

Michelle Sujka

University of Cincinnati

Associate Director of Housing, Facility Operations

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

In my current role as Associate Director of Housing, Facility Operations, I provide strategic leadership at the intersection of facilities, operations, and the residential student experience. I partner closely with Facilities Management, Planning, Design, and Construction to support capital projects, infrastructure planning, and ongoing facility needs within residential communities. Serving as a connector across units, I translate operational priorities into student-centered outcomes and support collaborative, mission-aligned decision-making that enhances the residential experience. My professional development has been intentionally focused on strengthening expertise in housing business operations and facilities trends. I remain engaged with national best practices through active participation in the ACUHO-I and NACAS Communities platforms, ongoing dialogue with a nationwide facilities and operations network, and involvement in ACUHO-I Business Operations, APPA, and Campus Home. Live! as both an attendee and presenter. In addition to campus leadership, I bring extensive volunteer governance experience through service with GLACUHO and ACUHO-I, including Board service, Past President roles, and foundation leadership. This work has strengthened my skills in fiduciary oversight, strategic planning, and collaborative decision-making, preparing me to contribute effectively at the ACUHO-I executive board level.

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

In my current role as Associate Director of Housing, Facility Operations, I remain actively engaged with trends that impact campus housing and the physical environment through engaging conversations with campus colleagues, attendance at webinars, and reading timely, relevant articles. My work in capital planning, infrastructure renewal, and cross-functional facilities partnerships requires ongoing awareness of evolving policies related to sustainability, procurement, accessibility, risk management, and deferred maintenance, all of which directly shape the student residential experience.

Beyond formal professional development opportunities through GLACUHO and ACUHO-I, I engage in informal networking with colleagues nationwide, frequently serving as a content expert for peers. I also collaborate closely with campus partners, elevating and sharing the impactful facility and operations work happening at our institution. Through these conversations, I continue to develop as a thought partner and resource for colleagues navigating complex facilities challenges. My long-standing involvement with ACUHO-I and GLACUHO has given me a strong understanding of the

Association's structure, culture, and core programs. I am committed to ACUHO-I's mission and take pride in advancing the housing profession by leveraging my operational and facilities expertise to strengthen practice, support strategic initiatives, and enhance the Association's impact on the field.

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

I foster inclusive, respectful environments by centering collaboration, transparency, and shared purpose in both my campus and volunteer leadership roles. As a woman leading in facilities and housing operations - a field where women remain underrepresented - I am deeply aware of the importance of creating spaces where diverse perspectives are not only welcomed but actively leveraged to strengthen decision-making and outcomes. This perspective informs how I listen, engage, and lead with empathy, particularly in complex and high-stakes environments. My leadership approach emphasizes courtesy, trust, and open communication. I prioritize listening to understand, seeking clarification, and remaining open to new information or shifting conditions. Working in facilities and capital planning requires adaptability, problem-solving across disciplines, and the ability to respond quickly to unexpected challenges, all while maintaining a focus on long-term strategic goals. In volunteer leadership, I consistently prioritize the best interests of the board, organization, and members over individual priorities. My past leadership experiences reinforce the importance of collective leadership, healthy governance, and positive culture between volunteer leaders, staff, and members. I believe in solving complex problems as a group and modeling the values we seek to advance within ACUHO-I and the housing profession.

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

I approach strategic and innovative leadership by consistently challenging how residential facilities are designed, maintained, and operated to better align with institutional mission and evolving student expectations. In my current role, I focus on integrating student-centered design, sustainability, and fiscal responsibility into facilities and operational decision-making. On my home campus, I push beyond traditional operational models to address current and emerging conditions impacting campus housing, staffing models, and unconventional residential solutions. One initiative involved partnering with interior design co-op students to re-envision residential spaces in ways that are contemporary, cost-effective, and community-building, while simultaneously supporting experiential learning aligned with institutional priorities. As part of a newly formed Housing Facility Operations unit, my team has leveraged operational and service-level data to identify inefficiencies, inform decision-making, and implement service improvements that enhance responsiveness and generate cost savings. This data-driven approach allows for adaptability amid changing conditions while maintaining a focus on long-term strategic goals. These experiences have shaped my ability to think systemically and lead innovatively. I am prepared to collaborate

with ACUHO-I to anticipate future trends, influence strategic direction, and contribute to programs and services that proactively support campus housing professionals.

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

I develop the ability of others by leading from a place of intentional listening, reflection, and continual learning. As an introverted leader, I create space for individuals to be heard, valued, and challenged through thoughtful one-to-one conversations, purposeful questions, and clear, constructive feedback. I believe meaningful development often happens in moments between formal evaluations - through informal check-ins, project debriefs, and shared problem-solving. In both campus and volunteer roles, I regularly use synthesis as a development tool - connecting ideas across teams, summarizing diverse perspectives, and helping others see how their contributions fit within a broader organizational context. This approach builds confidence, supports clarity, and equips colleagues to engage more fully in strategic, systems-level conversations around facilities, infrastructure, and operations. I view every interaction as a learning opportunity, whether through structured professional development, intentional relationships, or day-to-day dialogue. By modeling curiosity, openness to feedback, and continuous growth, I foster a culture of learning and collaboration that reflects the leadership approach I would bring to the Facilities and Physical Environments Director role.