

# Western Association of College and University Housing Officers



## ASSOCIATION STRATEGIC PLAN 2015-2020

WACE 2016 Edition  
Submitted April 12, 2016

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## Overview of the Association

The California Association of College and University Housing Officers (or CACUHO) was formed in 1957 when three housing professionals invited colleagues from across the state to come together to discuss student housing problems common to California colleges and universities. In 1987, CACUHO filed articles of incorporation as a California nonprofit public benefit corporation.

CACUHO became WACUHO (Western Association of College and University Housing Officers) in 1994 in order to have a name that better represented its constituents. While California is the legal home of WACUHO, the Association is considered to be a borderless region. Current institutional members hail primarily from California, Hawaii, and Nevada.

WACUHO is governed by a volunteer Executive Committee comprised of voting and non-voting (appointed) members, that directs the operations of the Association and stewards the financial well-being of the organization. From an initial 30 founding members representing 19 institutions, the organization today boasts 60 member institutions serving hundreds of college/university student housing professionals.

And finally, it is important to note that WACUHO is a wholly independent and incorporated professional association responsible solely and exclusively to its membership in all dimensions [i.e., shared governance, services, financial resources, professional development, conferences, educational programming, etc.] and is not formally or legally affiliated with any other student housing professional association.

*“Membership in the Association shall be open to institutions of higher education or organizations, in the western region of the United States, which have Housing Officers involved in coordination of administration, facilities, fiscal/service management, educational programming, conferences and/or food service operations for students and staff members on or off the college/university campus.”* WACUHO By-Laws: Article III Membership

## Acknowledgements

The Strategic Planning task force would like to acknowledge organizations and individuals who helped develop this document:

- The Northwest Association of College and University Housing Officers (NWACUHO) Association Master plan was the inspiration behind how this document was developed. We especially appreciate the president of NWACUHO, Erik Elordi, who gave valuable feedback in developing our strategic plan.
- Alex Belisario [University of California, Santa Cruz], WACUHO Historian, who crafted the Overview of the Association section above.
- The WACUHO Presidents who guided and supported the development of this strategic plan.
  - We want to especially acknowledge Ramona Hernandez [University of California, Davis] for reviving this endeavor and garnering support from the Association leadership
  - We want to additionally acknowledge Stephen Fleischer [California State University, Los Angeles] for his work in the creation of the first iteration of the WACUHO Strategic Plan
- The important work done by previous members of WACUHO on the Strategic Plan prior to this current iteration.

# The Strategic Plan

With ongoing strategic planning occurring within WACUHO for the past 10-15 years, the 2012-2013 Executive Committee determined it was time for a longer term strategic plan to be developed by the Association. Given previous efforts (led by Willie Brown and Lisa Slavid from the University of California, Santa Barbara) it was determined a more comprehensive plan was needed to better assure consistency from an organizational perspective moving forward.

A comprehensive assessment initiative was undertaken for the 2012-2013 academic year, which included four different elements; two separate committee chair assessments, a Chief Housing Officer (CHO) climate survey and a general membership climate survey. These efforts culminated with focus groups at the 2013 Annual Conference and Exhibition in San Jose. This data was forwarded to the 2013-2014 Executive Committee who then commissioned a group of WACUHO leaders to serve on the Strategic Planning Task Force. The Executive Committee solicited thirty names from a cross section of the Association, from chief housing officers, mid-level managers and new professionals. The Executive Committee also directed the task force to insure the diversity of the Association be represented in the Strategic Planning Task Force and process [i.e., private/public institutions, functional areas, and individuals represented within WACUHO]. From the list of thirty candidates, a final group of seven task force members was selected to serve on the original Strategic Planning Task Force which included:

## **Tyler Miller**

(Strategic Planning Task Force chair)  
WACUHO past Member-at-Large North and Vice President  
Assistant Director of Housing  
University of California, Santa Barbara

- Formerly Assistant Director of Housing at Fresno State

## **Willie Brown**

WACUHO past Member-at-Large North  
Associate Vice Chancellor, Auxiliary Enterprises  
University of California, Santa Barbara

## **Carol Roberts-Corb**

WACUHO Past President  
Director of Housing and Residential Life  
California State University, Long Beach

## **Jennifer Novotny**

WACUHO past Member-at-Large Central  
Associate Director for Residential Education  
California State University, Monterey Bay

- Formerly Associate Director of Housing for Marymount California University at the beginning of the planning process

## **Emily Sandoval**

WACUHO past Member-at-Large Central and Vice President  
Assistant Director - East Area  
University of Southern California

## **Jason Lu**

WACUHO past Technology Coordinator and Member-at-Large South  
Assistant Director, Residence Life  
Cal Poly Pomona

## **Chris Young**

Residence Community Coordinator  
California State University, Chico

## Current Members of the Strategic Planning Task Force

### **Tyler Miller**

(Strategic Planning Task Force chair)  
University of California, Santa Barbara

### **Willie Brown**

University of California, Santa Barbara

### **Jason Lu**

Cal Poly Pomona

### **Margarita Malagon**

Santa Clara University

### **Jennifer Novotny**

California State University, Monterey Bay

### **Emily Sandoval**

University of Southern California

### **Chris Young**

California State University, Chico

## Strategic Planning Process

Before the efforts of the current Strategic Planning Task Force are listed, honor must be given to previous efforts at creating a strategic plan for the Association.

