



MACUHO

Mid-Atlantic Association of College & University Housing Officers

2020 - 2025 Strategic Plan

Approved by the MACUHO Executive Board
on October 9, 2020

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Introduction

In the summer of 2018, the Mid-Atlantic Association of College and University Housing Officers (MACUHO) began to develop the organization's 2020-2025 Strategic Plan. The goal of this planning effort was to create a comprehensive guiding document to serve as a basis for where to invest resources over the next five years. This aspirational document contains 5 Strategic Themes, 27 Goals, and 89 Strategic Initiatives.

Mission Statement

The purpose of the Mid-Atlantic Association of College and University Housing Officers is to serve our members through opportunities for professional development and education, networking and interaction, and access to research and current trend information. Association activities and decisions are based on the principles of inclusion, collaboration, involvement from a diverse population of practitioners, and mentoring of current and future colleagues.

Vision Statement

MACUHO will be the professional association of choice for housing and residence life professionals in the Mid-Atlantic region.

Diversity Statement

MACUHO is committed to the basic human rights of every individual and values the rich diversity of our members and member organizations. Members and guests of the Association are expected to exhibit appropriate respect toward others, to understand that MACUHO opposes all acts of intolerance which degrade the human spirit, and to question inappropriate behavior. MACUHO encourages participation by all members in all Association programs, events, conferences, workshops, and activities.

Strategic Planning Process

This Strategic Plan is the result of the work of many individuals (listed in appendix A) over more than two years (see appendix B). A variety of MACUHO documents were reviewed, including but not limited to: constitution and by-laws, assessment data from 2015-2020 plan, survey data from annual conferences, Mid-Atlantic Placement Conferences (MAPC), the Student Staff Live-in Conferences (SSLI), annual surveys, and various task force reports. Upon a review of all of this information, recommendations were made for goals and action items. These items were organized into five Strategic Themes and then reviewed and updated by the MACUHO Executive Board and Leadership Council. This Strategic Plan was approved by the MACUHO Executive Board on October 9, 2020.

Strategic Plan 2020-2025

Strategic Themes

These five Strategic Themes have been identified as the most important overarching topics for MACUHO over the next five years. The phrases below capture the essence of each Strategic Theme.

Finances	Focus on the future financial plan and fiduciary guidelines
Technology	Ensure user-friendly platforms and timely content
Community	Professional home that supports member growth and development
Equity & Inclusion	Provide social justice education and dismantle oppressive systems
Housing & Facilities Operations	Focus on the business relationships that are essential for residential programming

The Strategic Themes

Through the work of the various committees, and in consultation with MACUHO Executive Board and Leadership Council, five Strategic Themes rose as priorities for the association: **Finance**, **Technology**, **Community**, **Equity & Inclusion**, and **Housing & Facility Operations**. Since much of the work in these areas are never fully accomplished, the Themes of Finance, Technology, and Community (rebranded from Engagement) are carryovers from the 2015-2020 Strategic Plan. These Themes are joined by Equity & Inclusion and Housing & Facilities Operations.

The deaths of Ahmuad Arbery, George Floyd, Breonna Taylor, as well as many others, sparked protests against police brutality and a new wave of the Black Lives Matter movement. These events prompted MACUHO to reflect on our values and, as a result, we realized we needed to make a strategic effort to decolonize our organization and move toward anti-racist practices. Movement towards those goals are represented in this Plan as the Equity & Inclusion Theme. Additionally, the word "marginalized", as used in this document, is used to recognize that systems of power influence our members' lived experiences. Regardless of the quantitative diversity within our Association, we recognize those systems of power are still in place.

The addition of the Housing & Facilities Operations Theme highlights the desire of MACUHO to be the comprehensive professional organization it was originally created to be for both residential life and housing operations staff.

Lastly, it is important to note that this Strategic Plan is being implemented at a time of with significant challenges posed to higher education by COVID-19. There will be budget cuts to many institutions and travel funds may be limited for the coming years.

