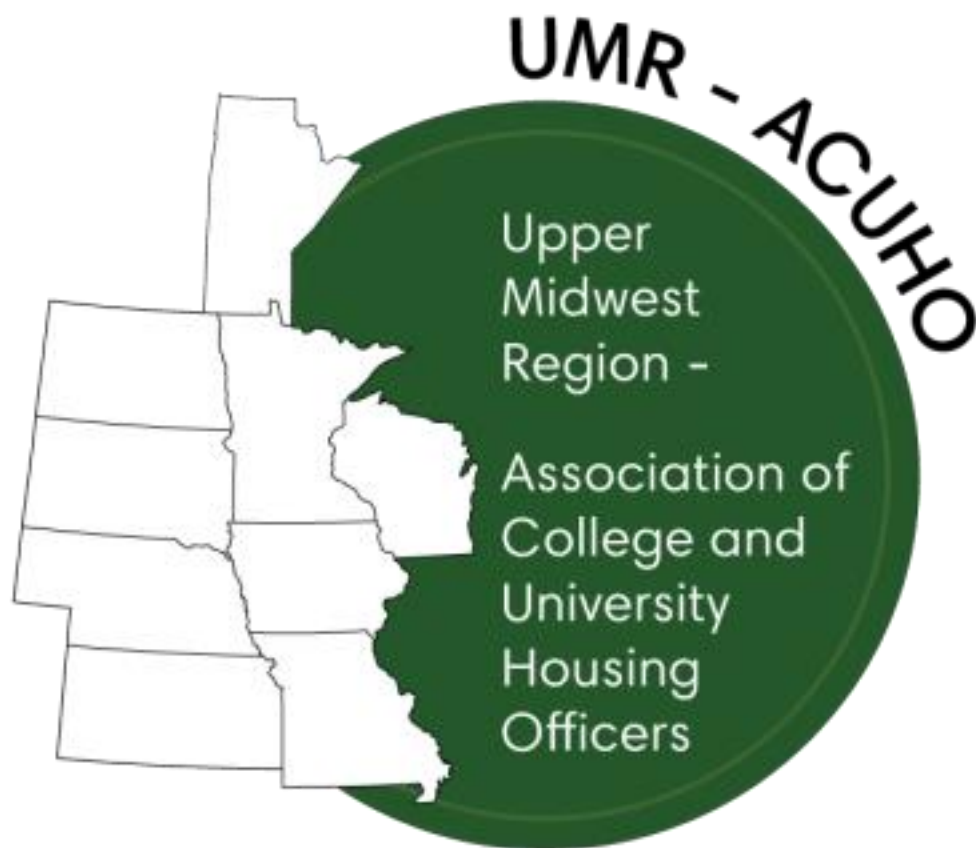Upper Midwest Region
of the
Association of College and University Housing Officers

Strategic Plan

2019-2023

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Completed or assigned for on-going committee work
Completing this year
Expecting to continue work into the future

MISSION STATEMENT

The Upper Midwest Region - Association of College and University Housing Officers is a collection of professionals organized for three purposes. The purposes are (1) to educate, (2) to conduct research, and (3) to provide service to member institutions within the region. In carrying out this mission, the interchange of energies, ideas, and efforts produce an impact greater than the sum of its separate parts and ensures a level of program quality consistent with the expectations and needs of the diverse people and institutions of UMR ACUHO.

PURPOSE

Educational
•Providing methods and ideas for the education of students, faculty, and staff within the individual institutions and outside of higher education regarding the housing profession.

•Exposing professionals to all aspects of housing, including residential life, maintenance, food service, administration, and business services.

•Establishing opportunities for leadership within a professional association for all levels of housing professionals.

Research
•Supporting and/or conducting research efforts to learn more about the demographics of regional institutions, students, and those institutions and their development, and the housing profession in general.

Service
•Establishment of mentoring opportunities for new professionals by experience and established professionals.

