

Paul Hubinsky

EDUCATION

Doctor of Education	University of Illinois Urbana-Champaign, Urbana, Illinois Education Policy, Organization & Leadership Concentration in Human Resource Development	May 2026
Master of Science	Northwestern University, Evanston, Illinois Learning & Organizational Change	June 2016
Master of Education	Grand Valley State University, Allendale, Michigan College Student Affairs Leadership	April 2002
Bachelor of Science	Central Michigan University, Mt. Pleasant, Michigan Psychology and English	May 2000

PROFESSIONAL EXPERIENCE

Northwestern University, Evanston, Illinois

Director of Strategic Initiatives and Planning, Residential Services, October 2021 to present

Interim Director of Residential Life, Residential Services, August 2021 to February 2022

Associate Director of Strategic Initiatives and Planning, Residential Services, April 2020 to October 2021

Interim Director of Residential Life, Residential Services, August 2019 to April 2020

Associate Director of Residential Life, Residential Services, August 2017 to April 2020

Interim Director of Residential Life, Residential Services, January 2016 to August 2017

Senior Assistant Director of Residential Life, Residential Services, March 2013 to August 2017

Assistant Director for Operations & Technology, University Residential Life, August 2011 to March 2013

Northwestern University is a comprehensive, highly selective, private research university with an enrollment of 8,400 undergraduate and 12,300 graduate students. Northwestern is a member of the Big Ten Conference and Association of American Universities (AAU). 57% of students identify as members of domestic underrepresented populations, 13% are international, 16% are first-generation, and 22% are Pell Grant eligible. Approximately 4,500 undergraduate and 600 graduate students live in campus housing.

Director of Strategic Initiatives and Planning, Residential Services

Associate Director of Strategic Initiatives and Planning, Residential Services

- Serve as a strategic advisor and change agent for the department, working closely with the Assistant Vice President and Directors to advance initiatives from ideation to completion
- Co-lead or lead departmental strategic initiatives, including program review, housing master plan, and implementation of strategic planning efforts
- Develop the departmental assessment strategy, coordinate assessment and evaluation processes, analyze data and share insights, and serve as the departmental liaison to the divisional assessment and planning team
- Lead strategic communication efforts, including internal and external messaging that aligns with departmental priorities and serve as the departmental liaison to the divisional marketing and communications team
- Coordinate cross-functional area processes, including move-in and move-out for 5,100 residents, winter break housing, admissions visit day events, and critical incident response protocols
- Develop, provide guidance for, and implement staff development and human resource planning efforts
- Represent Residential Services on the following divisional and campus-wide committees: Event Support Team, University Commencement Staff Marshal team, and Undergraduate Council

Interim Director of Residential Life

- Set the overall vision and direction for residential life programming, staff selection and training, community development, student conduct and community standards, student wellness, and crisis response functions for on-campus students
- Directly supervised one senior assistant director, one assistant director, one program coordinator, and two administrative assistants; indirectly supervised eight masters-level resident directors, four graduate assistants, and 120 student staff members; advised the Resident Assistant Advisory Board
- Created and managed a budget of \$1.7 million (operational and salaries)
- Guided the development of the professional staff while maintaining a focus on delivery of excellent services for students
- Served in a third-level campus on-call rotation for 4,500 residents
- Coordinated the effective functioning of the student conduct system within student housing through a partnership with the Office of Student Conduct, including joint supervision of an Assistant Director for Conduct and Community Standards, setting policies, serving as a hearing officer for high level conduct concerns, tracking cases with Maxient software, and hearing appeals
- Strengthened collaboration with the Office of Residential Academic Initiatives in support of academic programming, residential colleges, faculty involvement (including faculty-in-residence), and Residential Area administration
- Partnered with the Dean of Students office to align student wellness and duty response protocols, respond to campus crisis situations, and provide a high level of support to students
- Supported residential student leadership initiatives, including ensuring supportive advising of hall programming boards, Residence Hall Association (RHA), and National Residence Hall Honorary (NRHH)
- Represented Residential Services on the following campus-wide committees (at various times): Behavioral Consultation Team (BCT), Care & Concern Team, Bias Incident Response Team (BIRT), Undergraduate Residential Experience (strategic planning), University Sustainability, Dillo Day Planning Team (a large campus-wide event), Campus and Community Alcohol Coalition, Wildcat Welcome Advisory Board, NUPD Body Worn Camera Implementation Team, Event Support Team, Student Conduct Appellate Panel, and University Diversity Council; co-chaired the University Commencement Student and Staff Marshal team