Two previous Strategic Planning groups have been formed on behalf of the Association. Both Jack Gibbons [University of California, Los Angeles] and Charlene Chew-Ogi [University of California, Santa Barbara] led previous effort before the year 2000.

Efforts in 2010 began with David Stephen (California State University, Chico) who turned efforts over to Willie Brown and Lisa Slavid (both at University of California, Santa Barbara). This team concluded their work in 2011 with two significant outcomes:

- Four vision areas in which to enhance our mission, which were adopted at the WACUHO 2012 annual business meeting and are included in the next section
- The need for the Association to develop a plan to address the increasing and expanding administrative responsibilities associated with running the organization reliant on volunteers who are also struggling to manage professional/career obligations concurrently. Two recommendations were forwarded to the Executive Committee:
  - Create a “home campus” within the WACUHO region to coordinate the administrative functions of the organization or,
  - Contract certain and essential services with ACUHO-I to manage administrative functions of the organization

The recommendations above were tabled while a series of additional assessments were completed in 2012 – 2013 coupled with the formulation of the Strategic Planning Task Force [2013] tasked to complete a strategic plan including all of the data collected since 2010.

Current Timeline:

Date:	Milestone:
<b>January 2014</b>	Strategic Planning Task Force commissioned. <i>Complete.</i>
<b>February-May 2014</b>	Review of previous efforts, assessment data, and other regions strategic planning efforts. <i>Complete.</i>
<b>May 2014</b>	Create Strategic Planning Task Force description for the WACUHO Leadership Manual. <i>Complete.</i>
<b>June 2014</b>	2015-2020 Strategic Planning Retreat. <i>Complete.</i>
<b>July 2014</b>	Executive Committee approval of Strategic Planning Focus Areas. <i>Complete</i>
<b>September 2014</b>	Prioritization of objectives within focus areas and development of 2015-2016 action plan. <i>Complete</i>
<b>December 2014</b>	First draft of Strategic Plan submitted to Executive Committee for review. <i>Complete</i>
<b>January 2015</b>	Revised draft of Strategic Plan presented to CHOs, Past Presidents, and Committee Chairs. <i>Complete</i>
<b>February 2015</b>	Revised draft of Plan presented to Association members. <i>Complete</i>
<b>March/April 2015</b>	Presentation of Strategic Plan to membership at the Annual Conference and Exposition Approval of 2015-2020 Strategic Plan at the WACUHO annual business meeting. <i>Complete</i>
<b>June 2015</b>	Strategic Planning Task Force Summer Retreat. <i>Postponed</i> Development of the 2015-2016 action plan. <i>Completed, January 2016</i> Organization of work groups to implement 2015-2016 action plan. <i>Completed, January 2016</i>
<b>February 2016</b>	Assessment of 2015-2016 progress and development of 2016-2017 action plan
<b>April 2016</b>	Presentation of progress to membership at the Annual Conference and Exposition Transition of Strategic Task Force members (some or all)
<b>June 2016</b>	Strategic Planning Task Force summer retreat (two days) Organization of work groups to implement 2016-2017 action plan
<b>February 2017</b>	Assessment of 2016-2017 progress and development of 2017-2018 action plan
<b>April 2017</b>	Presentation of progress to membership at the Annual Conference and Exposition Transition of Strategic Task Force members (some or all)
<b>June 2017</b>	Strategic Planning Task Force summer retreat (two days) Organization of work groups to implement 2017-2018 action plan
<b>February 2018</b>	Assessment of 2017-2018 progress Development of 2018-2019 action plan Major assessment of the Association members and CHOs, targeting focus areas of the 2015-2020 Strategic Plan

Date:	Milestone:
<b>April 2018</b>	Presentation of progress to membership at the Annual Conference and Exposition Roundtables based on major assessment at the Annual Conference and Exposition Transition of Strategic Task Force members (some or all)
<b>June 2018</b>	Strategic Planning Task Force summer retreat (two days) Organization of work groups to implement 2018-2019 action plan Begin development of the 2020-2025 strategic plan based on major assessment findings
<b>December 2019</b>	First draft of 2020-2025 Strategic Plan given to Executive Committee & CHOs for review
<b>February 2019</b>	Assessment of 2018-2019 progress Development of 2019-2020 action plan
<b>April 2019</b>	Presentation of progress to membership at the Annual Conference and Exposition Presentation of first draft of 2020-2025 Strategic Plan to membership at the Annual Conference and Exposition Transition of Strategic Task Force members (some or all)
<b>June 2019</b>	Strategic Planning Task Force summer retreat (two days) Organization of work groups to implement 2019-2020 action plan Finalization of 2020-2025 Strategic Plan and development of 2020-2021 action plan
<b>January 2020</b>	Final posting of 2020-2025 Strategic Plan to membership
<b>February 2020</b>	Assessment of 2019-2020 progress Development of 2020-2021 action plan
<b>April 2020</b>	Presentation of 2020-2025 Strategic Plan and final progress report of 2015-2020 Strategic Plan to membership at the Annual Conference and Exposition. Approval of 2020-2025 Strategic Plan at the WACUHO annual business meeting

