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acuho

Northwest Association of College and
University Housing Officers

ASSOCIATION MASTER PLAN

2012 – 2016



Table of Contents

Introduction 3
 The Association 3
 The Master Plan 4
Master Planning Process 5
Organizational Identity 6
 Vision Statement 6
 Mission Statement 6
 Tagline 6
 Core Purposes 6
Master Plan Focus Areas 7
 Focus Area: Core Purposes 7
 Focus Area: Financial Stewardship 7
 Focus Area: Governance 8
 Focus Area: Member Engagement 8
 Focus Area: Partnerships 8
Objectives 10
 Prioritization 10
 Core Purposes Objectives 10
 Financial Stewardship Objectives 11
 Governance Objectives 11
 Member Engagement Objectives 12
 Partnerships Objectives 12
2012 Action Plan 13
 Core Purposes Objective Implementation 13
 Financial Stewardship Objective Implementation 14
 Governance Objective Implementation 16

Member Engagement Objective Implementation 17
Partnerships Objective Implementation..... 18

Introduction

The Association

The Northwest Association of College and University Housing Officers (“the Association” or “NWACUHO”) has operated as an unincorporated group of housing professionals in the Pacific Northwest since at least 1961, although historical records are incomplete. It is known that the Association will be hosting it’s 50th annual conference in the winter of 2012, coinciding with the release of this master plan.

On July 23, 2008, NWACUHO filed Articles of Incorporation as an Oregon nonprofit public benefit corporation, formalizing the organizational structure of the Association and providing a legal framework for NWACUHO operations. On October 27, 2011, NWACUHO received a determination from the United State Internal Revenue Service granting income tax exempt status as a 501(c) 6 association retroactive to the date of incorporation.

While the State of Oregon and the United States of America serve as the legal home of the Association, NWACUHO is an international multi-state and multi-province organization serving the housing profession in the US states of Alaska, Washington, and Oregon; and, the Canadian provinces of Alberta and British Columbia, in addition to the Yukon Territory.

NWACUHO is governed by a volunteer Board of Directors who directs the operations of the Association and maintain a fiduciary duty to the well-being of the organization.

The Master Plan

Upon formalization of the organizational and legal structure of NWACUHO in 2011, the Board shifted focus to long term consistency, sustainability, and the programmatic direction of the Association. A desired outcome was the creation of a Master Plan as well as overall organizational identity.

Organizational identity statements including vision, mission, and core values would provide a metric to guide all Association programs and activities. The Master Plan would serve as blueprint for the future, identifying and addressing continued challenges and providing the Board with the opportunity to develop implementation steps on an annual basis that in totality moves the organization forward in congruence with the vision, mission, and core values.

To facilitate the master planning process, the Board commissioned a group of NWACUHO leaders to serve as consultants. The original consultant group consists of:

Elaine Ames

NWACUHO President Elect
Operations and Marketing Manager
University Housing and New Student Programs
Central Washington University

Steve Fitterer

NWACUHO President
Director of Residence Services
Mount Royal University

Josh Gana

NWACUHO Past President
Assistant Director for Facilities and Operations
Housing & Food Services
University of Washington

Matt Lamsma

NWACUHO Past President
Senior Associate Director of Residence Life
Housing and Residence Life
Gonzaga University

Dan Larson

NWACUHO Past President
Associate Director
University Housing & Dining Services
Oregon State University

Master Planning Process

Date:	Milestone:
February 2011	2012 – 2016 master planning consultant group commissioned.
July 2011	2012 – 2016 master planning retreat.
October 2011	Board approval of organizational identity statements. Prioritization of objectives. Development of 2012 action plan.
November 2011 – January 2012	Completion of 2012 – 2016 master plan. Organization of work groups to implement 2012 action plan.
February 2012	Final Board approval of 2012 – 2016 master plan. Presentation of plan and organizational identity to membership.
October 2012	Assessment of 2012 progress. Development of 2013 action plan.
February 2013	Presentation of progress to membership.
October 2013	Assessment of 2013 progress. Development of 2014 action plan.
February 2014	Presentation of progress to membership.
October 2014	Assessment of 2014 progress. Development of 2015 action plan.
February 2015	Presentation of progress to membership.
October 2015	Assessment of 2015 progress. Development of 2016 action plan.
February 2016	Presentation of progress to membership. 2017 – 2021 master planning consultant group commissioned.
July 2016	2017 – 2021 master planning retreat.
October 2016	Assessment of 2016 progress. Board prioritization of objectives in 2017 – 2021 plan. Development of 2017 action plan.
November 2016 – January 2017	Completion of 2017 – 2021 master plan.
February 2017	Final Board approval of 2017 – 2021 master plan. Presentation of progress and new plan and to membership.

Organizational Identity

Vision Statement

Be the higher education housing industry's leading regional association by providing professional enrichment that enhances the residential environment.