Strategic Theme 1: Finances

The purpose of this section is to bring attention to the most important aspects of the financial development for MACUHO. The listed goals support the development of a clear financial plan and guidelines that meet the immediate and long-term needs of the association and its members. Special attention is given to the development of new relationships with Corporate Partners/Sponsors as their financial support provides MACUHO's operating budget. Conference pricing is also given attention so that MACUHO can balance affordability and financial sustainability for its members.

Goal 1.1: MACUHO will decide how financial information will be shared with membership

Executive Board Champions: Past President, Treasurer

Leadership Council Support: Financial Advisory Board, Magazine

Target Year: 2021

Implementation Strategies:

- Executive Board and Financial Advisory Board will determine how financial information will be shared with membership and inform others who would have responsibility implementing recommendations
- Treasurer and Magazine Editor will include an article in one issue of the MACUHO Magazine annually that shares budget priorities and updates to finances

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Goal 1.2: MACUHO will implement and adhere to internal fiscal controls as established by Financial Advisory Board

Executive Board Champions: Treasurer, Past President

Leadership Council Support: Financial Advisory Board

Target Year: 2022

Implementation Strategies:

- Treasurer and Financial Advisory Board will implement and operationalize internal fiscal controls
- Past President will identify a secondary person to review budget spending

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Goal 1.3: MACUHO will develop opportunities for reduced-rate conference costs to ensure equitable access to all members

Executive Board Champions: Annual Conference Coordinator, Director of Annual Programs

Leadership Council Support: MAPC, SSLI

Target Year: 2022

Implementation Strategies:

- Treasurer will institute a scholarship program for applicants seeking financial assistance at all conferences
- Annual Conference Coordinator will lead in selecting sites that maximize value at registration rates below \$350
- MAPC and SSLI Chairs will explore increasing overall conference registration costs in order to support reduced or full conference registration cost as scholarships
- President will assemble a task force to define and direct MACUHO scholarship program

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Goal 1.4: MACUHO will create financially-responsible conferences that maximize experience for minimal cost

Executive Board Champions: Treasurer, Director of Annual Programs

Leadership Council Support: MAPC, Social Transformation & Advocacy Committee, SSLI, VIPS

Target Year: 2023

Implementation Strategies:

- Treasurer and Director of Annual Programs will create template zero-sum budgets for all conferences to assist teams with planning and preparing conference budgets
- Treasurer and VIPS Chairs will develop a long-term plan for the Pierce Endowment Fund and when finances will be available to assist VIPS expenses
- All conference teams (Annual Conference, MAPC, Social Justice Symposium, SSLI, etc.) must report within one week to the Treasurer any expenses that potentially exceed projected conservative revenues mitigation

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Goal 1.5: MACUHO will evaluate the value added features of the current Corporate Partner Program and recommend changes

Executive Board Champions: Treasurer, Director of Business Operations & Communications

Leadership Council Support: Exhibits & Displays, Sponsorships

Target Year: 2023

Implementation Strategies:

- Sponsorship Coordinator will develop new assessment tools in order to receive improved feedback from Corporate Partners
- Exhibits & Displays Chair will compare and contrast the benefits for exhibitors vs Corporate Partners

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Goal 1.6: MACUHO will retain and recruit new Corporate Partners/Sponsors for financial stability

Executive Board Champions: Treasurer, Director of Business Operations & Communications

Leadership Council Support: Exhibits & Displays, Magazine, Sponsorship, Webmaster

Target Year: 2024

Implementation Strategies:

- Treasurer and Director of Technology Initiatives will manage timely contracting with Corporate Partners, including accurate financial record keeping and invoicing
- Webmaster will promptly post and remove corporate partner logos and advertising on the MACUHO website
- Magazine Editor will ensure that all current Corporate Partners have featured advertising within the MACUHO Magazine
- Sponsorship Coordinator and Annual Conference Coordinator will develop additional opportunities for Corporate Partners/Sponsors to connect with the organization and its members
- Sponsorship Coordinator and Annual Conference Coordinator will provide additional networking opportunities to Corporate Partners/Sponsors
- The Treasurer, Director of Business Operations & Communication, Sponsorship and Exhibits & Display Coordinators will identify and implement strategies for recruiting a minimum of six Corporate Partners annually