# Organizational Identity

As established by the Association and previous annual business meetings we include the following Mission, Purpose and Goals of the Association as foundation for this Strategic Plan. Previous strategic planning efforts included developing these areas, and the current task force used this as a basis for creating the current plan.

## Mission Statement:

The Western Association of College and University Housing Officers (WACUHO) is the professional organization that is dedicated to exceptional collegiate residential experiences by promoting meaningful connections and providing innovative, relevant professional development and services to its members.

In order to advance our mission, we strive to:

**Vision 1:** Enhance professional competencies through innovative relevant programs and opportunities.

**Vision 2:** Provide the most innovative, current, and relevant resources to our members to better serve students.

**Vision 3:** Build and maintain meaningful connections that encourage personal and professional growth and fulfillment.

**Vision 4:** Develop leaders of tomorrow through a variety of volunteer service and leadership opportunities for members to apply their knowledge and skills.

## Purpose of WACUHO:

1. To encourage membership and participation in the Association without regard to any form of arbitrary discrimination.
2. To contribute to the improvement and coordination of the various aspects of student residence halls, apartments, theme houses and cooperatives, food service, developmental programming, administration, conference services, facilities, and related operations at member institutions on a regional scale.
3. To sponsor activities, services, and research that will aid its members and provide a means of exchanging and distributing professional information and ideas relating to the various aspects of student residence halls, apartments, theme houses and cooperatives, food service, developmental programming, administration, conference services, facilities, and related operations.
4. To support and encourage the professional development of Association members.
5. To ensure that the Association's programs, services, and related activities represent the diverse student population it serves.
6. To work actively as an organization or in collaboration with other organizations or individuals outside of WACUHO to further the aims of the Association and its member institutions.
7. To support, encourage, and contribute to the academic mission of member institutions.



**Goals of the Association:**

1. To promote adherence to WACUHO purposes.
2. To emphasize the unity of the housing profession in student residence halls, apartments, theme houses and cooperatives, food service, developmental programming, administration, conference services, facilities, and related operations through WACUHO publications, workshops, conferences, and other activities.
3. To develop guidelines describing desirable professional skills, education, and training for all levels of residence halls, apartments, theme houses, and cooperatives, food service, developmental programming, administration, conference services, facilities, and related operations.
4. To encourage and support members' efforts to inform faculty, administrators, governing boards, and legislators concerning the educational role of student housing and food service.
5. To distribute professional information, including products and services, and ideas to the membership on a timely basis.
6. To emphasize the recruitment, hiring, and retention of entry-level persons using WACUHO professional development guidelines.
7. To plan and sponsor workshops and internship programs to assist broad, continued education of housing and food service staff in all areas.
8. To plan, encourage, and support research in student residence halls, apartments, theme houses and cooperatives, food service, developmental programming, administration, conference services, facilities, and related operations.
9. To promote efforts to serve the needs and encourage participation in Association activities involving women, underrepresented groups, and representation from small colleges.
10. To develop cooperative relationships with allied organizations.

## **Data Collection:**

The Strategic Planning Task Force, utilizing past membership assessments, focus groups, and feedback from the Executive Committee, has identified “strengths” and four specific “focus areas” in which a gap exists between the current situation [real] and the desired outcome [ideal].

All membership assessment data should be posted on the WACUHO website for membership reference.

## **Strengths of the Association:**

As a result of data assessment, themes emerged regarding how WACUHO “adds value” to the professional development needs of student housing professionals in the Western Region. These include the following:

- Developing new career professionals
- Engaging residential life staff
- The annual conference and exposition (WACE)
- Professional Networking opportunities
- Developing all professionals/practitioners to enhance student success

These organizational attributes [strengths] draw many people into our Association and provide them countless opportunities to engage as a professional, develop an enriching support system, and enhance their work experiences. It is critical to not lose sight of what we, as an Association, do well as we move forward into the future.

## **Components of the Strategic Plan:**

### **Focus Areas:**

The focus areas represent issues that our Association has struggled with for many years and for which successful resolutions have not yet been discovered; and emerging issues in the current climate.

### **Current Challenges:**

Current challenges are themes the Strategic Planning Task Force has identified by utilizing data and observations that need to change in order to bring the Association to the “desired outcome.”