Associate Director of Residential Life

- Coordinated Residential Services operational processes including student move-in and move-out, break housing, departmental protocols, technology, staff apartment turnovers, and admitted student visit days
- Created the \$1.7 million departmental budget (operational and salaries) and developed policies and structures to streamline, monitor, and educate staff on departmental fund usage
- Developed and managed departmental assessment and evaluation programs in conjunction with Residential Services and divisional efforts
- Served on the university-wide implementation steering team for the Undergraduate Residential Experience Initiative (programmatic strategic planning group)
- Led all aspects of professional staff recruitment, including marketing, communication, identifying candidate selection criteria, campus interview coordination, and placement exchange participation
- Led professional staff training and development functions, including summer and ongoing training
- Oversaw departmental main phone line operations, including developing processes for improving customer service, coordinating training, and supervising eight student employees
- Indirectly supervised all departmental staff, serving as backup in case of absence of the Director
- Provided effective duty response while serving in a duty rotation for 4,500 students
- Co-chaired the University Commencement Student and Staff Marshal team; served on the Dillo Day (large campus-wide event) committee, and Process Improvement committee

Senior Assistant Director of Residential Life/Assistant Director of Operations and Technology

- Directly supervised four full-time master's level residence directors; indirectly supervised two graduate assistants, one administrative assistant, and 60 student staff members in a residential area of 2,400 students living in residence halls, residential colleges, exclusive use housing, and graduate apartments
- Coordinated residence hall move-in and closing procedures, including the distribution of keys, online student move-in parking permit process, staff training, and damage billing
- Coordinated the creation and operation of four 24-hour area desks, including supervision of residence directors as managers and 115 resident assistants who served as desk attendants, and served as the liaison with University Police for the night security program
- Coordinated Information & Mail Center operations for 4,300 campus residents at nine locations, including the selection, training, evaluation, and direct supervision of one full-time mail clerk, two student coordinators, eight student managers, and the indirect supervision of 80 student clerks
- Led professional staff selection and training initiatives, including placement exchange participation, onboarding, summer training, and ongoing development
- Managed processes for residential student academic, conduct, and mental health concerns
- Ensured supportive advising by staff of 13 residence hall governments and proper stewardship of budgets totaling over \$250,000 per year
- Served as an administrative hearing officer for higher level incidents in the student conduct process
- Set direction for and coordinated the graduate student & family housing residential life program
- Served on the following committees: Professional Staff Training (chair); Strategic Planning; Professional Staff Selection (chair); Operations; Posse Scholar Working Group; Student Affairs Professional Development; Wildcat Welcome Advisory Board; Desk Operations; Student Affairs Student Employee Learning Outcomes; Student Learning Working Group (assessment training and project)
- Represented students and staff on building construction and renovation teams, including a \$5 million two-phase renovation of a historical residence hall
- Served as the primary liaison from University Residential Life to Undergraduate Housing Facilities for operational tasks (access, key, move in, closing, room changes, occupancy verification, and maintenance)
- Coordinated departmental technology needs, including website, social media initiatives, and move-in permits

Accomplishments

- Served as the lead author of the departmental Program Review self-study
- Assessed and updated the community development model, blending curricular and traditional programming elements, resulting in a 10% increase in resident satisfaction with programming offerings
- Served as a project manager for the Housing and Dining Master Plan
- Improved mail room operations resulting in an increase of 10% in annual satisfaction survey results
- Improved HOME Line service by creating staff expectations, an accountability model, and a SharePoint site
- Created and implemented the use of new assessment and evaluation tools, sharing results with stakeholders for action
- Increased collaboration with Academic Initiatives, including integrating Residential Life staff into Faculty-in-Residence programming and jointly creating expectations for collaboration between staff in the two offices
- Continued departmental operations in an interim director role during a period when 11 of 15 professional staff members turned over and the university prepared for a two-year residency requirement, resulting in consistent or rising Skyfactor resident survey ratings on all but one measure
- Recruited, hired, and supported student and professional staff teams that reflected the diversity of the student population, including through the creation and implementation of a new RA compensation model
- Collaborated with the Dean of Students office to streamline and elevate service provided within on-campus duty response procedures
- Participated in the Change Makers intergroup dialogue program, identity exploration group, and Division of Student Affairs Diversity & Inclusion Summer Institute

Illinois Institute of Technology, Chicago, Illinois

Associate Director of Residential Education, Housing & Residential Services, November 2009 to August 2011

Director of Residence Life, Office of Residence Life, January 2008 to October 2009

Illinois Tech is an urban, private, selective, Ph.D. granting institution offering programs in engineering, science, psychology, architecture, business, design, and law with an enrolment of 3,000 undergraduate and 5,000 graduate and professional students. 33% of the students were international. Students from Shimer College and Vander Cook School of Music (independent colleges adjacent to the campus) were also served by Housing & Residential Services. While at Illinois Tech, the position title changed, but responsibilities remained the same after separate Housing Services and Residence Life offices were merged into a single Housing & Residential Services unit.

