

**NEACUHO Strategic Plan
2012 – 2017**

Overview

During the 2010-2011 membership year, NEACUHO underwent a self-study. One of the first recommendations of the report was that NEACUHO needed to develop a strategic plan. This plan would give the organization, as well as subsequent Presidents and Executive Boards, both a vision and direction. As a result, President Paula Randazza appointed a Strategic Plan Task Force in June 2011.

Task Force Steering Committee

Gary Bice, Jr. (Chair), Josh Hettrick, Cindy Long-Porter, Trixy Palencia, Paula Randazza (ex-officio), Donna Rogalski, Derek Zuckerman

Charge of the Task Force

Using the data gathered from our members during the 2010-2011 Self-Study, NEACUHO will develop a 5-year Strategic Plan to move the organization forward with continuity and focus. The Strategic Plan Task Force (SPTF) will have working groups that will recommend initiatives in five specific areas:

1. **MEMBERSHIP NEEDS**
NEACUHO will provide educational opportunities that meet the needs of all constituent groups – new professional, mid-level, Chief Housing Officer (CHO), corporate affiliates – while also addressing issues of equity and access for all members.
2. **STRUCTURE AND GOVERNANCE**
The executive board structure and practices will be reflective of the needs of the membership and the organization. The mission, principles and purposes outlined in the Constitution will be used to define the organization's vision.
3. **EVENTS AND OFFERINGS**
NEACUHO will provide quality programs throughout the six districts utilizing a learning outcomes approach. Assessment practices will provide feedback about the quality and quantity of our products.
4. **FINANCIAL STRATEGY**
NEACUHO will be a financially secure organization with a solid business plan that minimizes costs and maximizes member benefits.
5. **COMMUNICATION**
NEACUHO will become a more transparent organization with a communication plan that uses social media and other tools to effectively share information both internally and externally.

A Strategic Plan will be developed based on the recommendations from each working group. The plan will have well defined, time specific goals, and an assessment method for each goal.

Timeline

- The 2010-2011 Self Study will serve as a guide to the Strategic Plan Task Force.

- The chair will make regular progress reports to the Executive Board.
- The Strategic Plan will be presented to the Executive Board at the March 2012 meeting.
- The Executive Board will review, edit, and adopt the plan at the April 2012 meeting.
- The final Strategic Plan will be unveiled to the membership at the 2012 annual business meeting.

Process

In order to get a wide range of constituencies represented for the strategic planning process, Paula Randazza in her opening remarks as President challenged the membership to volunteer to participate. Members of NEACUHO were then solicited via email, twitter and Facebook to serve and fifty individuals did so. Due to life and work challenges, ultimately thirty-nine volunteers made up the participant list.

Five working groups, hereafter identified as Think Tanks, were formed with each tasked to review one of the five charged areas and develop strategic priorities. They were given the full Self-study report as well as all relevant data to assist in their efforts. They were not charged with coming up with how to accomplish the priorities they identified, though as evidenced by the summary reports some possible solutions were developed. Like the Self-study, these reports will help guide future conversations as the strategic priorities move ahead.

The Think Tanks met virtually, via conference call and in person throughout the Fall 2011 semester. In January 2012, each of the Think Tanks submitted their Strategic Priorities. A total of thirty-eight priorities were identified with much overlap. In February 2012, the Steering Committee met at Mount Ida College to bring them all together. The Strategic Plan is therefore the result of many hours of face-to-face and online conversations by the five Think Tanks and Steering Committee.

The first draft of the Strategic Plan was presented to the Executive Board at the March 2012 meeting held at SUNY Cobleskill. One of the initial major priorities of both the Self-study and the Strategic Plan was to create a vision for the organization. As such, the Executive Board discussed, debated, drafted and approved the Vision Statement that leads the Strategic Plan.

A second draft was made available to the membership for feedback in mid-April. A final draft based on that feedback was presented to and approved by the Executive Board on April 23, 2012. The Strategic Plan was then officially presented at NEACUHO's annual business meeting, on this date, at Northeastern University.

Outcome

The Strategic Plan is broken into short-term priorities for the next two years and long-term priorities for the following three. This is not to imply that the items in later years are less important. In fact, while the Steering Committee was meeting in February, there were items that had already begun to be addressed independent of this process. Given the domino effect of changes there is a need to logically flow from one priority to the next since there are Constitutional ramifications, particularly as it relates to structure. As such the order and timeframes identified in the plan were intentionally placed.