### **Desired Outcome:**

The desired outcome is one that would keep the Association viable and best equipped for future adaptation(s).

### **Key Indicators:**

Key indicators identify operational factors within each focus area that will be used to measure progress.

### **Objectives:**

The Strategic Planning Task Force has identified objectives within each focus area for inclusion in the 2015-2020 Strategic Plan. The Strategic Planning Task Force believes that by working toward these objectives, utilizing the key indicators to determine our success or need for improvement the Association will achieve the “desired outcome”.

**Prioritization:**

Within each focus area, the Task Force has prioritized the objectives to determine what areas to address in the upcoming academic year (2015-2016). The prioritizations are not in a “rank order” indication of importance; but rather a barometer of time and the suggested order needed to implement meaningful change. The priorities communicated will be used by future Executive Committees to create annual action plans.

- Immediate: Areas that need attention in the near term, within 1-2 years.
- Mid-range: Areas that need attention in the midterm, within 2-3 years.
- Long-range: Areas that need attention in the long term, within 3-5 years or beyond.

As immediate priority items are achieved, mid-range and long-range priority items will be reassessed as to priority position. New action items may also be added. During the Executive Committee summer transition meeting, the Strategic Planning Task Force will meet with the outgoing Executive Committee to assess which objectives have been achieved. In addition, the incoming Executive Committee will join the Task Force and outgoing Executive Committee to determine which objectives may be included in the coming year’s action plan.

**Action Plan:**

Once the WACUHO Strategic Plan is approved by the Association at the Annual Business meeting and the priorities are set, the Executive Committee and Strategic Planning Task Force will create an initial action plan for the 2015-2016 academic year. From the initial action plan, work groups will be created and given the task to implement the objectives assigned.

The Strategic Planning Task Force believes that by identifying and prioritizing objectives within each focus area, and developing and implementing action plans for each objective, WACUHO can achieve its goals and minimize its challenges. We believe this process will allow programs, activities and operations to become more consistent with the mission, purposes, and goals of our organization.

**Vision Area:**

For each objective, the Strategic Planning Task Force linked that objective with the Vision Area(s) created by the previous Strategic Planning team (2010) and implemented and voted upon at the WACUHO business meeting. Please see page 7 for a list of the vision areas.

**Implementation:**

On the charts below, the “implementation” column will include whether that objective will be covered in the upcoming academic year and/or when the objective was completed. As this Strategic Plan is a living document, this column will be updated in an ongoing basis.

What follows on the next pages is a summary of Focus Areas and Objectives:

## Focus Area: Communication

- Current Challenges: From assessment data and focus group discussions the Strategic Planning Task Force has determined that:
- The current communication structures do not meet the needs of the membership.
  - Communication tends to focus on information dissemination and less on dialogue creation.
  - From the membership, not everyone feels included in both information distributed and involvement in decisions of the Association.
  - According to past executives and committee members, our processes are out-of-date.
  - We are not taking advantage of all technological options or staying current with trends.
  - We have a reactive communication system versus a proactive communication system.

Desired Outcome: A cohesive communication strategy whereby all members feel informed and opportunities for dialogue are utilized

Key Indicators:

- Archiving data to preserve institutional memory
- Branding of the Association
- Communication policies
- Effective and relevant use of technology
- Membership and CHO climate assessment
- Membership awareness of our mission, vision, and goals
- Website analytics and functionality

## Communication Objectives (In Priority Order):

Key Indicator	Objective	Task Force Priority	Vision Area	Implementation
Effective and relevant use of technology	Assess our current communication media and platforms for effectiveness	Immediate	2 & 3	
Effective and relevant use of technology	Research potential communication media and platforms for possible implementation	Immediate	2	
Archiving data to preserve institutional memory	Utilize our different online tools to create a digital repository of our videos, pictures, and documents.	Immediate	2 & 3	
Communication policies	Create and implement a comprehensive, multi-modal communication protocol across our information venues	Mid-range	2 & 3	
Membership and CHO climate assessment	Develop and implement a comprehensive assessment plan to ensure the Association is meeting the needs of our members/institutions	Mid-range	2 & 3	
Branding of the Association	Develop and implement a cohesive "brand" for WACUHO to further enhance consistent, meaningful connections	Mid-range	3	
Website analytics and functionality	Assess website usage and effectiveness to determine best practices in communicating who we are as an Association, what we are accomplishing, and how individuals can become more engaged	Mid-range	2	
Membership awareness of our mission, vision, and goals	Assess membership awareness of our mission, vision, and goals and the effectiveness of our rebranding efforts	Long-range	3	

