



# **GLACUHO STRATEGIC PLAN 2015- 2020**

## **MISSION STATEMENT**

GLACUHO - Providing the best opportunities for housing officers to learn, lead and serve.

## **VISION STATEMENT**

GLACUHO will be widely recognized as a premiere regional housing association.

## **CORE VALUES**

Personal, professional and organizational growth, service, visionary leadership, inclusivity.

## **OUR PURPOSE**

- To better prepare housing officers to meet the diverse and changing needs of those we serve with primary concern for students.
- To contribute to the improvement of dining services, residential life, and residential facilities provided by housing officers.
- To advance and communicate professional knowledge and standards in the field of student housing.
- To provide opportunities for education of professional development of housing officers.
- To sponsor activities and services which assist housing officers in the exchange and distribution of information and ideas.
- To be supportive of the goals and purposes of the Association of College and University Housing Officers-International (ACUHO-I).

## **TASK FORCE CHARGE AND WORK**

To plan for the future of GLACUHO, President Dr. Joshua Lawrie convened a strategic planning task force comprised of the following people:

Curtis Clark (Kent State University),  
Becky Figura (Eastern Michigan University-retired),  
Robin Gagnow (Baldwin Wallace University),  
Tina Horvath (Arizona State University),  
Patty Martinez (Northern Illinois University),  
Shavonn Nowlin (Illinois Institute of Technology),  
Jeff Shoup (Ball State University),  
Amanda Stonecipher (Indiana University Southeast),  
Erin Taylor (Western Michigan University),  
Nick Varner (Michigan State University)

The task force reviewed historical documents of GLACUHO including but not limited to: constitution and by-laws, assessment data from 2004-2009 plan, financial records, Chief Housing Officer survey, 2014 Climate survey, and 2014 and 2015 winter meeting focus group feedback. Upon review of all information, the task force recommends the following goals to serve as the guide for association work with accompanying objectives and action items. These items were then reviewed by the Past Presidents and 2014-2015 GLACUHO Board of Directors. The Board voted on October 19, 2015 to approve the Strategic Plan.

## **GOAL 1: FINANCIAL STABILITY:**

GLACUHO will be a fiscally responsible association and responsive to the economic context within the region and campus housing profession.

*Objective 1: Investigate the most effective means to educate the membership regarding the association's financial processes and decisions.*

- a. Review the content of the treasurer report at business meeting, create alternative if update doesn't occur or members do not attend conference. **(Complete by end of 2016)**
- b. Include full budget session in program rotation at the conference presented by treasurer regarding how budget was created and approved. Provide information regarding where financial information can be located by members. **(Complete by end of 2016)**
- c. Post appropriate budget information on the GLACUHO website. **(Complete by end of 2016)**

*Objective 2: Evaluate the financial health of the association to ensure accountability and future stability.*

- a. Review qualifications and criteria for treasurer position. **(Complete by end of 2016)**
- b. Ensure financial records are maintained and best practices are implemented in regards to association financial management. **(Complete by end of 2017)**
- c. Review of role and responsibilities of Financial Advisory Board. **(Complete by end of 2018)**

*Objective 3: Assess current financial planning and systems to determine if the association is prepared for the future.*

- a. Ensure executive board and financial advisory board is prepared and trained surrounding financial liability, fiduciary responsibility and investments of association. **(Complete by end of 2017)**
- b. Investigate feasibility and fully utilize financial advisor/investment planner as provided by current financial institution. **(Complete by end of 2016)**
- c. Develop budget to include 3 – 5 year projections. **(Complete by end of 2016)**
- d. Pursue audit, by external agency, of current budget, financial records and processes. **(Complete by end of 2017)**

*Objective 4: Analyze the affordability of professional development opportunities offered by the association.*

- a. Review all professional development opportunities of the association. **(Complete by end of 2017)**
- b. Examine current scholarship offerings and their sustainability and the potential need of reallocation of funds to other priority needs. **(Complete by end of 2017)**
- c. Educate membership regarding vendor contributions to the association and impact on member services. **(Complete by end of 2016)**
- d. Investigate/solicit new avenues of sponsorship. **(Complete by end of 2017)**

## **GOAL 2: GOVERNANCE**

The GLACUHO board of directors will be structured to lead the association to address the needs of the region and its membership.