•Annually bringing the membership together to revitalize, challenge, and support individuals in their professional development.

STATEMENT OF NON-DISCRIMINATION

The purpose of UMR-ACUHO shall be to promote and provide an environment of full opportunity and service for all identities. The Association will strive to acknowledge discrimination and eliminate it.

INCLUSION & EQUITY STATEMENT

UMR-ACUHO is committed to inclusive practices, the principle of equity, and engagement with difference. Our organization seeks to provide members with experiences which foster a culture where civil discourse is embraced.

TASK FORCE CHARGE AND WORK

During the winter of 2017, President Tracy Gerth-Antoniewicz convened a strategic planning task force to plan for the future of UMR-ACUHO. Through an application process, the following individuals were selected to serve on said task force:

Adam Neveau (Peru State College) - Chair
Jordan Baumgardner (Iowa State University)
Cody Burggraff (University of South Dakota)
Allen Chouinard (Southwest Contract)
Amanda Erdman (Augsburg College)
Brooks Hetle (Kansas State University)
Deb Newman (University of Wisconsin- Eau Claire)
Allyson Plattner (University of Wisconsin - LaCrosse)
Melissa Shugarman (Gustavus Adolphus College)
Terry Tumbarello (University of Wisconsin - Whitewater)
Leandra Jenkins* (Kansas State University)
Danielle Rice* (Bedloft.com)

The task force reviewed UMR-ACUHO documents including, but not limited to: constitution and by laws, assessment data, climate surveys, focus group feedback, and data from the annual conference. Upon review of all of the information, the task force recommends the following goals to serve as a guidance for the organization with their accompanying objectives and action items. These items will be reviewed by membership at the 2018 Annual Conference.

*Original Member of Strategic Planning Task Force, but no longer serving on the committee.

IMPLEMENTATION PLAN

No Strategic Plan can be successful without a thorough implementation plan. Below is an implementation plan recommended by the Strategic Planning Task Force. All items would have an "unofficial" deadline of 2023 with the plan ending.

Task 1: While many action items in this plan direct the association to assess, examine, and explore new ways of doing our work, we encourage that the recommendations and findings from these assessments and explo rations be implemented.

Task 2: Add Strategic Plan oversight responsibilities to President, President-Elect, and Immediate Past-President.
	•Responsibilities
 •Ensure organizational commitment to Strategic Plan
 •Monitor progress of current Strategic Plan
 •Report progress to Leadership Team and organization
 •In conjunction with AIM committee
 •Recommend changes/updates to plan
 •Engage with leadership team regarding Strategic Plan at each organizational gathering (conference, meetings, etc)
 •Year 5-6- Create task force to develop next Strategic Plan

Task 3: Add Strategic Plan initiatives to each leadership team member's position description. Example: En sure committee goals align with the goals set forth by the current Strategic Plan.

Task 4: Create annual assessment and reporting strategy to monitor progress.
	•Utilize AIM Committee

INVOLVEMENT & LEARNING

Goal 1: Provide year-round opportunities to engage members at all positional levels

Strategy 1: Provide opportunities for all members to develop within their campus positions A. Explore feasibility and interest in area-of-responsibility-specific Regional and/or Conference Call   Round Tables Assigned in committee responsibilities
B. Explore feasibility and interest in regional mid-level institute Future
C. Implement increased marketing efforts for NHTI scholarship Annual
D. Create at least one formal opportunity for increased interactions between entry level and senior   level staff at the regional conference Assigned in committee responsibilities

Strategy 2: Engage association members who do not serve within the formal committee   structure (State of the profession idea)
A. Assess opportunities for volunteering on conference site Assigned in committee responsibilities
B. Implement virtual topical focus groups to inform the work of the association Future

Strategy 3: Identify professional development opportunities outside of the annual conference
A. Create virtual round tables on specific topics related to housing and residence life Assigned in committee responsibilities
B. Implement a written case study competition (use webinars as build up to conference) Assigned in committee responsibilities