- Provided leadership, vision, and overall direction for residential education functions in a residence hall system of 1,300 residents serving students from three different institutions
- Directly recruited, trained, supervised, and evaluated four full-time residence hall directors and one office assistant
- Responsible for the selection, training, and evaluation of 41 resident advisors and 110 desk assistants
- Managed support for residence hall student academic, conduct, and mental health concerns
- Collaborated with the Associate Provost and faculty to manage hall staff identification and support of at-risk students with academic concerns as part of the IIT Early Warning system
- Served as a student conduct officer for the residence hall system and on the Students of Concern Response Team
- Using zero-based budget models, developed a \$700,000 programming and salary budget
- Developed, implemented, and oversaw residence hall emergency response and crisis management protocols
- Developed marketing for departmental activities and services, including website content
- Created and administered the departmental student experience survey

Accomplishments

- Led the staff team in strategic planning, including the creation of departmental core values, mission statement, and learning outcomes
- Coordinated resident advisor recruitment efforts that led to a 49% increase in resident advisor applications (153 for 20 open positions)
- Contributed to university efforts that led to a rise in first to second year retention rate from 85% to 93% between 2008 and 2011, including absorbing Early Warning system responsibilities into Residential Education team functions

Northern Illinois University, DeKalb, Illinois

Complex Coordinator, July 2006 to December 2007

Valparaiso University, Valparaiso, Indiana

Residential Learning Coordinator, Residence Life, July 2002 to June 2006

SELECTED PROFESSIONAL SERVICE AND ACCOMPLISHMENTS

Northwestern University

Division of Student Affairs Discovery Award (Racially Just Hiring Committee member), 2022

Division of Student Affairs Integrity Award, 2019

Division of Student Affairs Distinguished Service Award, 2018

GLACUHO: Great Lakes Association of College and University Housing Officers

GLACUHO/UMR-ACUHO Joint Conference Exploration Task Force, 2026

Professional Development Award, 2024

Strategic Plan Work Group member 2023, co-chair 2024

Board Transition and On-Boarding Workgroup member, 2018-2019

President-Elect, 2014-2015; President, 2015-2016; Past-President, 2016-2017

ACUHO-I Foundation Stewardship Workgroup Chair, 2016-2017
Board Appointment Task Force member, 2014
Professional Foundations Committee member, 2013-2015
Appointed to Board as Campus Safety and Crisis Management Committee Chair, 2011-2013
Campus Safety and Crisis Management Committee member, 2010-2012
Conference Program Committee member, 2003, 2004, 2009, 2010
Elected to Board as State Delegate for Illinois, 2007-2009
Appointed to Board as Assistant Editor, 2004-2005, and Editor, 2005-2007, for TRENDS news magazine
Professional Development Committee member, 2004-2005

ACUHO-I: Association of College and University Housing Officers – International

Public Policy Advisory Committee member, 2022 to present, Chair elect 2026 to present
Conference Program Committee, Core Leadership Team, 2023 to present
Conference Program Committee, 2012 to present
Faculty and planning team, Aspiring Directors Institute, July 2022 and July 2023
Campus host for Just in Time Drive-In Symposium, December 2018
Campus host for visit from accommodation professionals from the United Kingdom, November 2018
Professional Standards Committee member, 2016 to 2023

Big Ten: Big Ten Housing Officers Conference

Conference attendee, 2013-2019, 2022-present
Conference Host Committee – Logistics Co-Chair, 2016

Training and Coursework

- Collaborative Institutional Training Initiative (CITI Program) certification for Human Research - Social Science and Behavioral Science Research through the University of Illinois Urbana Champaign, valid through October 2027
- Diversity, Equity, and Inclusion in the Workplace Certificate, University of South Florida Muma College of Business, 14-hour non-credit online course, May 2021
- Post-Crisis Leadership Certificate, University of South Florida Muma College of Business, 14-hour non-credit online course, July 2020
- Applying and Leading Assessment in Student Affairs, Colorado State University, 8-week non-credit online course, April 2019
- Crisis Communication Workshop, Northwestern University School of Communication, December 2016
- STEP UP! by-stander intervention trainer training at Northwestern, June 2014
- City of Chicago Community Emergency Response Team (CERT) training, May 2011

Great Lakes Association of College and University Housing Officers (GLACUHO)