## Focus Area: Organizational Infrastructure

Current Challenges:	<p>From assessment data and focus group discussions the Strategic Planning Task Force has determined that:</p> <ul style="list-style-type: none"><li>• Overall, our membership assessment reveals that the current infrastructure is antiquated and has remained essentially unchanged for almost thirty to forty years</li><li>• The committee chairs indicate the committee structure and areas appear to lack some relevancy.</li><li>• The role of Equity and Diversity Awareness (E&amp;DA) committee in meeting the different needs of Affinity groups within the Association,</li><li>• Many members report communication structures that were developed twenty to thirty years ago that remain unchanged and seem ineffective for our work today.<ul style="list-style-type: none"><li>○ Examples of this would include the way the Leadership Manual is communicated and how we go about selecting host sites for the Annual Conference and Exposition.</li></ul></li><li>• According to our assessment data, there is more work to be done than the human resources available within the organization.<ul style="list-style-type: none"><li>○ An example of this would include the Executive Treasurer position. Past executive committee members and treasurers report that the responsibilities of the position are unsustainable.</li></ul></li><li>• Although we are financially stable, there is no long-term comprehensive financial plan to invest in supporting the mission, vision, and purpose of WACUHO.</li><li>• The current economic climate makes it difficult for members to travel to programs, committee meetings, and conferences, and our previous structure was dependent on that support.</li><li>• Our relationship with ACUHO-I needs to be discussed and decisions need to be made about what an affiliation, consolidation and/or partnership with ACUHO-I looks like that will benefit our Association.</li></ul>
Desired Outcome:	Transformation of our organizational infrastructure to maximize the effectiveness of our available resources
Key Indicators:	<p>Comprehensive long term financial plan Equity &amp; Diversity Awareness committee structure (affinity groups) Executive Committee positions</p> <ul style="list-style-type: none"><li>• Member at Large positions</li><li>• Treasurer position</li></ul> <p>Finance Advisory Committee annual recommendations Home campus or ACUHO-I support Membership database Membership structure and fees (institution vs. individual) Overall committee structure and composition</p>

**Organizational Infrastructure Objectives (In Priority Order):**

<b>Key Indicator</b>	<b>Objective</b>	<b>Task Force Priority</b>	<b>Vision Area</b>	<b>Implementation</b>
Home campus or ACUHO-I support	Investigate and implement strategies for creating a centralized office for WACUHO related work by either utilizing a member campus or resources provided by ACUHO-I. Determine what, if any, functions and processes can migrate to this new administrative process	Immediate	2,4	
Overall committee structure and composition	Evaluate all WACUHO committees for relevancy. Close, reorganize or create committees to better reflect organizational needs and desired impact.	Immediate	1, 2, 3, 4	
Finance Advisory Committee annual recommendations	Implement and/or incorporate annual recommendations of the Finance Advisory Committee into the Strategic Plan	Immediate	1,2	
Membership structure and fees (institution vs. individual)	The membership structure and fee system needs to be assessed so that it reflects long-term financial goals and values of association.	Immediate	1,2	
Equity & Diversity Awareness (E&DA) committee structure (affinity groups)	Evaluate E&DA to be consistent with revised committee structure	Mid-range	1,2,3,4	
Membership database	Create a comprehensive annual membership database that can be shared among all WACUHO members for better networking and tracking purposes.	Mid-range	2,3	
Executive Committee positions	Evaluate Member-at-Large positions to be consistent with overall committee structure and composition	Mid-range	3, 4	
Executive Committee positions	Evaluate the job responsibilities and length of service of all WACUHO executive positions with special attention to the Treasurer position.	Mid-range	4	
Comprehensive long term financial plan	Develop a sustainable long term financial plan that supports the reorganization of WACUHO membership, committee, and administrative structures	Mid-range	1,2	
Comprehensive long term financial plan	Provide a framework of Corporate Partner funding, and management practices for the Reserve Fund.	Mid-range	1,2	

**Focus Area: Leadership and Member Engagement**

- Current Challenges: From assessment data and focus group discussions the Strategic Planning Task Force has determined that:
- Although WACUHO does an excellent job engaging new professionals and residential life staff, other members are not as engaged as we desire.
    - Administrative/ Assignments Professionals
    - Chief Housing Officers
    - Dining Services Professionals
    - Facilities Professionals
    - Human Resources Professionals
    - Mid-Level Managers
    - Professionals New to the WACUHO Region
    - Summer Conferences Professionals
    - Business and Finance Professionals
  - There are limited opportunities to participate in WACUHO beyond the Annual Conference and Exposition.
  - Volunteers sometimes struggle with follow through.
  - Current programming efforts (Western Training Institute, Pacific Management Institute, etc.) may not be relevant and/or effective.
- Desired Outcome: Connection, engagement, involvement and passion from a broad spectrum of members throughout the year
- Key Indicators:
- Engagement of corporate partners
  - Engagement of membership beyond the new professional realm
  - Engagement of membership outside the residential life function area
  - Number of institutions registered as members
  - Opportunities for engagement beyond the Annual Conference and Exposition