*Objective 1: Define the visionary responsibility of the executive board (elected officers) versus the operational responsibility of its appointed officers.*

- a. President will coordinate a review of responsibilities of each individual position for relevance, accuracy, necessity and elected/appointed positions. Review of effective practices of board structures and the need to be constituent based, competency based or a combination of the two. **(Complete by end of 2016)**
- b. Implement effective practice of executive board consisting only of elected board positions. **(Complete by end of 2017)**
- c. Implement effective practice of appointed positions having operational responsibility of the association. **(Complete by end of 2017)**

*Objective 2: Formalize nomination and transition process of each executive board position.*

- a. Develop a required orientation process for all board members. (topics to include but not limited to: risk management, fiduciary responsibility, conflict of interest statements, ethical standards, accountability). **(Complete by end of 2018)**
- b. Benchmark and develop minimum qualifications for board members for leadership preparedness for all positions. Create a nomination process, similar to ACUHO-I for all elected positions. **(Complete by end of 2016)**
- c. Study the feasibility of offering past presidents with a fee waiver to ensure participation and contribution at the annual conference. **(Hold)**
- d. Identify meaningful engagement opportunities for previous board members to continue their contribution and be informed of the association. **(Complete by end of 2019)**

### **GOAL 3: PROFESSIONAL DEVELOPMENT OPPORTUNITIES/SERVICES**

GLACUHO will provide developmental opportunities at all graduate and professional levels through the annual conference, professional organizational connections, technology and on-going education.

*Objective 1: Define our roles and relationships with other professional organizations.*

- a. Invite other regional presidents to conference. Association will support GLACUHO President's/designee attendance at one other regional conference. **(Complete by end of 2019)**
- b. Identify, promote and partner with other associations to offer professional development opportunities not provided by GLACUHO. **(Complete by end of 2018)**
- c. Clarify role and relationship with student organizations such as GLACURH, CAACURH and state organizations. **(Completed)**

*Objective 2: Expand the marketing and promotion of on-line and in person education opportunities.*

- a. Assess regional communication, marketing and strategies. **(Complete by end of 2017)**
- b. Explore the option of adding a searchable feature to the website for ease of member navigation of resources. **(Complete by end of 2019)**
- c. Explore an ACUHO-I intern to complete various initiatives such as marketing, promotion and outreach to non-affiliated schools, etc. **(Complete by end of 2019)**

*Objective 3: Align regional professional standards and competencies with ACUHO-I.*

- a. Publish a link to the ACUHO-I standards and competencies on the website. **(Complete by end of 2016)**
- b. Require program proposals to include a connection to ACUHO-I competencies. **(Complete by end of 2018)**
- c. Deliver an annual educational professional development opportunity providing an overview of the ACUHO-I competencies and standards. **(Complete by end of 2016)**

*Objective 4: Examine restructuring the conference bid process and host committee composition.*

- a. Form a committee, include an individual from each state, to investigate the feasibility of changing the conference hosting structure. Explore option of past president as ex-officio conference host committee chair/member. **(Complete by end of 2017)**
- b. Explore value of utilizing ACUHO-I resources such as conference planner or working with hotel chain. **(Complete by end of 2016)**

#### **GOAL 4: DIVERSITY & INCLUSION**

GLACUHO will benefit from expanded opportunities of engagement and connection that transcend all forms of individual and institutional diversity.

*Objective 1: Create a welcoming and evolving association that actively seeks to involve those from marginalized populations and institution types.*

- a. Highlight the value of involvement to marginalized populations regarding benefits to their professional development and campus visibility. (i.e. Create round table and one on one sessions with executive board members and seasoned professionals regarding how to get connected.) **(Complete by end of 2016)**
- b. Develop and assess current opportunities for affinity group networking. **(Complete by end of 2016)**

*Objective 2: Create a path to engagement opportunities reflective of the membership of GLACUHO.*

- a. Create a marketing plan of available opportunities for involvement (i.e. liaison from regional organizations, award nominator, case study, committee member, conference volunteer, chair, executive board). **(Complete by end of 2017)**
- b. Prioritize the shared responsibility of developing and implementing a holistic plan to recruit and retain underrepresented populations. **(Complete by end of 2017)**

*Objective 3: Assess and eliminate barriers to involvement.*

- a. Utilize technological resources to allow members to take advantage of opportunities beyond face to face meetings (i.e. wireless availability at all association events, goto meetings at annual conference, webinars, google hangout, etc.). **(Complete by end of 2018)**
- b. Assess and market scholarship opportunities. **(Complete by end of 2016)**
- c. Create travel/accommodation sharing to connect members as way to reduce travel costs. **(Complete by end of 2016)**