- In the role of President, led the first year of implementation of a new strategic plan, completing 95% of the goals for the year in the areas of governance, diversity & inclusion, and finances
- Led a workgroup in the creation and implementation of a \$200,000 5-year capital campaign, meeting our goal of raising \$7,000 in the first year
- Co-authored a successful proposal for a Mid-Level Institute drive-in conference and assisted in the implementation of a mid-level track beginning with the 2014 annual conference
- Advocated for and created a proposal to create the Editorial Committee, which was passed by a vote of the membership and continues today as the Communications and Marketing Committee

SELECTED PUBLICATIONS & PRESENTATIONS

- Hubinsky, P. (2026, May). Employee Engagement of Mid-Level Student Affairs Staff in Higher Education Intuitions. Doctoral dissertation, University of Illinois Urbana-Champaign.
- Hubinsky, P. (2025, March). Employee Engagement & Development. University of Cincinnati Housing Services Staff Development session, virtual.
- Gonzalez, C. M., Hubinsky, P., & Schmidt-Rogers, D. (2024, June). A New Resident Assistant Compensation Model: A Path to Fairness and Sustainability. Association of College and University Housing Officers – International Campus Home Live, Milwaukee, WI.
- Hubinsky, P., Mueller, A., & Sujka, M. (2024, June). Are You Ready for It? Evaluating Your Career Path to Meet Your Current Priorities. Association of College and University Housing Officers – International Campus Home Live, Milwaukee, WI.
- Hubinsky, P. & Sujka, M. (2024, June). Understanding Change Management: A Deeper Dive for Mid-Level Managers. Association of College and University Housing Officers – International Campus Home Live, Milwaukee, WI.
- Hubinsky, P. & Sujka, M. (2023, November). Change Management. Association of College and University Housing Officers – International: Live-In Staff Symposium, Virtual.
- Hubinsky, P. & Schmidt-Rogers, D. (2023, July). Understanding Mission, Values, and Culture. Association of College and University Housing Officers – International , ACUI, and NIRSA: Leaders in Colligate Recreation, Aspiring Directors Institute, Evanston, IL.
- Hubinsky, P. & Hill, J. (2023, July). Understanding Organizational Change. Association of College and University Housing Officers – International , ACUI, and NIRSA: Leaders in Colligate Recreation, Aspiring Directors Institute, Evanston, IL.
- Hubinsky, P, Krantz, J, & Smith, D. (2022, July). Understanding Mission, Values, and Culture. Association of College and University Housing Officers – International , ACUI, and NIRSA: Leaders in Colligate Recreation, Aspiring Directors Institute, Evanston, IL.
- Hubinsky, P. & Mueller, A. (2022, June). Res Life for Life, or At Least for Now. Association of College and University Housing Officers – International Annual Conference & Expo (ACUHO-I ACE), Pittsburgh, PA.
- Hubinsky, P. (2021, June). Starting to dig deeper into data: What does the data say about the Black student experience in campus housing?. Northwestern Student Affairs Assessment Conference, Evanston, IL.
- Hubinsky, P. & Mueller, A. (2018, July). Finding the right fit. Association of College and University Housing Officers – International Annual Conference & Expo (ACUHO-I ACE), Denver, CO.
- Hubinsky, P. (2016, November). The basics of change management. Great Lakes Association of College and University Housing Officers (GLACUHO) Annual Conference 2016, Cincinnati, OH.
- Hubinsky, P. (2016, June). Why do higher education administrators pursue doctoral degrees and what do they get out of the experience? Northwestern University, Master of Science in Learning and Organizational Change Capstone presentation, Evanston, IL.
- Hubinsky, P. (2016, May). Navigating personal change and organizational transitions. GLACUHO webinar. (Invited speaker)
- Hubinsky, P., Martinez, P., Oliver-Sikorski, S., & Walters, G. (2015, November). Res talks. GLACUHO 2015, Flint, MI. (Spoke on empowerment, responsibility, and communication)
- Hubinsky, P., Martinez, P., Oliver-Sikorski, S., & Walters, G. (2014, November). Res talks. GLACUHO 2014, Peoria, IL. (Top ten program award, spoke on transition management)
- Eskridge, C. & Hubinsky, P. (2014, October). Finding the right fit. Loyola University Chicago, Chicago Area Student and Campus Housing Association (CASCHA) Annual Conference, Chicago, IL. (Top five program award)
- Hubinsky, P. & Schmidt-Rogers, D. (2014, October). How much do you know? Professional competencies in student affairs. Northwestern University, Division of Student Affairs Professional Development, Evanston, IL.