Goal 2: Enhance corporate partner experience and relationships

Strategy 1: Increase interaction between corporate partners and decision makers
A. Create opportunities for corporate partners and decision makers to formally interact outside of conference/showcase Assigned in committee responsibilities
B. Create opportunities for virtual connection between corporate partners and decision makers Future
C. Assess the time and structure of corporate partner showcase at the annual conference Assigned in committee responsibilities

Strategy 2: Provide additional opportunities for corporate partners to be involved and engaged in the association (program presentations)
A. Review current opportunities for corporate partners to be involved in the association and at the annual conference and minimize barriers Assigned in committee responsibilities
B. Examine how other associations involve corporate partners Future
C. Explore feasibility of corporate partner advisory board Future

INVOLVEMENT & LEARNING (continued)

Goal 3: Stay relevant and current in education and development opportunities for   members

Strategy 1: Provide resources based on current events and trends, and research

A. Implement webinars and virtual round tables related to current events and issues Assigned in committee responsibilities

B. Create a process to hold at least one conference session slot that will focus on a timely topic Assigned in committee responsibilities

C. Review process to connect regularly with other ACUHO-I regions to ensure sharing of best practices Completed (monthly regional meeting)

Strategy 2: Continue to support professional development opportunities offered by ACUHO-I

A. Increase yearly contributions to UMR-ACUHO Foundations account by 20% Completed

B. Explore new venues for fundraising (i.e. web-based, new conference strategies) Completed

Strategy 3: Provide resources regarding different areas of responsibility and housing types

A. Implement a requirement to provide at least two or more conference opportunities for non-residence life housing areas at the annual conference i.e (facilities tours, programs, vendor connections, structured connections/networking event) Future

Strategy 4: Provide social justice, equity, diversity, and inclusion awareness and skill development education for members

A. Identify a set number of programs related to social justice, equity, diversity, and inclusion to be presented at the annual conference Assigned in committee responsibilities

B. Create an electronic database of social justice, equity, diversity, and inclusion resources   (i.e. presentations, articles, activities) to be shared with the members of association on the UMR website. Future

C. Implement a webinar focusing on social justice, equity, and/or inclusion at least one time per year Assigned in committee responsibilities

D. Identify a plan to ensure submission and publication of articles in the Perspectives Assigned in committee responsibilities

SOCIAL JUSTICE, EQUITY, & INCLUSION

Goal 1: Identify and remove practices that are barriers to opportunities and involvement within the Association

Strategy 1: Highlight access within the organization

A. Create an annual accessibility review process, focusing on universal design, to meet the needs of physical, operational, fiscal, and environmental accessibility for all regional meetings, events, marketing, and outreach (add to Helms Brisco expectations). Review for completion in the next year

B. Create and implement a study to assess financial cost of participating in association activities(find out what professional development funds are available to members - add to conference eval and then have Membership Coordinators consider building on that). Review for completion in the next year

Strategy 2: Mitigate financial barriers to involvement

A. Assess and market scholarship opportunities. Completed

B. Assess effectiveness of committee meeting travel/accommodation sharing process and explore implementation for annual conference (market at/shortly before conference). On-going

C. Continue to find ways to keep our costs down and increase our sponsorships. On-going

Goal 2: Provide and highlight opportunities for members from historically underrepresented and/or minoritized population

Strategy 1: Strengthen affinity groups/member support networks (needs a mission - roundtable to assess)

A. Explore formal process for affinity group coordinators (ability, neurodiversity additions) Assigned in committee responsibilities

B. Assess viability and create opportunities for affinity groups to engage outside of the annual conference Assigned in committee responsibilities

Strategy 2: Increase participation from historically underrepresented and/or minoritized populations within the organization

A. Form a working group with majority representation from historically underrepresented and/or minoritized identities to create a formal process for identifying and encouraging individuals who identify within an historically underrepresented and/or minoritized populations to apply for committee involvement and/or leadership position Future