Each of the five priorities of the Strategic Plan has a main statement. The two short-term priorities have a target date for completion with the long-term priorities left open. The vision statement and each of the five priorities have a list of Think Tank Strategic Priorities Addressed. The codes refer to the individual priorities developed by the think tanks listed on the Think Tank Strategic Priorities Key (pages 4-6). Details for each of the Think Tank priorities follow the key list on the Think Tank Strategic Priority Compilation Report (pages 7-24).

Respectfully Submitted,

Strategic Plan Task Force
June 8, 2012

NEACUHO Strategic Plan 2012 – 2017

Vision Statement

To be the premier housing and residence life organization in the Northeast.

- Think Tank Strategic Priorities Addressed: M1, M3, C7

Short-term Priorities (2012-2014)

June 2012:

Priority 1 – Appoint a task force to develop finance procedures that address a consistent revenue stream, a consistent budgeting process, and guidelines for funding reserves.

- Target date for completion, June 2013.
- Think Tank Strategic Priorities Addressed: F2, F3, F4, F5
- Assessment Method: Visible guidelines and procedures developed by the appointed task force.

September 2012:

Priority 2 – Appoint a task force to review structure of the board with mission and vision as the primary guideline. This 18-month review will focus on potential and feasibility of position requirements; the role of Membership Coordinator and Technology Coordinator; term length in regards to Treasurer; function of the District Coordinator and potential redefinition.

- Target date for membership vote for Constitution & Bylaws changes, January 2014.
- Think Tank Strategic Priorities Addressed: C2, C4, C5, F1, M2, S1, S2, S3
- Assessment Method: Membership vote on proposed changes brought forth by the appointed task force.

Long-term Priorities (2014-2017)

2014-2015:

Priority 3 – Review and formalize a structured evaluation and assessment process of individual NEACUHO events. This process needs to include specific language on sharing the collected data to ensure it can inform future events and annual calendar.

- Think Tank Strategic Priorities Addressed: E3, E5, E6, E7
- Assessment Method: Clear guidelines developed for likely inclusion in the Operations Manual.

2015-2016:

Priority 4 – With the membership as the focus, review the annual calendar of events and make recommendations in regards to balance and varied professional development opportunities.

- Think Tank Strategic Priorities Addressed: C9, E1, E2, E4, E8, E9, E10, M4, M5, M6
- Assessment Method: Clearly noted discussion and review of annual calendar likely reflected in meeting minutes.

Priority 5 – Analyze communication with the membership currently in place and develop a comprehensive and varied plan for consistency, timeliness and transparency.

- Think Tank Strategic Priorities Addressed: C1, C3, C6, C8, C10, C11, C12, E11, E12
- Assessment Method: Clear communication plan developed for likely inclusion in the Operations Manual.

2016-2017:

Final Priority – Evaluation of the Strategic Plan and development of the next plan leading to a Self-study in 2020-2021.

**Think Tank Strategic Priorities Key
Strategic Plan Task Force 2011-2012**

COMMUNICATION (pages 7-12)

NEACUHO will become a more transparent organization with a communication plan that uses social media and other tools to effectively share information both internally and externally.

- C1 The Executive Board work will become more transparent and accessible to the NEACUHO Membership by creating communication methods to further allow accessibility between membership and Executive Board, educate membership of the executive board role, and provide the opportunity for membership to voice their thoughts impacting their organization
- C2 The NEACUHO Executive Board will review the role of the District Coordinator (DC) position as it relates to what is stated in the By-Laws.
- C3 Charge the Technology Coordinator to utilize social media and other methods of technology as a form of communication to promote NEACUHO information.
- C4 Executive Board Training should include a comprehensive overview of the organization and individual job function in order for Executive Board Members to be able to achieve organizational goals and effectively promote the organization to the membership.
- C5 Evaluate Board Size and the impact the size has on communication and management.
- C6 Strengthen Corporate Sponsor communication.
- C7 Develop a long-term communication plan to educate the membership regarding the Mission, Vision, History and Strategic Plan.
- C8 Increase use of social media to promote NEACUHO.
- C9 Purchase of on-line tools to increase the number of resources available to members in an effort to promote external communication.
- C10 Communicate NEACUHO events to the membership.
- C11 Develop communication plan to encourage Mid-Level and CHO involvement.
- C12 Increase direct communication between NEACUHO leadership with membership.