Strategic Theme 1: Finances

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Goal 1.7: MACUHO will increase income and reserves

Executive Board Champions: President, Treasurer

Leadership Council Support: Financial Advisory Board

Target Year: 2025

Implementation Strategies:

- Treasurer and Financial Advisory Board will investigate, identify and implement changes to maximize financial returns
- Treasurer and Financial Advisory Board will identify new sources of funds for the Association
- Executive Board will provide guidance to the Annual Conference Coordinator and annual conference team to prioritize savings opportunities within the annual conference budget to strengthen fiscal sustainability

Strategic Theme 2: Technology

MACUHO's technology efforts include supporting infrastructure and improving communication. Infrastructure refers to MACUHO Executive Board making decisions about where to store and share documents and information.

Communication refers to maintaining a website that is more easily navigated, maintaining a relevant social media presence, and sharing information out on multiple platforms. Technology will also be used as a means to educate members, aid in connecting members to one another, and provide information for upcoming events. The MACUHO website will serve as the primary location for getting the most up-to-date information.

Goal 2.1: MACUHO will regularly communicate through scheduled Magazines, discussion boards, and blog entries

Executive Board Champions: Secretary, Director of Technology Initiatives

Leadership Council Support: Engagement Coordinators, Magazine, Social Transformation & Advocacy Committee

Target Year: 2021

Implementation Strategies:

- Magazine Editor will publish a quarterly high-quality Magazine in line with branding guidelines and Corporate Partner program advertising
- Engagement Coordinators will explore the use of discussion boards or blogs to facilitate connections within staff levels (Graduate-Level, Entry-Level, Mid-Level, Senior-Level)
- Social Transformation & Advocacy Committee Chairs will facilitate monthly blog contributions focused on social justice and anti-racist education topics; the top entry every three months will be submitted to the MACUHO Magazine

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Goal 2.2: MACUHO will create communication platforms and facilitate ongoing discussion and data sharing for various engagement levels (Graduate-Level, Entry-Level, Mid-Level, Senior-Level)

Executive Board Champions: Director of Membership Development, Director of Technology Initiatives

Leadership Council Support: Engagement Coordinators, System Administration Coordinator, Webmaster

Target Year: 2022

Implementation Strategies:

- Webmaster and System Administration Coordinator will create various platforms for regular communication
- Graduate-Level, Entry-Level, Mid-Level, and Senior-Level Engagement Coordinators will explore, develop structure, and market new tier-level communication platforms
- The Director of Membership Development and Director of Training & Development will collect ACUHO-I listserv data and topics into a centralized knowledge platform to coincide with Engagement Coordinator efforts

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Goal 2.3: MACUHO will sign a Customer Relationship Management (CRM) platform contract that will meet the needs of MACUHO leaders and members at a financial cost that is less than what is currently being paid

Executive Board Champions: Vice President/President Elect, Director of Technology Initiatives

Leadership Council Support: System Administration Coordinator, Webmaster

Target Year: 2022

Implementation Strategies:

- Director of Technology Initiatives and Vice President/President Elect will determine whether a CRM platform hosted through ACUHO-I is a comparable, cost-saving solution
- Director of Technology Initiatives and Treasurer will draft a formal proposal to either augment or replace existing CRM for vote by the leadership (shared at the 2021 Annual Business Meeting for implementation in 2022)

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Goal 2.4: MACUHO will establish a comprehensive online presence, engaging members through social media and the MACUHO website

Executive Board Champions: Director of Membership Development, Director of Technology Initiatives

Leadership Council Support: Social Media Coordinator

Target Year: 2023

Implementation Strategies:

- Social Media Coordinator will publish updates during MACUHO events, engaging attendees in the process
- Director of Technology Initiatives and Social Media Coordinator will train all MACUHO Leadership Council members with regards to social media best practices
- Social Media Coordinator will create their own content, educate members on how to submit social media requests, and post requests from the Executive Board & Leadership Council

Strategic Theme 2: Technology

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Goal 2.5: MACUHO will evaluate and secure sufficient online file storage solutions to benefit leadership transitions and committee/coordinator responsibilities

Executive Board Champions: Secretary, Director of Technology Initiatives

Leadership Council Support: Archives, System Administration Coordinator, Webmaster

Target Year: 2023

Implementation Strategies:

- Webmaster and System Administrator Coordinator will organize and consolidate current online storage into one larger web database
- Archives Coordinator will systematize older documents (minutes, budgets, reports) into sub-pages for committees and coordinators to access readily in database
- Leadership Council members will complete quarterly reports and they will be sorted into committee and coordinator specific online folders to assist with continuity
- Executive Board and Leadership Council members will use MACUHO email accounts and Google Drive folders instead of personal accounts

Strategic Theme 2: Technology

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Goal 2.6: MACUHO will provide consistent webinar opportunities for members

Executive Board Champions: Director of Membership Development, Director of Training & Development

Leadership Council Support: Archives, Personal & Professional Development, Social Transformation & Advocacy Committee

Target Year: 2024

Implementation Strategies:

- Personal & Professional Development Chairs will facilitate quarterly webinars based on member feedback/data and leadership initiatives
- Personal & Professional Development Chairs will reach out to the winner(s) of the Region's Best award to record presentations as webinars annually
- Personal & Professional Development and Social Transformation & Advocacy Committee Chairs will collaborate to facilitate at least one identity-based webinar per calendar year
- Personal & Professional Development Chairs will work with the Archives Coordinator and Webmaster to maintain an online webinar archive for MACUHO members to readily access

Strategic Theme 2: Technology

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Goal 2.7: MACUHO will enhance the technological interface that Corporate Partners/Sponsors utilize to communicate with the membership

Executive Board Champions: Director of Business Operations & Communications, Director of Technology Initiatives

Leadership Council Support: Exhibits & Displays, Sponsorship, Webmaster

Target Year: 2025

Implementation Strategies:

- Exhibits & Displays and Sponsorship Coordinators will benchmark how other regional associations and ACUHO-I interact with Corporate Partners/Sponsors
- Director of Technology Initiatives and Webmaster will implement recommendations to enhance technological interface with Corporate Partners/Sponsors

Strategic Theme 3: Community

MACUHO will represent a professional home for its members by fostering opportunities for engagement with others. MACUHO will provide educational and developmental opportunities at all levels, including undergraduate students, graduate students, entry-level, mid-level, and senior-level professionals. Members will give to MACUHO by being active participants who contribute to educational content, attend conferences, and find connections with other members. MACUHO will give back to its members by creating an association where they can invest in their professional development and the future of the profession. MACUHO will recruit and retain members from all areas of the region and develop partnerships with boarding regional associations.

Goal 3.1: MACUHO will create opportunities for participation amongst members in the region at all professional levels to serve their specialized needs and interests

Executive Board Champions: Director of Membership Development, Director of Training & Development

Leadership Council Support: Engagement Coordinators, Leadership & Volunteer Recruitment

Target Year: 2021

Implementation Strategies:

- Engagement Coordinators will provide ongoing support for members of their corresponding staff level
- Director of Membership Development will oversee local/sub-region social opportunities for participation
- Leadership & Volunteer Recruitment Chair will recruit for all levels for involvement on both Executive Board and Leadership Council

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Goal 3.2: MACUHO will provide targeted outreach to create opportunities for undergraduate student leadership participation

Executive Board Champions: Director of Membership Development, Director of Training & Development

Leadership Council Support: Recognition & Connections, SSLI, VIPS

Target Year: 2023

Implementation Strategies:

- SSLI and VIPS Coordinators will develop and maintain an ongoing roster of undergraduate attendees to track potential professional involvement in MACUHO
- SSLI Coordinators will create a mentoring program for new professionals who attend Student Staff & Live-in Conference
- VIPS Coordinators will introduce past VIPS members to MAPC as a long-term career opportunity
- Recognition & Connections Committee will create at least two new initiatives to connect and support undergraduate student leaders

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Goal 3.3: MACUHO will recruit members from institutions with no recent involvement

Executive Board Champions: Vice President/President Elect, Director of Membership Development

Leadership Council Support: Engagement Coordinators

Target Year: 2024

Implementation Strategies:

- Engagement Coordinators, in the absence of sub-regions, will work together to identify colleges and universities that have not attended a MACUHO event in the last five years
- Director of Annual Programs will create a document to track institutional attendance at MACUHO events
- The Director of Membership Development will provide annual outreach to low-engagement institutions and report back to the Executive Board on results and trends

Strategic Theme 3: Community

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Goal 3.4: MACUHO will develop partnerships with GLACUHO, NEACUHO, and SEAHO to better serve "border institutions" at the edge of each region

*Executive Board Champions: Past President, Vice President/
President Elect*

*Leadership Council Support: MAPC, Social Media Coordinator,
SSLI*

Target Year: 2025

Implementation Strategies:

- President will establish a Memorandum of Understanding with bordering regional associations (GLACUHO, NEACUHO, SEAHO) related to attendance at regional events
- President, Vice President and Social Media Coordinator will share nearby conference and engagement opportunities hosted by bordering regional associations located just outside of the MACUHO region to membership
- President and Annual Conference Coordinator will work to minimize any overlap of annual conferences dates with neighboring regions
- President will invite bordering regional associations to participate in the Annual Conference, MAPC, SSLI, or other events that may serve other regional members

Strategic Theme 4: Equity & Inclusion

The aim with this Strategic Theme is twofold: restructuring our internalized and oppressive practices and continuing education regarding social justice, with a focus on racism. MACUHO is committed to advocating for social justice alongside all marginalized identities by decolonizing our policies and procedures to become an anti-racist organization. MACUHO will create opportunities for members to address white supremacy and systemic oppression. MACUHO is committed to supporting members with marginalized identities and providing education to members about issues related to oppression and identity.

Goal 4.1: MACUHO will increase participation from Minority Serving Institutions (MSIs) and Professionals of Color

Executive Board Champions: Vice President/President Elect, Director of Strategic Initiatives

Leadership Council Support: VIPS

Target Year: 2022

Implementation Strategies:

- Director of Technology Initiatives and Director of Strategic Initiatives will develop and maintain a database of regional MSIs
- Vice President/President Elect will increase membership on MACUHO Executive Board and Leadership Council from MSIs and professionals of color
- VIPS Chairs will ensure that at least 30% of selected participants are people of color

Strategic Theme 4: Equity & Inclusion

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Goal 4.2: MACUHO will support marginalized staff members through online and in-person communication and affirmation efforts

Executive Board Champions: Secretary, Director of Training & Development

Leadership Council Support: Leadership & Volunteer Recruitment, Magazine, Recognition & Connections, Social Transformation & Advocacy Committee

Target Year: 2023

Implementation Strategies:

- Social Transformation & Advocacy Committee will solicit and maintain monthly Diversity Blog entries, announcing updates through social media
- Social Transformation & Advocacy Committee will expand current Affinity Group participation through online connections, meetings, or mentoring opportunities
- Social Transformation & Advocacy Committee will invite panelists and host institutions for the annual Social Justice Symposium from Minority Serving Institutions (MSIs)
- Director of Annual Programs will invite marginalized professionals to be featured and/or keynote speakers at conferences
- Vice President and Leadership & Volunteer Recruitment Chair will recruit leaders and members of marginalized backgrounds
- Recognition & Connections Committee will provide the option for mentees in the LINK program to request mentors that share social identities
- MACUHO Magazine will include submissions by professionals of marginalized identities and highlight professionals of marginalized identities

