxiliary enterprise. I have also served through the NWACUHO presidential cycle, where strategic leadership required balancing member needs, organizational capacity, volunteer engagement, conference planning, and board governance responsibilities. Those experiences reinforced for me that strategy must connect mission, resources, and execution. For ACUHO-I, I believe financial stewardship and strategic planning are closely linked. The Finance and Corporate Records Officer should help ensure that financial decisions support long-term organizational health, maintain member trust, and preserve the association's ability to adapt to changing conditions in higher education housing and residence life.

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

Developing others has been a central part of my work throughout my career. I currently supervise and coach senior leaders across University Housing & Dining Services and the Memorial Union, supporting a broader organization of more than 330 full-time employees and more than 1,000 student employees. My role requires me to help leaders understand financial context, make better decisions, manage risk, develop staff, and connect their unit-level work to broader institutional goals. I have also taught and facilitated courses and workshops on organizational development, budget and resource planning, leadership, communication, student staff development, and residence life practice. I have contributed to the profession through conference presentations, regional board leadership, and service as 2024 faculty for the ACUHO-I National Housing Training Institute. Those experiences reinforced my commitment to developing future housing leaders and helping professionals build confidence in both operational and strategic leadership. I approach development as a combination of clear expectations, honest feedback, meaningful responsibility, and support. In the Finance and Corporate Records Officer role, I would work to help committee members and board colleagues engage governance and financial matters with clarity while supporting a collaborative board culture that values its role as a learning organization.