EVENTS & OFFERINGS (pages 13-16)

NEACUHO will provide quality programs throughout the six districts utilizing a learning outcomes approach. Assessment practices will provide feedback about the quality and quantity of our products.

- E1 Determine the target membership for each event offered by the organization. Ensure all membership is targeted throughout the year by multiple events.
- E2 Determine what the topical areas are that should be addressed by the events each year. Then decide which topical area(s) each event should educate the membership about.

- E3 Utilize the committees to create learning outcomes for each event based on the target membership and topical area(s).
- E4 Discuss the findings of E1 – E3 with the executive board and make necessary changes.
- E5 Develop a standardized assessment tool to review each event offered by the organization. Utilize standard 10-15 questions to evaluate each event on the same scale. Then include additional questions as necessary to further assess specific details about each individual event.
- E6 Develop a program session assessment tool to review each program offered at events throughout the year. Determine if program session assessments should be standardized or varied depending on the event.
- E7 Create a standardized practice for reporting the findings from the evaluations and passing them on to the following year's committee for utilization in future planning. This should happen at the Annual Conference when the new executive board meets. Ensure a copy is given to the Secretary as well in order to create longitudinal data that can be referenced in the future.
- E8 Create a CHO Institute that takes place once a year.
- E9 Create more online opportunities utilizing social media to compliment the events already being provided by the organization. This includes additional events as well as placing some sessions from events that have already taken place online for membership that were not able to attend.
- E10 Consider the travel time of all the membership when determining location for events each year.
- E11 Significantly improve on the information being sent out by committees about their events. The time frame needs to be more in advance of the event and better descriptions of what is taking place should be included.
- E12 Information on the organization's website needs to be significantly improved upon to reflect what events are being offered and the intended learning outcomes of each event.

FINANCIAL STRATEGY (pages 17-20)

NEACUHO will be a financially secure organization with a solid business plan that minimizes costs and maximizes member benefits.

- F1 Examine structure and improve the function of both the Treasurer and Membership Coordinator positions.
- F2 Focus on consistent revenue streams. Membership and Corporate Sponsorship rates should be established to promote a predictable and sustainable revenue stream for administrative operations, quality programs and services, parity, and to fund the association reserve.
- F3 Establish a consistent budgeting process. NEACUHO has relied annually on a rollover balance as part of the yearly budget revenue. There needs to be a fundamental change to avoid a reliance on this unpredictable amount. Budgets need to be prepared matching revenues to expenses.
- F4 Utilize available technology to provide financial transparency.

F5 Develop a process to fund reserves.

MEMBERSHIP NEEDS (pages 21-22)

NEACUHO will provide educational opportunities that meet the needs of all constituent groups – new, mid, CHO, and corporate, while also addressing issues of equity and access for all members.

- M1 Reaffirm future direction of organization and establish a mission, vision, and culture that fully support and empower this future direction.
- M2 Evaluate & restructure the current structure and governance to better reflect – as well as implement – the organization’s mission, vision, and culture as well as be reflective of membership percentages.
- M3 Establish methods to effectively educate & communicate our mission, vision, and culture to all membership groups within the organization.
- M4 Implement methods to effectively and consistently address the needs of mid-level staff and CHO’s.
- M5 Implement methods to effectively and consistently address needs of other membership groups consistent with the mission, vision, and culture of the organization.
- M6 Ensure that all events & operations support the mission, vision, culture, and current membership needs of the organization.

STRUCTURE AND GOVERNANCE (pages 23-24)

The executive board structure and practices will be reflective of the needs of the membership and the organization. The mission, principles and purposes outlined in the Constitution will be used to define the organization’s vision.

- S1 It is very difficult to separate out the organizational structure from conversations on elections/appointments/voting. Part of determining the structure is in fact determining which positions should be elected, which should be appointed and which should be voting; as well as whether there should be position requirements for none, some or all of them. There was agreement that only elected positions should vote as they represent the body.
- S2 The task force suggested that thought be given to reorganizing the board by centralized functional areas. A chairperson would oversee each function area and that chairperson would be elected by the body and be a voting board member.
- S3 If a functional area model is developed, then the role of the District Coordinator should be reviewed however the question of voting must be decided as part of the earlier conversation.

Think Tank Strategic Priority Compilation Report Strategic Plan Task Force 2011-2012

COMMUNICATION

Charge: NEACUHO will become a more transparent organization with a communication plan that uses social media and other tools to effectively share information both internally and externally.