Strategic Theme 4: Equity & Inclusion

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Goal 4.3: MACUHO will educate its membership on issues of diversity, equity, and inclusion with a focus on race, gender, and sexuality

Executive Board Champions: Past President, Director of Training & Development

Leadership Council Support: Annual Program, Magazine, Social Transformation & Advocacy Committee, SSLI

Target Year: 2024

Implementation Strategies:

- Director of Annual Programs and Annual Program Chairs will aim for at least 20% of accepted program proposals for the Annual Conference relates to social justice, equity and inclusion
- Annual Program and Student Staff & Live-in Conference Chairs will aim for at least 20% of accepted program proposals for Student Staff & Live-in Conference relates to social justice, equity and inclusion
- MACUHO Magazine will include in every issue an article addressing issues of diversity, equity, and inclusion with a focus on race, gender, and sexuality
- President will create and maintain initiatives for MACUHO to educate themselves around issues of identity and how socio-cultural systems of oppression impact the lived experiences of members

Strategic Theme 4: Equity & Inclusion

The aim with this Strategic Theme is twofold: restructuring our internalized and oppressive practices and continuing education regarding social justice, with a focus on racism. MACUHO is committed to advocating for social justice alongside all marginalized identities by decolonizing our policies and procedures to become an anti-racist organization. MACUHO will create opportunities for members to address white supremacy and systemic oppression. MACUHO is committed to supporting members with marginalized identities and providing education to members about issues related to oppression and identity.

Goal 4.4: MACUHO will take actions to dismantle decolonization policies or procedures and affirm itself as an anti-racist organization

Executive Board Champions: President, Vice President/President Elect

Leadership Council Support: Social Transformation & Advocacy Committee

Target Year: 2025

Implementation Strategies:

- President will evaluate and remove from MACUHO foundational documents and practices that support systemic oppression, with a focus on racism
- Director of Training & Development will create a bias response form and process of evaluating occurrences of bias in the MACUHO organization
- Executive Board will provide annual training for the MACUHO Leadership Council on how to dismantle systems of oppression within our organization
- Executive Board and Leadership Council will annually review their initiatives through a social justice checklist to ensure that strategic theme goals are addressed
- Executive Board will provide funds to Social Justice Symposium to provide additional opportunities that are unattainable on a low-cost zero-based budget
- Director of Annual Programs will re-evaluate Program Proposal Evaluation Rubric to minimize bias and incorporate a social justice lens

Strategic Theme 5: Housing and Facilities Operations (HFO)

This section relates to operations and maintenance, technology, construction/projects, human resources, and attending to student needs. Operations and maintenance refers to best practices between facilities, residence life, and housekeeping. It includes campus safety, emergency planning, conference services, assignments, budgeting, and acquiring off-campus complexes. Technology refers to software as service and technological aspects such as WiFi, electrical, VoIP, TVoIP, cable/TV, and card access. Construction/projects refers to housing standards and design, and best practices for managing contractors, master planning, and finances. Human resources refers to team building with an HFO staff. Attending to students' needs includes emotional support animals, ADA compliance, holistic student well-being, and programming around preventative maintenance.

Goal 5.1: MACUHO will encourage presentations on evolving diversity topics (Americans with Disabilities Act, religious accommodation, Emotional Support Animals, etc.) providing insight to areas within housing facilities and operations

Executive Board Champions: Director of Annual Programs, Director of Business Operations & Communications

Leadership Council Support: Annual Program, Housing & Facilities Operations, Social Transformation & Advocacy Committee

Target Year: 2021

Implementation Strategies:

- Housing & Facilities Operations and Social Transformation & Advocacy Committee Chairs will recruit programs for the Annual Conference at the intersection of Housing and Facilities Operations and inclusion
- Annual Program Chairs will ensure at least one program each year addresses the intersection of housing and facilities operations and inclusion