B. Market leadership positions and opportunities to affinity groups Assigned in committee responsibilities

C. Form a working group, representing multiple institution types, states, and identities, to create a guide of suggested practices for recruiting and retaining individuals for historically marginalized identities Future

ORGANIZATIONAL IDENTITY DEVELOPMENT

Goal 1: Tell our story/marketing/branding

Strategy 1: Update and share the history of UMR-ACUHO region

 A. Create an annual update process for the UMR History book Review for completion this year

 B. Create a plan for annually publishing and sharing the UMR History book Review for completion this year

Strategy 2: Increase the web presence of UMR-ACUHO

 A. Create and implement a social media marketing plan (stories from our history) Review for completion in the next year

 B. Complete redesign and launch of an improved website In progress - Future

Strategy 3: Improve and formalize process to connect with all institutions in the region

 A. Create and regularly maintain a user-friendly and accessible database of all institutions in the UMR region, both member and non-member In Progress - Future

 B. Create a communications plan to reach every institution within the region, member and non-member, at least twice a year about association opportunities Review for completion this year

Goal 2: (Re)Define organizational/committee operational structure to sustain a forward-thinking association (can we subsidize costs in any way)

Strategy 1: Evaluate committee functions and operational structure

 A. Evaluate the functionality, flexibility, and need for each committee, to align with forward thinking and meet organizational need In Progress for Fall Conference Vote

 B. Assess time and attendance needed at each organizational gathering (summer, winter, pre-conference) Review for completion this year

 C. Assess selection process for committees (number of members, order of those selected, role of chairs, etc.) Review for completion this year

 D. Assess selection process for committee chair positions (who chooses, process, format) Review for completion this year

 E. Create process to provide timely feedback to committee member supervisors to ensure well rounded professional development. Future

Strategy 2: Prepare Executive and Leadership Team members for their roles A. Create a virtual or in-person orientation for leadership team (committee chairs) Future

 B. Create virtual or in-person on-going training and development in topics related to social justice, technology, current trends, etc. Future

 C. Create a well-maintained drive of transition documents/files Review for completion this year

 D. Research best practices and processes from other regions and organizations for executive election processes Review for completion this year

E. Update election process for Executive Team to include requirements regarding areas of social justice and inclusion, current trends, and accountability Review for completion this year

APPENDIX

Strategic Plan in Timeline Order (Begin by dates)

Winter Meetings 2019

• Implement increased marketing efforts for NHTI scholarship (IL1.1.C)
• Create at least one formal opportunity for increased interactions between entry level and senior level staff at the   regional conference (IL1.1.D)
• Implement a written case study competition (IL1.3.B)
• Assess the time and structure of corporate partner showcase at the annual conference (IL2.1.C) • Examine how other associations involve corporate partners (IL2.2.B)
• Create an annual accessibility review process, focusing on universal design, to meet the needs of physical,   operational, fiscal, and environmental accessibility for all regional meetings, events, marketing, and outreach   (SJ1.1.A)
• Assess effectiveness of committee meeting travel/accommodation sharing process and explore implementation   for annual conference (SJ1.2.B)
• Form a working group with majority representation from historically underrepresented and/or minoritized   identities to create a formal process for identifying and encouraging individuals who identify within an   historically underrepresented and/or minoritized populations to apply for committee involvement and/or   leadership positions (SJ2.2.A)
• Complete redesign and launch of an improved website (OID1.2.B)