Members: Trixy Gardner (Chair), Michael Hamilton, Tracy Hensly, Megan Houlihan, Cathy Raynis Meeker, Stacey Phelps, Sabrina Tanbara

In this document you are provided with the recommended priorities submitted by The Think Tank Group: Communication. The priorities are derived from reviewing the recommendations submitted by the Self Study Committee.

As per the Self Study Report:

Internal Focus: The organization has been functioning with a constitution since 2003. The Executive Board has also grown in size, including the recent addition of a new District Coordinator. Has the board become too large? Is the District Coordinator role accomplishing what it was originally developed for? Who should hold voting rights on the Board? Has the Board relied too heavily on in person meetings or can more be done with technology?

External Focus: Our membership is ever changing. There has been an increase in community colleges with housing programs in our region; as we move more things on line our membership is receiving less in their hands; new conferences and events have been added to the calendar; and we do not seem to meeting the needs of our more seasoned professionals. NEACUHO has also developed a Corporate Affiliate plan, which has brought Corporate Partners and Associates into our organization. What changes does NEACUHO need to make to meet the ever-changing needs of our membership and our corporate affiliates?

Internal Priorities

C1 The Executive Board work will become more transparent and accessible to the NEACUHO Membership by creating communication methods to further allow accessibility between membership and Executive Board, educate membership of the executive board role, and provide the opportunity for membership to voice their thoughts impacting their organization (Self Study, page 12). *Information from page 8 in the Self Study states:*

“Thirty-six percent of the membership report not having enough information to comment on the effectiveness of the Executive Board, and looking more deeply at the numbers 54% of New, 30% of Mid and 27% of Senior Professionals state they not aware enough of the Board functioning to judge effectiveness. While the number for New Professionals is understandable as they learn more about NEACUHO, it is concerning that significant numbers of Mid and Senior Level Professionals also felt they could not comment.”

Thought process:

In order for an organization to be transparent the membership must be able to have access to the leadership as well as the work they produce. By providing access to the work of the Executive Board, it demonstrates trust and understanding among the Membership creating a positive foundation for organization initiatives.

Think Tank’s recommended action toward priority (in consultation with the Self Study):

- a. The Executive Board should consider operating procedures that would allow for communication and the opportunity for feedback between a District Coordinator and their district regarding important issues.
- b. Plan for Executive Board meetings ahead of time so that District Coordinators can communicate with constituency groups and/or for those without enough information to gather more and educate self.
- c. Executive Board Members should have something visible that denotes them as such for conferences.
- d. Podcast Executive Board meetings, invite local members to sit in on Executive Board meetings. Likewise, Executive Board should be given the ability to utilize such technology to attend board meetings should they be unable to travel to board meetings.
- e. Provide a summary of minutes to membership within two weeks of a meeting (online approval of minutes one week after meeting) and link to full minutes in the summary that are posted on the web.
- f. Ensure that Executive Board members understand their roles and responsibilities at all events. The President should include their expectations of executive board members at NEACUHO events. Executive Board members should be required to spread themselves among the event to communicate with NEACUHO members.

C2 The NEACUHO Executive Board will review the role of the District Coordinator (DC) position as it relates to what is stated in the By-Laws. *(Self Study, page 12). Information from page 12 in the Self Study states:*

“As is clear from the surveys, most respondents feel that regional representation is important; however, what representation means has been broadly interpreted and implementation of the role by individual District Coordinators seems to be inconsistent. Most often comments described the District Coordinator position as a voice, advocate or a liaison for a certain geographic region to the larger organization and as someone who provides networking opportunities, both social and professional, within the district. A few members responded that the role also included recruitment and retention of member institutions to NEACUHO.”

Thought process:

This is listed as an internal communication priority since without the clarity of what the organizational expectations of the District Coordinator role is, the communication to our membership will be inconsistent among DCs and may not benefit the needs of the organization. Based on experience from those in the Think Tank group, there have been DCs who have done more than what is required of them per the by-laws or any standing President and those individuals have created a credible perception of the DC role for the membership. In reality the by-laws should determine the DC role, not what a few motivated individuals have accomplished.

Think Tank’s recommended action toward priority (in consultation with the Self Study):

- a. Clarify the expected roles of the District Coordinators and promote consistency among the DCs. Accountability is needed amongst the DCs to ensure their position is being completed; guidance is needed from reporting officer.

