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acuho

Northwest Association of College and
University Housing Officers

ASSOCIATION MASTER PLAN

2012 – 2016



2013 EDITION

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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 its 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. Complete.
July 2011	2012 – 2016 master planning retreat. Complete.
October 2011	Board approval of organizational identity statements. Prioritization of objectives. Complete. Development of 2012 action plan. Complete.
November 2011 – January 2012	Completion of 2012 – 2016 master plan. Complete. Organization of work groups to implement 2012 action plan. Complete.
February 2012	Final Board approval of 2012 – 2016 master plan. Complete. Presentation of plan and organizational identity to membership. Complete.
October 2012	Assessment of 2012 progress. Complete. Development of 2013 action plan. This document.
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 are reassessed as medium or high priority, and occasionally new items are added. 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. This process was completed in October of 2012, and the outcomes are included below.

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	Status
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	Complete as of October 2012.
Organizational policies and procedures	Establish decision making guidelines for the STARS and NHTI scholarships consistent with decision guidelines created for other awards and scholarships provided by the association.	High	2012	
Member	Members can articulate the	High	2013	

awareness of core purposes	associations core purposes			
Task force functionality	Articulate the connection between core purposes and task force functions.	High	2013	

Financial Stewardship Objectives

Key Indicator	Objective	Priority	Implementation	Status
Program funding priorities	Develop an efficient funding request and decision making process/structure that utilizes core purposes as a metric.	High	2012	Completed November 2012
Financial policies and procedures	Develop expense procedures with appropriate levels of internal and external financial controls for a non-profit association.	High	2012	Projected to be complete by February 2013
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.	High	2013	
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	Status
Structure and responsibilities of Board positions	Determine whether the current Board structure meets the association's vision and mission. Clearly document roles, expected	High	2012	To discuss at October board meeting 2013

	outcomes, and responsibilities through task lists, position descriptions, and goals.			
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		

Member Engagement Objectives

Key Indicator	Objective	Priority	Implementation	Status
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	Greater engagement and participation	Medium		

Housing Officer involvement	from senior housing officers in the region.			
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	Status
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	Complete as of October 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 memorandum of understanding or affiliation agreement.	High	2012	Complete as of October 2012
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	Complete as of October 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	2012	Complete as of October 2012
Functional association	Enhancement of connections with groups like regional APPA, etc. to	Low		

relationships	support breadth of program offerings			
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2013 Action Plan

Based on the prioritization of objectives within each focus area, the Board of Directors selected eight objectives for implementation in 2012. In 2012 one of the eight objectives was met completely (partnerships). Seven objectives have action steps that remain for 2013. The action plan for these seven remaining objectives are 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

Were these measures met in 2012?

- Data are archived in board documents including 2012 nominations, comprehensive awards and scholarships matrix, completed rubrics, and marking Press Kits
- 2012 nominations did not see a marked increase in response of scholarship or award nominations, however, the foundation has been laid for more streamlined communication in 2013

- Board of Directors can clearly articulate the awards and process of scholarships and awards
- Marketing in 2012 of awards and scholarships began September 1
- December 1 deadline created for nominations

2013 Action Steps:

- Continue to archive data in a clear and user friendly format, discarding duplicate or old processes
- Build into annual board review of budget discussion on philosophy of various awards and scholarships
- Attention to language regarding eligible recipients of awards in the face of low award or scholarship nominations (i.e. specifically Canadian or U.S. award or scholarship winners)
- Establish award criteria for NHTI and STARS college scholarships

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
- Active members are able to articulate awards and processes and serve as the marketers for these items
- Press kits developed for NHTI and STARS college scholarships

Required Information:

- Historical data on number of applicants for awards and scholarships

Required Decisions:

- Number of members to sponsor for NHTI and STARS college and how to determine scholarship winners for these two unique opportunities

Process Facilitators for 2013:

- Andrew Rogers, Past Newsletter Editor
- Michelle Primley Benton, Washington State Representative
- Rachel Rasmussen, 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

Were these measures met in 2012?

- A funding request form was created fall of 2012, including an evaluation rubric. This form has not been utilized by members as of this update.

2013 Action Steps

- Development of external marketing of new process to membership

2013 Measures of Success:

- An increase in the volume of funding requests received
- 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 for 2013:

- David Akana, Treasurer
- Esther Gains, Product and Services Coordinator

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

Were these measures met in 2012?

- The process facilitators reviewed Federal U.S. and Canadian policy and found NWACUHO is in line with several recommendations for best practices.
- One area of best practice discussed at length is the necessity for separation of purchasing power from reconciliation power. This level of change for NWACUHO would require a board restructure, and is therefore closely tied to the conversation around governance.
- No further suggestions to expense procedures have been deemed necessary.

2013 Action Steps:

- 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

2013 Measures of Success:

Most measures of success remain the same for 2012 once the board determines if the Governance structure shifts to a structure that provides increased internal control for NWACUHO.

- 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:

- Recommendations of the Governance objective should be made before organizational decisions regarding expense procedures are significantly changed.

Required Decisions:

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

Process Facilitators for 2013:

- Micheal Seraphin, Past Treasurer
- Esther Gains, Product and Services Coordinator
- David Akana, Treasurer
- Dawn Snyder, Oregon State Representative

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

Were these measures met in 2012?