Summer Meetings 2019

• Explore feasibility and interest in regional mid-level institute (IL1.1.B)
• Assess opportunities for volunteering on conference site (IL1.2.A)
• Explore feasibility of corporate partner advisory board (IL2.2.C)
• Implement webinars and virtual round tables related to current events and issues (IL3.1.A)
• Create and implement a study to assess financial cost of participating in association activities (SJ1.1.B) • Assess and market scholarship opportunities (SJ1.2.A)
• Explore formal process for affinity group coordinators (SJ2.1.A)
• Assess viability and create opportunities for affinity groups to engage outside of the annual conference (SJ2.1.B) • Create an annual update process for the UMR History book (OID1.1.A)
• Create and regularly maintain a user-friendly and accessible database of all institutions in the UMR region,   both member and non-member (OID1.3.A)
• Evaluate the functionality, flexibility, and need for each committee, to align with forward thinking and meet   organizational needs (OID2.1.A)
• Assess time and attendance needed at each organizational gathering (summer, winter, pre-conference)   (OID2.1.B)

Strategic Plan in Timeline Order (continued)

Winter Meetings 2020

• Create virtual round tables on specific topics related to housing and residence life (IL1.3.A) • Create opportunities for corporate partners and decision makers to formally interact outside of conference/ showcase (IL2.1.A)

• Review current opportunities for corporate partners to be involved in the association and at the annual conference and minimize barriers (IL2.2.A)

• Create a process to hold at least one conference session slot that will focus on a timely topic (IL3.1.B) • Explore new venues for fundraising (i.e. web-based, new conference strategies) (IL3.2.B) • Implement a requirement to provide at least two or more conference opportunities for non residence life housing areas at the annual conference i.e (facilities tours, programs, vendor connections, structured connections/networking event) (IL3.3.A)

• Identify a set number of programs related to social justice, equity, diversity, and inclusion to be presented at the annual conference (IL3.4.A)

• Implement a webinar focusing on social justice, equity, and/or inclusion at least one time per year (IL3.4.C) • Identify a plan to ensure submission and publication of articles in the Perspectives magazine incorporating themes of social justice, equity, diversity, and inclusion (IL3.4.D)

• Market leadership positions and opportunities to affinity groups (SJ2.2.B)

• Create a plan for annually publishing and sharing the UMR History book (OID1.1.B) • Create and implement a social media marketing plan (OID1.2.A)

• Assess selection process for committees (number of members, order of those selected, role of chairs, etc.) (OID2.1.C)

• Assess selection process for committee chair positions (who chooses, process, format) (OID2.1.D) • Create a virtual or in-person orientation for leadership team (committee chairs) (OID2.2.A) • Create virtual or in-person on-going training and development in topics related to social justice, technology, current trends, etc. (OID2.2.B)

• Create a well-maintained drive of transition documents/files (OID2.2.C)

• Research best practices and processes from other regions and organizations for executive election processes (OID2.2.D)

• Create process to provide timely feedback to committee member supervisors to ensure well-rounded professional development (OID2.2.E)

Strategic Plan in Timeline Order (Begin by dates)

Summer Meetings 2020

• Explore feasibility and interest in area-of-responsibility-specific Regional and/or Conference Call Round Tables (IL1.1.A)

• Implement virtual topical focus groups to inform the work of the association (IL1.2.B) • Create opportunities for virtual connection between corporate partners and decision makers (IL2.1B) • Review process to connect regularly with other ACUHO-I regions to ensure sharing of best practices (IL3.1.C) • Create a communications plan to reach every institution within the region, member and non-member, at least twice a year about association opportunities (OID1.3.B)

Winter Meetings 2021

• Increase yearly contributions to UMR-ACUHO Foundations account by 20% (IL3.2.A) •
Update election process for Executive Team to include requirements regarding areas of social
justice and   inclusion, current trends, and accountability (OID 2.2.E)

Summer Meetings 2021

• Form a working group, representing multiple institution types, states, and identities, to create a
guide of   suggested practices for recruiting and retaining individuals for historically marginalized
identities (SJ2.2.C)

Summer Meetings 2022

• Create an electronic database of social justice, equity, diversity, and inclusion resources (i.e.
presentations,   articles, activities) to be shared with the members of association on the UMR
website (IL3.4.B)