- C3** Charge the Technology Coordinator to utilize social media and other methods of technology as a form of communication to promote NEACUHO information.

Thought process:

Although the Self Study recommends appointing a Communication Officer we believe this is counterproductive in limiting the size of the board; therefore utilizing current board members to serve this purpose may be in the best interest overall for the organization.

Think Tank's recommended action toward priority (in consultation with the Self Study):

- a. Connecting Facebook, Twitter, and the NEACUHO home page so all are referenced to each other by posting logos. Connect individual DC pages to the Facebook account or just utilize the main NEACUHO page instead of having multiple pages to navigate thru since those may change as each DC's term ends.
- b. Providing more information via social media. Many of our members are not aware that NEACUHO has Twitter and Facebook accounts. Those that are connected by Facebook and Twitter suggest that advertising using this media would help with disseminating information to the membership.
- c. Developing a message board on the website. The membership would need to log-in to be able to use the message board. This allows for another avenue for information sharing amongst the membership.
- d. Train and set expectations for all executive board members to utilize social media for their committee purposes.

- C4** Emphasis on Executive Board training (Self Study, page 11).

Thought process:

Executive Board Training should include a comprehensive overview of the organization and individual job function in order for Executive Board Members to be able to achieve organizational goals and effectively promote the organization to the membership.

Think Tank's recommended action toward priority (in consultation with the Self Study):

- a. Include a comprehensive review of the history of the organization, Constitution and By-Laws, Executive Board functions and procedures.
- b. Professional etiquette training.
- c. Complete the current Operations Manual and make it widely available.
- d. Enhance the Operations Manual with more specific position procedures.
- e. Training is recommended to occur prior to the annual conference so the new members have an idea going into the conference with their new position expectations.

- C5** Evaluate Board Size and the impact the size has on communication and management (Self Study, p. 8).

Thought process:

The size of the board can affect the clarity of communication among the board. All efforts should be made to keep the board at its current size and to limit growth. A larger board de-centralizes the board and its functions. When the right hand cannot see what the left hand is doing, the result is redundancy of events or personnel efficiency, or lack thereof. The President will also have a more difficult time managing individual board members. Although a reporting structure is in place for the Past President and President-Elect to oversee certain committee chairs to assist the President with regard to time, the ultimate responsibility of management falls on the President. One to one contact between the President and each individual board member, appointed or elected, is essential.

Think Tank's recommended action toward priority (in consultation with the Self Study):

- a. Keep board at current size or limit growth.
- b. Evaluate reporting structure.
- c. Technology should be utilized to streamline reporting structure and allow for more regular meetings of board members.

External Priorities

- C6** Strengthen the Corporate Sponsor communication (Self Study, page 16).

Thought process:

- a. In order to continue the relationship with our Corporate Affiliates they will need to feel a connection to the organization. This connection cannot solely be with the Executive Board, but also with our membership. We encourage the membership become educated on the benefits of the relationship of budgetary and enhanced membership resources.

Think Tank's recommended action toward priority (in consultation with the Self Study):

- a. Educating members about the program. This education should include who the corporate affiliates are and the services they provide.
- b. Providing more time for membership/corporate affiliate interaction is suggested as well. Other avenues for interaction should be investigated, such as allowing corporate affiliate presentations during the annual conference.
- c. Guiding new professionals through the exhibitor fair at the Annual Conference.
- d. Providing more communication from NEACUHO to the corporate affiliates. A suggestion raised was to have the President communicate with them in order to find out what is going on with the organization.

- C7** Develop a long-term communication plan to educate the membership regarding the Mission, Vision, History and Strategic Plan.

Thought process:

If the membership is aware of what the organization's purpose and direction are NEACUHO will see an investment from the membership.

Think Tank's recommended action toward priority (in consultation with the Self Study):

- a. Continue to communicate mission, goals, schedule, and history of the organization at every event of the organization. Communicate this information on the website, on documents, and verbally in presidential /committee chair welcomes.
- b. Develop new member orientation on-line tool (podcast) or at conferences.
- c. Create a New Members page on the site.
- d. Create a welcome to NEACUHO packet that could be sent to those identified as New Members.
- e. Orientation at the Annual should be more than social; there should be education about the organization.

- C8** Increase the use of social media to promote NEACUHO.

Thought process:

The more times we publish the NEACUHO name, the more often the name will be shared by the constituents.