## Leadership and Member Engagement Objectives (In Priority Order):

Key Indicator	Objective	Task Force Priority	Vision Area	Implementation
Engagement of membership outside the residential life function area	Assess needs and interests of under-represented function areas	Immediate	1, 2, 3	
Engagement of membership beyond the new professional realm	Develop cycle of progressive involvement opportunities from new professional through senior level positions	Immediate	1, 2, 3, 4	
Engagement of membership beyond the new professional realm and residential life function area	Assess and implement communications systems to ensure individuals from member institutions understand membership rights and opportunities	Immediate	1, 2, 3, 4	
Opportunities for engagement beyond the Annual Conference and Exhibition	Assess interest and need for conferences and training opportunities outside the annual conference; inventory current offerings	Mid-range	1, 2, 3, 4	
Number of institutions registered as members	Assess needs and interests of institutions (member and non-member) within the WACUHO region	Mid-range	3	
Number of institutions registered as members	Develop a plan and strategy to increase institutional members in number and variety	Mid-range	3	
Increase engagement of corporate partners	Develop strategy and marketing tools to improve "return on investment" for corporate partners	Mid-range	3	

## Focus Area: Enhancing the Profession

Current Challenges:	<p>From assessment data and focus group discussions the Strategic Planning Task Force has determined that:</p> <ul style="list-style-type: none"><li>• Our organization has not developed a sustainable and systematic approach to enhance the field of Student Housing, Student Affairs, and Higher Education.</li><li>• Opportunities to enhance the profession have not been consistently promoted within our organization and members are not aware of the resources available to student housing professionals.</li><li>• Engagement in ongoing research, scholarship and assessment is not evident.</li><li>• Our efforts are not fully aligned with ACUHO-I's core student housing competencies.</li></ul>
Desired Outcome:	<p>Our members are engaged in research and innovation that moves our profession forward with the Association's support. We support and promote those efforts both internally and externally. Our efforts are in line with ACUHO-I's body of knowledge and core competencies and Council for the Advancement of Standards in Higher Education (CAS).</p>
Key Indicators:	<p>Assessment plan Increased WACUHO Member presence at other professional association conferences Membership institutions involvement in benchmarking Mentorship opportunities and engagement for all experience levels Publishing research Recognition of innovations, research, study and work being done by members Resource library</p>

## Enhancing the Profession Objectives (In Priority Order):

Key Indicator	Objective	Task Force Priority	Vision Area	Implementation
Assessment plan	Create a consistent and sustainable WACUHO assessment plan	Immediate	2	
Increased benchmarking participation	Annual Conference and Exposition roundtable focused on benchmarking in the region	Immediate	1,2	
Recognition of innovations, research, study and work being done by members	Develop a comprehensive recognition plan for awards, recognition and scholarships. Assess viability of Awards and Recognition Committee as a part of the plan.	Immediate	1,2,3,4	
Resource library	Create list on website to which members can refer when looking for ways to promote ideas	Mid-range	1, 2	
Publishing Research	Provide and promote opportunities for our members to engage in research and innovation that moves our profession forward	Mid-range	1, 2, 4	
Increased mentorship opportunities and engagement for all experience levels	Develop registration/hotel support for graduate students at the Annual Conference and Exhibition	Mid-range	1, 2, 3, 4	
Increased mentorship opportunities and engagement for all experience levels	Develop support and mentorship networks for mid-level managers	Mid-range	1, 2, 3, 4	
Increased WACUHO Member presence at other professional association conferences	Align WACUHO initiatives with ACUHO-I Standards and Ethical Practice, ACUHO-I body of knowledge and Council for the Advancement of Standards in Higher Education (CAS)	Mid-range	1	

## 2016 Action Plan

Based on the prioritization of objectives within each focus area, the Executive Committee selected the following main objectives for implementation in 2016. Some objectives and action items were assigned to individuals and others were assigned to work groups to be led by the Strategic Planning Task Force:

### Focus Area: Communication

#### Objective:

Assess our current communication media and platforms for effectiveness and research potential platforms for possible implementation

#### 2015-2016 Action Steps:

- Assess Social Media platforms and research analytics – Assigned to Alyssa Root (Executive Committee), in coordination with the Senior Tech Coordinator. *Initial deadline September 2015*
  - *Data collection complete. Analysis of data to be completed by April 2016 to share at the WACE business meeting*
- Assess paid communication platforms which are funded by WACUHO and research new possibilities. Assess current effectiveness and report on analytics – Assigned to Matt Lewis (Executive Committee) working in coordination with our treasurer and other Executive Committee members as necessary. *Initial deadline December 2015.*
  - *In progress with proposal submitted to executive committee by March 2016 with updates at the 2016 business meeting*
- Assess unpaid communication platforms and research our WACUHO website analytics. Research new, free resources for communication. Assigned to Chad Fehr (Executive Committee) working in coordination with our treasurer and google analytics. *Initial deadline December 2015.*
  - *In progress with proposal submitted to executive committee by March 2016 with updates at the 2016 business meeting*

#### Measures of Success:

- Determination of the effectiveness of various communication mechanisms for information sharing and community interaction
- Executive committee determination of which platforms to keep/discard
- Promoting most effective tools for information sharing and community interactions

#### Objective:

Utilize our different online tools to create a digital repository of our videos, pictures, and documents.