- Consultant team was established consisting of:
 - Brian Stroup, Assistant Director for Operations & Facilities, Oregon State University and former NWACUHO's Newsletter Editor
 - Brianna McElroy, Assistant Manager Residence Services, Mount Royal University
 - Christopher Ralphs, Executive Director of University Housing, Southern Utah University and Past President of the AIMHO region
 - Michael Griffel, Director, University Housing, University of Oregon
- Consultant team established a questionnaire in September 2012 and surveyed current board members and a selection of Past Presidents.
- An additional questionnaire has been created and has been sent out to the Association membership for response.

2013 Action Steps:

- Consultant team is planning to present their findings to the Board in Tacoma at the conference in February 2013
- Recommendations for bylaw revisions will be made to the board to include in the 2014 conference annual business meeting

2013 Measures of Success:

- Completion of proposed bylaws revisions by Board
- Completion of voting on proposed bylaws revisions by membership

Required Information:

- No additional information is required at this time

Required Decisions:

- Timeline and process for bylaw revision allowing for adequate member engagement in potential board restructure

Process Facilitators for 2013:

- Kelly Ammendolia, President
- Elaine Ames, Past-President

- Erik Elordi, Oregon Representative
- Jenni Chadick, Secretary

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

Were these measures met in 2012?

Many strides were made in meet these objectives; each bullet point above is addressed here:

- The New Professional task force was restructured to focus on supporting new professionals via the NWACUHO Handbook, writing articles for the Soundings, and developing marketing to attract new members to NWACUHO.
- A new task force, the Professional Development task force, was created to extend the mentorship program to engage professionals across various levels of experience. This new task force will also oversee webinars.

- In 2013, the New Professional Handbook will package together with recorded Welcome to NWACUHO webinar to distribute in June/July to all member institutions with encouragement to include in their new staff on board. This package can also be used in late summer webinar for recent hires to the region.
- The blog concept was discussed and it was determined to focus on reaching out to SHO for webinars, drive-ins and utilization of newly upgraded Soundings
- The creation of the Professional Development task force will provide more focus and time to solicit and encourage engagement in webinars.
- The new taskforce structure includes suggestions on soliciting and encouraging engagement for new through senior level professionals. Specifically, suggestions include
 - Personal invitations to specific colleagues
 - Reach out to non-Residential Life units
 - Add panels to conference and potentially webinars for added professional development to mid and senior level professionals
- Purposely and intentionally integrate Ops/Facilities/Dining into organization – The new structure of task forces has included areas under which they have been tasked to solicit and encourage engagement for Ops/Facilities/Dining.
 - Promote webinars (Professional Development TF)
 - Create content-specific section of Soundings (Communications or NP TF)
 - Drive-Ins (Drive-In TFs)
 - Utilize Social Media (Communications TF)

2013 Action Steps

- Creation of new professional list serve – the process facilitators in 2012 discussed this and there are still challenges to identifying new professionals via the membership directory. The suggestion had been made to develop “codes” to include in the subject line to categorize emails for areas such as experience level, functional area, state, etc.
- Creation of a checklist for task force chairs to consult and ensure they are reaching a diverse range of professionals (i.e. experience level, region, functional area).
- Create or make a task force responsible for generating ideas for presentations at the annual conference, webinars, Soundings articles, etc.
- Measure membership growth qualitatively and quantitatively given the new task force structure

2013 Measures of Success:

The measures of success remain the same as 2012 given recent (October 2012) restructure of task forces.

- 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

- Levels of experience for each member of the organization are necessary to adequately market to specific groups. This needs to be provided by each institution upon renewal of membership, or through the directory update link, or via state and provincial reps.

Required Decisions

- Delegation of responsibilities tracking level of experience for each member
- Creation of an additional task force or not.

Process Facilitators for 2013:

- Lawrence Lam, British Columbia Representative
- Michelle Primley Benton, Washington Representative
- Craig Whitton, Alberta Representative
- David Akana, Treasurer
- Samantah Callister, Alaska-Yukon Representative
- Mike Bowers, Eastern Washington University

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

Were these measures met in 2012?

- Yes. The process facilitators developed a matrix describing the relationship between NWACUHO's mission, values, and current affiliation with ACUHO-I, the ACUHO-I Foundation, AIMHO, RLPA, and PACURH. This document is available on DropBox.
- The benefits of affiliation were discussed in detail by the executive board at the October 2012 board meeting.
- It is anticipated NWAUCHO will have stronger relationships with PACURH and AIMHO, in particular, as those organizations will have updated annual agreements signed by the president and president elect. NWACUHO and ACUHO-I have signed affiliation agreements for several years.

2013 Action Steps:

- Continue to have the president or the president's designee sign affiliation agreements between PACURH and NWACUHO
- Continue to evaluate organizational benefits of affiliation agreements
- Continue to update and archive each affiliation agreement between NWACUHO and AIMHO, PACURH, ACUHO-I, and the ACUHO-I Foundation.
- Update affiliation matrix on an as needed basis.

2013 Measures of Success:

- Association wide understanding of each partnership
- Continued measureable positive benefits of affiliation

Required Information:

- No further information is required at this time.

Required Decisions:

- Each board will need to determine if affiliation agreements are still meeting the needs of the organization, weighing financial considerations with benefits of each affiliation.

Process Facilitators for 2013

- None at this time. The key indicators for this objective have been successfully met.