Think Tank's recommended action toward priority (in consultation with the Self Study):

- a. NEACUHO communication, including Executive board communication, should include links to the Twitter and Facebook page. A campaign can be started to attract membership to NEACUHO's social media sites.
- b. Live stream NEACUHO Executive board meetings, conferences, and other events.

- C9** Purchase of on-line tools to increase the number of resources available to members in an effort to promote external communication.

Think Tank's recommended action toward priority (in consultation with the Self Study):

- a. Make available pre-recorded webinars available to members, but available to be previewed (for a shortened period) by potential members or online 'guests.' Additionally, as many institutions have purchasing departments, establish special deals for institutional members.

- C10** Communicate NEACUHO events to the membership.

Thought process:

Although the Self Study does not directly discuss membership concerns with the communication of events, the Think Tank Group sees value in enhancing the manner we promote events to the membership (including non-members as an effort to recruit additional member institutions).

Think Tank's recommended action toward priority:

- a. Create a Google calendar for events since so many schools have moved to this technology and it can be seamlessly combined with work calendars.
- b. Send out links to events to the membership. It is suggested that events are sent out to the membership weekly similar to ACUHO-I's weekly communication via email.
- c. Utilize Twitter and Facebook as a communication tool.
- d. All institutions within the Northeast are sent an email with information pertaining to NEACUHO and the services available.
- e. Advertise NEACUHO in publications for community colleges and other nontraditional institutions via their newsletters, magazines, and other literature.

- C11** Develop a communication plan to encourage Mid-Level and CHO involvement (Self Study, Page 4).

Thought process:

Per the Self Study report we believe the organization's purpose is to serve all professional levels. In order to increase Mid-Level and CHO involvement, an increase in valuable resources needs to be available to these groups.

Think Tank's recommended action toward priority (in consultation with the Self Study):

- a. Target members that attend NHTI/CHO Training through ACUHO-I and get their feedback through surveys for what we can be doing to reach these members.
- b. Utilize Mid-Level and CHOs to develop relationships with new professionals and a way for Mid-Level and CHOs to give professionally to the organization.

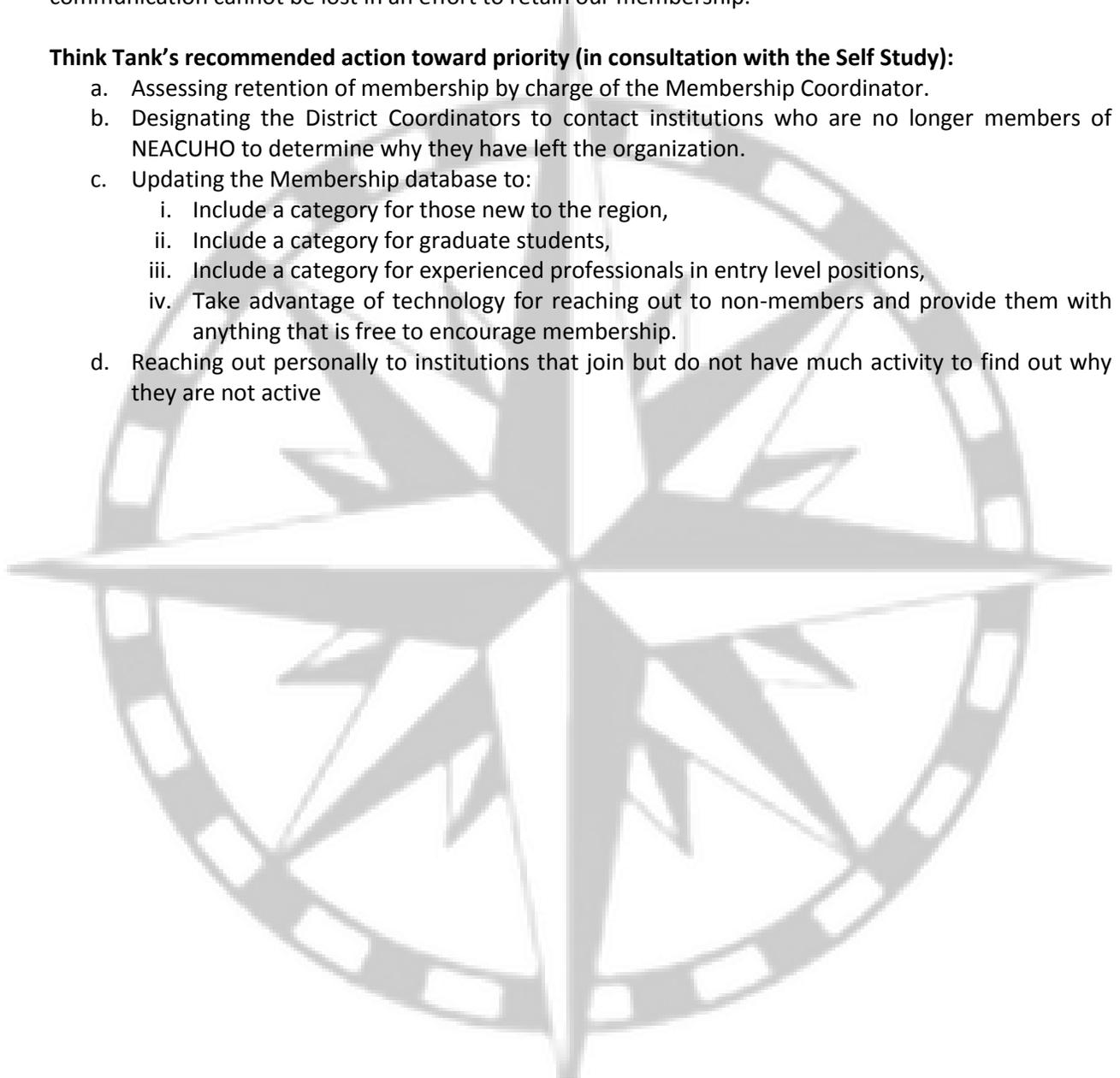
C12 Increase direct communication between NEACUHO leadership with membership.