#### 2015-2016 Action Steps:

- Develop a picture/attachment submission process – Assigned to Chad Fehr. *Initial deadline December 2015.*
  - *In progress with proposal submitted to executive committee by March 2016 with updates at the 2016 business meeting*
- Assess platforms (paid or free) in which we can store digital files - Assigned to Chad Fehr working with the treasurer if paying for the platform is necessary. *Initial deadline December 2015.*
  - *In progress with proposal submitted to executive committee by March 2016 with updates at the 2016 business meeting*
  -

#### Measures of Success:

- Creation of submission process
- Decision about a digital repository for our archives

### Focus Area: Organizational Infrastructure

### Objective:

Investigate and implement strategies for creating a centralized office for WACUHO related work by either utilizing a member campus or resources provided by ACUHO-I. Determine what, if any, functions and processes can migrate to this new administrative process.

#### 2015-2016 Action Steps:

- Strategic Planning Task force develops work group to determine final recommendations – *initial deadline January 2016 (completed)*
- Arrange meeting with WACUHO executive committee to determine what their expectations are and align outcome goals for the Central Office – *initial deadline February 2016 (completed)*
- Determine if the priority is to find a home campus at an institution within the WACUHO region, outsource to a private business management firm, or to utilize ACUHO-I resources – *initial deadline March 2016 (completed – no priority from executive committee – want viable options)*
- Compile a scope of work to be assumed as possible responsibilities of the WACUHO Central Office – *initial deadline April 2016*
- Reach out to ACUHO-I President and Executive Director to begin conversation regarding options for administrative support – *initial deadline June 2016*
- Research institution options within the WACUHO region that can serve as the Central Office – *initial deadline June 2016*
- Research the price point of delegating the responsibilities within the scope of work to different possible Central Office entities. This is to determine the most cost-efficient options for creating a Central Office – *initial deadline June 2016*
- Submit proposal on any viable options to the executive committee to decide – **initial deadline December 2016**

#### Measures of Success:

- Decision made regarding home campus support
- Information is transparent and easily accessible
- There is a robust and up-to-date membership database
- Year-to-year continuity within organization is present despite annual executive leadership and committee transitions
- A central repository for information and organizational memory exists
- Organizational efficiency is maximized
- Volunteers can focus on delivery of the strategic vision of WACUHO

#### Required Information

- What are the responsibilities to be taken on by a Central Office for WACUHO?
- What direction would the WACUHO Executive Committee like to pursue in creating a Central Office?
- What institutional options for housing a Central Office within the WACUHO region are available?
- What is the level of support that can be provided by the ACUHO-I Central Office?

#### Required Decisions

- Does WACUHO continue administrative functions as is or pursue one of the following:
  - Hire/Contract a business management firm for the WACUHO Central Operations
  - Create a Central Office at an institution in WACUHO region
  - Delegate administrative needs to ACUHO-I Central Office

#### Process Facilitators

- Willie Brown, Strategic Plan Task Force Member
- Christopher Young, Strategic Plan Task Force Member
- Process Workgroup

### Objective:

Evaluate all WACUHO committees for relevancy. Close, reorganize, or create committees to better reflect organizational needs and desired impact.

2015-2016 Action Steps:

- Strategic Planning Task force develops work group to determine final recommendations – *initial deadline January 2016.*
- Assess and examine the current committee structure for relevancy, effectiveness, purpose and congruency with the organizations’ mission, values and goals – *initial deadline April 2016.*
- Propose any new changes to committee structures to the executive committee for approval and implementation – *initial deadline June 2016 at the transition meeting.*

Measures of Success:

- Decision made regarding future of our committee structure
- Committee chairs and members are able to articulate a clear vision and purpose
- Increased of engaged volunteers that remain active on the committees throughout the year
- Committees will have visible output and results each year
- Historical committee reports are shared with new chairs from previous three years
- On an annual basis, the executive committee liaison works with committee chairs to create charge for that particular committee

Required Information

- Updated committee information in the Leadership Manual

Required Decisions

- Future committee structure
- Process of recruiting, applying and assigning committee members approved

Process Facilitators:

- Emily Sandoval, Strategic Task Force Member
- Jason M. Lu, Strategic Task Force Member
- Process Workgroup

Objective:

Implement and/or incorporate annual recommendations of the Finance Advisory Committee into the Strategic Plan.