Mission Statement

To enrich the housing profession through the promotion of best practices, professional development, collaborative sharing of ideas, and the examination of future trends relating to the administration of the physical, financial, social and educational components of university and college housing programs.

Tagline

Enriching the housing profession.

Core Purposes

NWACUHO exists to:

- *Promote best practices*
- *Encourage professional development*
- *Foster the collaborative sharing of ideas*
- *Examine future industry trends*

Master Plan Focus Areas

The master planning consultant group has identified five specific **focus areas** in which a gap exists between the current reality and the desired situation. These focus areas represent issues that the Association has struggled with for multiple years; many of which have been discussed annually by the Board of Directors but have failed to move forward in a meaningful way.

It is the belief of the consultant group that by identifying and prioritizing objectives within each focus area, and, developing and implementing action plans for each objective, NWACUHO will achieve incremental gains as an organization. Through this process, programs, activities, and operations will become more consistent with the core ideology of the Association in a progressive fashion.

For each focus area, **key indicators** identify operational areas in which success will be evident as the organization progresses towards the desired situation. **Objectives** further drill down each key indicator, from which an **action plan** will assist in achieving each objective.

Focus Area: Core Purposes

Current Situation:	Association programs and initiatives lack focus, consistency, and continuity related to the purposes of the Association; and, between Board terms.
Desired Situation:	Continuity between association programs and core purposes, mission, and vision.
Key Indicators:	Task force functionality Organizational policies and procedures Member awareness of core purposes

Focus Area: Financial Stewardship

Current Situation:	NWACUHO does not have codified financial policies and procedures to govern expenses, auditing practices, and reserves.
Desired Situation:	NWACUHO will have sound, codified financial practices and procedures in place that exemplify non-profit industry best practices.
Key Indicators:	Reserve policies Audit policies Financial policies and procedures Program funding priorities Revenue practices

Focus Area: Governance

Current Situation:	Volunteer positions are inherently difficult to maintain in respect to role clarity, accountability, and continuity of operations. The organizational structure doesn't support operating needs.
Desired Situation:	Efficient, effective, functional and inclusive governance and operating structure for the Association is present.
Key Indicators:	Structure and responsibilities of Board positions Election process and cycle Board member accountability Recruitment of Board members Documentation of organizational precedents

Focus Area: Member Engagement

Current Situation:	Membership is transitory which results in heavy new professional involvement but not much beyond that. Limited opportunities exist for continued engagement.
Desired Situation:	A culture of long term engagement and continued contribution is present, and opportunities for progression of involvement and participation at all levels exists.
Key Indicators:	Senior Housing Officer involvement Lifecycle of a member Task force effectiveness Institutional membership Corporate membership Conference program

Focus Area: Partnerships

Current Situation:	Little collaboration exists with related associations and poorly developed rationale for existing partnerships
Desired Situation:	Strategic partnerships exist that add value to the association, are related to core purposes, and demonstrate return on investment.

Key Indicators:

AIMHO and RLPA relationships

PACURH relationship

ACUHO-I affiliation

ACUHO-I Foundation support

Functional association relationships

Objectives

Within each focus area, objectives identify activities that will move the organization to success in regard to the key indicators. These objectives reflect the “what” phase of the master plan.

The master planning consultant group identified 24 objectives for inclusion in the 2012 – 2016 Master Plan. In October of 2011, the NWACUHO Board of Directors prioritized these objectives to determine where to focus efforts in 2012. A medium or low priority does not indicate a lack of importance, or, that the objective will not be achieved; rather, it informs the Board in developing a manageable, phased action plan on an annual basis.

As high priority items are achieved, medium and low priority items should then be addressed. At the annual October planning meeting, the Board will assess which objectives have been achieved and can be marked complete, which have been started but will continue into the following year, which new objectives will be included in the coming year’s action plan, and which objectives will be addressed in later years.

Prioritization

- **High:** Areas that need attention in the near term, within the next 1 – 2 years.
- **Medium:** Areas that need attention in the midterm, within the next 2 – 3 years.
- **Low:** Areas that need attention in the long term, within the next 3 – 5 years or beyond.