Thought process:

There is something to be said about feeling as though you are known and valued. The reason so many members enjoy their affiliation with NEACUHO is because of the ability to connect with individuals on a personal level. Direct Communication is easily lost in this day and age as we are among a world led by social media and less face-to-face interaction. Although this group encourages social media, direct communication cannot be lost in an effort to retain our membership.

Think Tank's recommended action toward priority (in consultation with the Self Study):

- a. Assessing retention of membership by charge of the Membership Coordinator.
- b. Designating the District Coordinators to contact institutions who are no longer members of NEACUHO to determine why they have left the organization.
- c. Updating the Membership database to:
 - i. Include a category for those new to the region,
 - ii. Include a category for graduate students,
 - iii. Include a category for experienced professionals in entry level positions,
 - iv. Take advantage of technology for reaching out to non-members and provide them with anything that is free to encourage membership.
- d. Reaching out personally to institutions that join but do not have much activity to find out why they are not active



Think Tank Strategic Priority Compilation Report Strategic Plan Task Force 2011-2012

EVENTS AND OFFERINGS

Charge: NEACUHO will provide quality programs throughout the six districts utilizing a learning outcomes approach. Assessment practices will provide feedback about the quality and quantity of our products.

Members: Josh Hettrick (Chair), Jennifer Crane, Christine Edwards, Julie Hershkowitz, Beth Hill, Shelly Keniston, Ann Marie Przywara, Carol Sacchetti, Eric Rollo

Questions for Review

1. Do the current events offered meet the needs of our members based on their experience level, position responsibilities, institution types, and regional diversity?
 - a. Do the current events utilize a learning outcomes approach to determine who the event is trying to reach?
 - b. Is there a focus for each event that enables the organization to reach out to all constituencies in the organization?
2. Is there a mechanism in place to evaluate the effectiveness of each event so as to provide feedback to the organization on what goes well and what could use improvement each year?
 - a. Do we assess events and utilize the information to improve upon our offerings each year?
 - b. Do we assess the quality vs. quantity of events each year to determine any necessary changes going forward?

Prioritized Recommendations

Below are the recommendations made by the think tank group, followed by detailed findings and recommendations.

- E1** Determine the target membership for each event offered by the organization. Ensure all membership is targeted throughout the year by multiple events.
- E2** Determine what the topical areas are that should be addressed by the events each year. Then decide which topical area(s) each event should educate the membership about.
- E3** Utilize the committees to create learning outcomes for each event based on the target membership and topical area(s).
- E4** Discuss the findings of 1-3 with the executive board and make necessary changes.
- E5** Develop a standardized assessment tool to review each event offered by the organizations. Utilize a standard 10-15 questions to evaluate each event on the same scale. Then include additional questions as necessary to further assess specific details about each individual event.
- E6** Develop a program session assessment tool to review each program offered at events throughout the year. Determine if program session assessments should be standardized or varied depending on the event.