Strategic Theme 5: Housing and Facilities Operations (HFO)

This section relates to operations and maintenance, technology, construction/projects, human resources, and attending to student needs. Operations and maintenance refers to best practices between facilities, residence life, and housekeeping. It includes campus safety, emergency planning, conference services, assignments, budgeting, and acquiring off-campus complexes. Technology refers to software as service and technological aspects such as WiFi, electrical, VoIP, TVoIP, cable/TV, and card access. Construction/projects refers to housing standards and design, and best practices for managing contractors, master planning, and finances. Human resources refers to team building with an HFO staff. Attending to students' needs includes emotional support animals, ADA compliance, holistic student well-being, and programming around preventative maintenance.

Goal 5.2: MACUHO will create a strategic partnership with APPA - Leadership in Educational Facilities to the benefit of both organizations

Executive Board Champions: Past President, Director of Business Operations & Communications

Leadership Council Support: Housing & Facilities Operations

Target Year: 2021

Implementation Strategies:

- Director of Business Operations & Communications will consult with ACUHO-I regarding the partnership that ACUHO-I and APPA - Leadership in Educational Facilities have with each other
- Director of Business Operations & Communications will invite APPA - Leadership in Educational Facilities into a strategic partnership

Strategic Theme 5: Housing and Facilities Operations (HFO)

This section relates to operations and maintenance, technology, construction/projects, human resources, and attending to student needs. Operations and maintenance refers to best practices between facilities, residence life, and housekeeping. It includes campus safety, emergency planning, conference services, assignments, budgeting, and acquiring off-campus complexes. Technology refers to software as service and technological aspects such as WiFi, electrical, VoIP, TVoIP, cable/TV, and card access. Construction/projects refers to housing standards and design, and best practices for managing contractors, master planning, and finances. Human resources refers to team building with an HFO staff. Attending to students' needs includes emotional support animals, ADA compliance, holistic student well-being, and programming around preventative maintenance.

Goal 5.3: MACUHO will expand learning and networking opportunities for Housing & Facilities Operations professionals, outside of the Annual Conference, and publications related to housing, facilities, and operations

Executive Board Champions: Secretary, Director of Membership Development

Leadership Council Support: Housing & Facilities Operations

Target Year: 2022

Implementation Strategies:

- Housing & Facilities Operations Chairs will invite Housing and Facilities Operations professionals from the entire region to participate in drive-in conferences, including Walls-to-Halls
- Housing & Facilities Operations Chairs will invite Housing and Facilities Operations professionals to the Annual Conference highlighting registration options and interaction with exhibitors

Strategic Theme 5: Housing and Facilities Operations (HFO)

This section relates to operations and maintenance, technology, construction/projects, human resources, and attending to student needs. Operations and maintenance refers to best practices between facilities, residence life, and housekeeping. It includes campus safety, emergency planning, conference services, assignments, budgeting, and acquiring off-campus complexes. Technology refers to software as service and technological aspects such as WiFi, electrical, VoIP, TVoIP, cable/TV, and card access. Construction/projects refers to housing standards and design, and best practices for managing contractors, master planning, and finances. Human resources refers to team building with an HFO staff. Attending to students' needs includes emotional support animals, ADA compliance, holistic student well-being, and programming around preventative maintenance.

Goal 5.4: MACUHO will develop a database and network of all Housing and Facilities Operations professionals, vendors, and sponsors in the region

Executive Board Champions: Director of Strategic Initiatives, Director of Technology Initiatives

Leadership Council Support: Housing & Facilities Operations, Sponsorship

Target Year: 2024

Implementation Strategies:

- Housing & Facilities Operations Chairs will work with Director of Technology Initiatives to create online resources to keep track of Housing and Facilities Operations professionals, vendors, and sponsors in the MACUHO region
- Director of Membership Development and Housing & Facilities Operations Chairs will populate and update database with Housing & Facilities Operations professionals on an annual basis
- Director of Business Operations & Communications and Sponsorship Coordinator will populate and update the database with vendors and sponsors on an annual basis