Core Purposes Objectives

Key Indicator	Objective	Priority	Implementation
Organizational policies and procedures	Establish decision making guidelines for scholarships, awards, funding proposals, programs, and other initiatives that consider core purposes as a litmus test for the business of the association. Incorporation of core purposes in all decision making processes.	High	2012
Member awareness of core purposes	Members can articulate the associations core purposes	Medium	
Task force functionality	Articulate the connection between core purposes and task force functions.	Medium	

Financial Stewardship Objectives

Key Indicator	Objective	Priority	Implementation
Program funding priorities	Develop an efficient funding request and decision making process/structure that utilizes core purposes as a metric.	High	2012
Financial policies and procedures	Develop expense procedures with appropriate levels of internal and external financial controls for a non-profit association.	High	2012
Revenue practices	Clear guidelines regarding revenue requirements of programs, conferences, dues, fundraising, etc.	Medium	
Audit policies	Develop an auditing procedure consistent with non-profit industry best practices.	Medium	
Reserve policies	Develop a reserve policy which informs level of reserves, investment strategies, and ensures the long term viability of the association.	Low	

Governance Objectives

Key Indicator	Objective	Priority	Implementation
Structure and responsibilities of Board positions	Determine whether the current Board structure meets the association's vision and mission. Clearly document roles, expected outcomes, and responsibilities through task lists, position descriptions, and goals.	High	2012
Board member accountability	Develop a structure for accountability that incorporates training, positional goals and an annual review.	Medium	
Recruitment of Board members	Election process allows for high level of participation and integrity. Develop recruitment strategies that ensures for contested elections.	Medium	
Election process and cycle	Evaluate the election process to benchmark election best practices and review the cycle to ensure continuity, integrity, and sustainability.	Low	

Documentation of organizational precedents	Identify strategies to effectively document historical conversations, protocols, and practices that are easily accessible in the decision-making process.	Low	
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Member Engagement Objectives

Key Indicator	Objective	Priority	Implementation
Lifecycle of a member	Structure to integrate and orient new professionals to the region and develop cycle of progressive involvement opportunities through mid-level to senior level.	High	2012
Task force effectiveness	Analysis of the effectiveness of current task forces and clear direction established for the future.	High	
Conference program	Ensure the conference program meets the needs of the spectrum of professional levels and functional areas.	Medium	
Senior Housing Officer involvement	Greater engagement and participation from senior housing officers in the region.	Medium	
Institutional membership	Strategy for growing and engaging institutional members.	Low	
Corporate membership	Strategy to improve “return on investment” for corporate members.	Low	

Partnerships Objectives

Key Indicator	Objective	Priority	Implementation
ACUHO-I affiliation	Analysis of connection to core purposes and if affiliation with ACUHO-I is to be continued, formalization through a memorandum of understanding or affiliation agreement.	High	2012
ACUHO-I Foundation support	Analysis of connection to core purposes and if support of the ACUHO-I Foundation is to be continued, formalization through a	High	2012

	memorandum of understanding or affiliation agreement.		
PACURH relationship	Analysis of connection to core purposes and if relationship with PACURH is to be continued, formalization through a memorandum of understanding or affiliation agreement.	High	2012
AIMHO and RLPA relationships	Analysis of “return on investment” for partnerships with AIMHO and RLPA, and if relationship is to be continued, formalization through a memorandum of understanding or affiliation agreement.	Medium	
Functional association relationships	Enhancement of connections with groups like regional APPA, etc. to support breadth of program offerings	Low	

2012 Action Plan

Based on the prioritization of objectives within each focus area, the Board of Directors has selected eight objectives for implementation in 2012. The action plan is detailed below.

Core Purposes Objective Implementation

Objective:

Establish decision making guidelines for scholarships, awards, funding proposals, programs, and other initiatives that consider core purposes as a litmus test for the business of the association. Incorporation of core purposes in all decision making processes.

2012 Action Steps:

- Develop and publish clear definitions of each award & scholarship
- Create clear and documented application procedures
- Implement a strong external communication/marketing campaign to membership
- Create a selection rubric
- Create flow charts and checklists for each award and scholarship, documenting the selection, funding, and archival process from start to finish

Measures of Success:

- Archived data, including nominations, completed rubrics, and winners is easy to access

- Increase in the number of applicants for each scholarship and award
- Board of Directors should be able to articulate awards and processes and serve as the marketers for these items.

Required Information:

- Historical records and perspectives on solicitation and decision making
- Consolidated list of all deadlines
- Philosophy statement about variations in budgeted amounts for awards and scholarships, taking into account conference cost variations

Required Decisions:

- Determine breakdown of workload for specific Board of Director members
- Create a timeline of this work

Process Facilitators:

- Lauren Pigott, Secretary
- Andrew Rogers, Newsletter Editor

Financial Stewardship Objective Implementation

Objective:

Develop an efficient funding request and decision making process/structure that utilizes core purposes as a metric.

2012 Action Steps:

- Creation of a request form based around Core Values
- Creation of an evaluation rubric used for selection
- Development of external marketing for membership

Measures of Success:

- Solid budgeting principles used in decision-making
- Archived records are easy to access
- An increase in the volume of funding requests received
- Board of Directors can articulate the process to members
- Members view funding opportunities as a benefit for being part of NWACUHO

Required Information:

- Can we add a line item for general funding requests, and how much?