2015-2016 Action Steps:

- From Fall Finance Advisory Committee meeting, the WACUHO Treasurer reviews and presents relevant recommendations to the executive committee at the following meeting. ***Initial Deadline October 2015. (Completed)***
- Changes communicated to the WACUHO membership – Assigned to Treasurer and Marketing Coordinator in coordination with the Technology Coordinator. ***Initial Deadline WACE 2016 at the business meeting.***
- Once the above items are completed, evaluate our current financial model and whether it effectively and fully meets all of the financial demands of the association – Assigned to the Strategic Planning Task Force to develop workgroup. ***Initial Deadline June 2016***

Measures of Success:

- Treasurer report to the Executive Committee
- Changes communicated to the membership
- Report to the Executive Committee from the Financial Future workgroup
- Decision made regarding new directions (if needed) for the future finances of the Association

Objective:

Assess the membership structure and fee system so that it reflects long-term financial goals and values of the association.

2015-2016 Action Steps:

- Research individual membership rate structure and needs from region and make recommendations - ***Waiting on completion of objective above "Implement and/or incorporate annual recommendations of the Finance Advisory Committee into the Strategic plan"***
- Recommendations made to the Executive Committee regarding changes to the membership and fee structure.
- Changes communicated to the membership – Assigned to Treasurer and Marketing Coordinator in coordination with the Technology Coordinator.

Measures of Success:

- Treasurer report to the Executive Committee
- Decision made regarding new directions (if needed) for the future membership structure of the Association
- Changes communicated to the membership

## Focus Area: Leadership & Member Engagement

### Objective:

Assess needs and interests of under-represented function areas of the association

#### 2015-2016 Action Steps:

- Identify what function areas are under-represented – Assigned to the Member-At-Large positions. **Initial Deadline September 2015 (Completed).**
  - Focus groups are being planned for CHOs, Facilities, Mid-Level managers, and Business Officers
- Collect contact information for Chief Housing Officer (CHO) equivalent in the determined under-represented function areas – Assigned to the Member-At-Large positions. **Initial Deadline October 15, 2015.**
  - *Decision was made to ask CHOs to forward to appropriate people in their offices*
- Create assessment tool to send to those areas and send out via email to areas above– Assigned to the Member-At-Large positions and Technology Coordinator in coordination with Marketing Coordinator. **Initial Deadline October 2015 (Completed)**
- Draft introductory email to send to CHOs that explains WACUHO to those under represented areas – Assigned to the Member-At-Large positions in coordination with the Technology and Marketing Coordinator. **Initial Deadline April 2016**
  - In this email, provide information on what program sessions have been offered previously in these under represented function areas and offer options on how WACUHO can serve them.
  - Ask CHOs to forward to their counterparts

#### Measures of Success:

- List of official identified “under-represented” function areas
- Creation of list of CHO equivalent in those function areas
- Email sent to CHOs
- Assessment created to determine effectiveness

### Objective:

Develop cycle of progressive involvement opportunities from new professional through senior level positions

#### 2015-2016 Action Steps:

- Identify best methods for engaging the membership in this conversation – Assigned to the Executive Committee. **Initial Deadline October 2015. Focus groups were attempted with no response from membership. Second round of focus groups scheduled for February 2016.**
  - Survey/ Assessment
  - Roundtables at WACE
  - Focus groups throughout the year
  - Special Task Force
- Identify current “involvement opportunities” that the association offers and who typically utilizes them – Assigned to Executive Committee. **Initial deadline June 2016.**

#### Measures of Success:

- Determination of best methods for getting more input on how to get people more involved
- Steps towards creation of a “cycle of involvement”



## Focus Area: Enhancing the Profession

### Objective:

Create a consistent and sustainable WACUHO Assessment plan

#### 2015-2016 Action Steps:

- Strategic Planning Task Force develops work group to research current efforts and determine final recommendations. *Initial deadline January 2016.*
- Analyze the current research instruments for relevancy and annual use. *Initial deadline April 2016.*
- Synthesize current data sets for relevancy. *Initial deadline April 2016.*
- Investigate research methods used by other regional organizations. *Initial deadline April 2016.*
- Develop an annual timeline for assessment. *Initial deadline April 2016.*

#### Measures of Success:

- Decision made regarding ongoing assessment plan
- Creation and execution of annual assessment plan
- Collating themes for returned data
- Collected feedback is provided to relevant stakeholders and utilized for change

#### Required information:

- What current data sets exist?
- What current research instruments exist?
- What kind of data is desired and from what audience is this data to be collected?
- What research strategies from other regional organizations do we want to replicate?

#### Required Decisions:

- The type of data to collect and the preferred method of collection
- Who oversees the annual implementation of assessment strategies

#### Process Facilitators:

- Jason M. Lu, Strategic Task Force Member
- Christopher S. Young, Strategic Task Force Member

### Objective:

Develop a comprehensive recognition plan for awards, recognition and scholarships. Assess viability of Awards and Recognition Committee as a part of the plan.

#### 2015-2016 Action Steps:

- Strategic Planning Task force develops work group. *Initial deadline of June 2016.*

#### Measures of Success:

- Workgroup formed