Strategic Theme 5: Housing and Facilities Operations (HFO)

This section relates to operations and maintenance, technology, construction/projects, human resources, and attending to student needs. Operations and maintenance refers to best practices between facilities, residence life, and housekeeping. It includes campus safety, emergency planning, conference services, assignments, budgeting, and acquiring off-campus complexes. Technology refers to software as service and technological aspects such as WiFi, electrical, VoIP, TVoIP, cable/TV, and card access. Construction/projects refers to housing standards and design, and best practices for managing contractors, master planning, and finances. Human resources refers to team building with an HFO staff. Attending to students' needs includes emotional support animals, ADA compliance, holistic student well-being, and programming around preventative maintenance.

Goal 5.5: MACUHO will recruit and increase Housing and Facilities Operations program proposals and aim for 20% of accepted program proposals for the Annual Conference to relate to this topic area

Executive Board Champions: Director of Annual Programs, Director of Business Operations & Communications

Leadership Council Support: Annual Program, Housing & Facilities Operations, Sponsorships

Target Year: 2025

Implementation Strategies:

- Director of Business Operations & Communication and Sponsorship Coordinator will publicize co-programming opportunities for Corporate Partners
- Housing & Facilities Operations and Annual Program Chairs will actively recruit programs for each Annual Conference
- Housing & Facilities Operations and Annual Program Chairs will create program track for Housing and Facilities Operations programs

MACUHO Strategic Plan

Goal Sequencing

Goal	2021	2022	2023	2024	2025
1.1	■				
1.2		■			
1.3		■			
1.4			■		
1.5			■		
1.6				■	
1.7					■
2.1	■				
2.2		■			
2.3		■			
2.4			■		
2.5			■		
2.6				■	
2.7					■
3.1	■				
3.2			■		
3.3				■	
3.4					■
4.1		■			
4.2			■		
4.3				■	
4.4					■
5.1	■				
5.2	■				
5.3		■			
5.4				■	
5.5					■

Appendix A

Strategic Planning Leadership

Johnny Kocher, President - West Virginia University

Tiffany Hughes, Vice President/President Elect - West Virginia University

Stephen Apanel, Past President - Bucknell University

David Clurman, Director of Strategic Initiatives (2019-2021) - University of Maryland, Baltimore County

Kurtis Watkins, Director of Strategic Initiatives (2017-2019) - Stevens Institute of Technology

Julia Collett, Strategic Planning Coordinator (2020) - George Washington University

Carolyn Pitcairn-Beers, Strategic Planning Coordinator (2017-2019) - Notre Dame College

Strategic Planning Task Force Members

Valerie Baroni - Indiana University of Pennsylvania

Curtis Chan - Rutgers University

Caitlyn Bolduc - University of Mississippi

Michael Davis - Millersville University

Nicholas Gramiccioni - William Paterson University

Nichole Faison - Bloomfield College

Liz Holt - Robert Morris University

Brian Medina - University of Maryland College Park

Tim Moran - Seton Hall University

Jason Smith - Montclair State University

Isaiah Thomas - Swarthmore College

Lauren Way - George Washington University

Appendix B

Strategic Planning Timeline

Summer 2018

Recruitment of members for Strategic Planning Task Force groups

Fall 2018 - Summer 2019

Strengths, Weaknesses, Opportunities, Challenges & Threats identified
Evaluation of 2015-2020 Strategic Plan begins

Fall 2019

Initial critical issues (engagement, leadership and structure, information, finances, technology) identified

Winter - Spring 2020

Surveyed MACUHO leadership about status of 2015-2020 Strategic Plan initiatives and suggestions for 2020-2025 items

Summer 2020

Completed 2015-2020 Strategic Plan final report
Draft of 2020-2025 Strategic Plan completed

Fall 2020

Revisions of 2020-2025 Strategic Plan completed and final document approved by Executive Board