Required Decisions:

- Balance of funding between Task Forces and general funding proposal opportunities
- Is funding available to be requested by all member institutions?

Process Facilitators:

- Erik Elordi, Oregon Representative
- Micheal Seraphin, Treasurer

Objective:

Develop expense procedures with appropriate levels of internal and external financial controls for a non-profit association.

2012 Action Steps:

- Treasurer and a small team complete a review of the Federal U.S. and Canadian policies and procedures for non-profit associations
- Treasurer reaches out to other regional association treasurers to ask about best practices and their expense procedures
- Treasurer prepares and summary of gap areas identified within our own association practices based on those two reviews and presents this summary to Board during May Board meeting
- Treasurer creates possible revisions and changes to expense procedures following the May Board meeting

Measures of Success:

- Completion of reviews
- Completion of treasurer summary report to Board
- Completion of documentation and written changes to expense procedures
- Creation of in-depth and defined written documentation before the fiscal year changes that is in line with Federal policies and non-profit best practices

Required Information:

- Obtain U.S. and Canadian Federal expense policies and procedures for non-profits
- Obtain contact info for various treasurers in other ACUHO-I regional associations

Required Decisions:

- Identify committee members for Federal review including non-Board members for checks and balances

Process Facilitators:

- Pat Cunningham, Website Administrator
- Micheal Seraphin, Treasurer

Governance Objective Implementation

Objective:

Determine whether the current Board structure meets the association's vision and mission. Clearly document roles, expected outcomes, and responsibilities through task lists, position descriptions, and goals.

2012 Action Steps:

- Convene a consultant team consisting of professionals within the field who have varying levels of experience to assess current Board positions and structure and determine whether these align with our new mission and vision (voted into practice October 2011). This process should take 3-5 months
- Consultant team presents recommendations to Board based on their findings
- Board considers possible bylaws revisions based on those recommendations
- Board presents any proposed bylaws revisions to membership at annual conference for vote
- Any changes to Board structure would take effect for the following year

Measures of Success:

- Completion of consultant team assessment
- Completion of proposed bylaws revisions by Board
- Completion of voting on proposed bylaws revisions by membership

Required Information:

- Gather packet of materials for consultant team including breakdown of Board structure and positions, task lists for positions, etc.
- Provide any other materials the consultant team requests

Required Decisions:

- Selection of the consultant team members
- Create a timeline for the consultants to complete their review (preferably have this completed before May Board meeting so Board could consider recommendations in May)

Process Facilitators:

- Kelly Ammendolia, Washington Representative

- Steve Fitterer, President

Member Engagement Objective Implementation

Objective:

Develop a structure to integrate and orient new professionals to the region and develop cycle of progressive involvement opportunities through mid-level to senior level.

2012 Action Steps:

- Continuation and growth of the new professional task force
- Extension of mentorship program
- Promotion and utilization of the new professional handbook
- Creation of new professional list serve to accomplish specific outcomes:
 - Encouraging the collaborative sharing of ideas
 - Developing prompts for discussion
- Develop blogs to encourage engagement around issues
 - Senior level housing officer articles utilized to increase accessibility
- Encourage all levels to participate in webinars and discuss
- Encourage mid and senior level professionals to present to new professionals at conferences to build connections and relationships
 - Creates common basis for conversation
- Purposely and intentionally integrate Operations/Facilities/Dining into organization

Measures of Success:

- Evidence of increased collaboration between positional levels at the annual conference
- Growth in mentorship and webinar program, both quantitatively and qualitatively
- Increased participation in all Association programs by Senior level and Chief Housing Officers

Required Information:

- Accurate member directory information that includes denotations of new professionals and Chief Housing Officers

Required Decisions:

- To be determined

Process Facilitators:

- Pat Cunningham, Website Administrator

- Judy Eyben, Alberta Representative

Partnerships Objective Implementation

Objective:

PACURH/ACUHO-I/ACUHO-I Foundation: Analysis of connection to core purposes and if relationship is to be continued, formalization through a memorandum of understanding or affiliation agreement.

2012 Action Steps:

- Define current organizations that NWACUHO affiliates with, including a description of that organization's core values
- Document & define:
 - Benefits of each partnership
 - Commitments NWACUHO makes in the partnership
 - The partner's commitments to NWACUHO
- Assess cost/benefit of each partnership

Measures of Success:

- Association wide understanding of each partnership
- Board can quickly identify benefits of affiliation
- Measureable positive benefits of affiliation

Required Information:

- Documentation of past precedent regarding partnerships
- Documentation of current practice regarding partnerships
- Identification of other affiliation opportunities
- Analysis of ramifications of not affiliating

Required Decisions:

- Should the formal PACURH relationship transition to the State and Provincial Representative?

Process Facilitators:

- Elaine Ames, President Elect
- Maria Bonifacio, Alaska-Yukon Representative