- E7** Create a standardized practice for reporting the findings from the evaluations and passing them on to the following year’s committee for utilization in future planning. This should happen at the Annual Conference when the new executive board meets. Ensure a copy is given to the Secretary for the archives as well in order to create longitudinal data that can be referenced in the future.

Additional Recommendations

- E8** Create a CHO Institute that takes place once a year.
- E9** Create more online opportunities utilizing social media to compliment the events already being provided by the organization. In addition to additional & unique offerings, this could include making available select sessions from events that have already taken place for members that were unable to attend.
- E10** Consider the travel time of all the membership when determining location for events each year.
- E11** Significantly improve on the information being sent out by committees about their events. The time frame needs to be more in advance of the event and better descriptions of what is taking place should be included.
- E12** Information on the organization’s website needs to be significantly improved upon to reflect what events are being offered and the intended learning outcomes of each event.

Detailed Overview

The working group reviewed the current offerings NEACUHO offers to respond to the questions for review. The general information used by the working group for these offerings is:

<u>Event</u>	<u>Committee</u>	<u>When</u>
RD2B	NPDC	1 in the fall, 1 in the spring
Fall Drive In	PDC	October
Res Ops Trade Show	Residential Operations	December
Social Issues Retreats	Social Issues	January
New Professionals Conference	NPDC	March
Mid-Level Institute	PDC	March
Annual Conference	Host Site Conf. Committee	June

The following describes the findings and recommendations of the committee based on each of these current offerings.

1. Findings: The current offerings of NEACUHO do an excellent job of meeting the needs of graduate students and new professionals. There are a number of options throughout the year that are directed to new professionals providing them opportunities outside of the Annual Conference. The offerings are often spread out around the region allowing as many members as possible to attend events on a bi-yearly basis.

Events are designed to reach out to members based on their experience level, position responsibilities, institution types, and regional diversity. Focus on reaching out to minority groups has also been significant and a positive aspect of many of the events being offered.

Despite a strong focus on new professionals and those possibly coming into the field, there has been a lack of focus on mid-level and CHO offerings. The Fall Drive-In is designed to offer a little of something for everyone. This year's program made excellent strides at doing just that. However, there have been too many times in the past where program sessions geared towards mid-level and CHO professionals were presented by new professionals. The Trade Show took a significant step this year in addressing topics of interest to CHOs and those in the housing side of residential life. The Mid-Level Institute, while being geared to mid-level professionals, has often lacked focus and not always been for mid-level professionals. At times it has been geared to new professionals who are looking to move up to mid-level positions.

None of the events utilize a standardized set of learning outcomes to determine who the event is targeting and whether or not the event has been successful in reaching the targeted membership. While the targeted membership is clear for some events based on their titles, some events are very unclear on whom they are designed for and there is a lack of information from some committees on who should be encouraged to attend specific events. This information comes out late from some committees and is not always clear on the website either until it is too close to the registration deadline. There are also years where the target audience of an event is one group or groups, and then changes in successive years without it being made clear.

Recommendations: The organization needs to target offerings to mid-level and CHO level membership more significantly. There is an understood lack of events for these two areas of the membership, most importantly with the CHOs. In some ways it is believed to be easier to address the needs of CHOs through an institute and additional recruitment of them for presenting opportunities throughout the year.

Mid-level offerings present additional challenges due to the changing definition of who qualifies as a mid-level professional. In addition to more focus being placed on event and offerings for mid-level professionals, more needs to be done to qualify the mid-level professional definition due to how many people it covers. Currently, professionals who are residence directors and area coordinators for more than three years are considered mid-level professionals by the organization. However, this couples them in with assistant and associate directors who would be looking for different programs. This is important when considering the inclusion of learning outcomes for events and offerings.

Learning outcomes should be established as a standard expectation for all events offered by the organization. Not all events are apparent in whom they are designed to reach and as stated earlier, their focus can change from year to year. This should be a focus of each committee within the organization in an effort to clarify the role of events in reaching the membership. This will make it easier for the membership to be aware of the focus of each offering.

In addition, the learning outcomes should be assessed and reviewed at the end of each program. Suggestions for assessment will be discussed in section two of this report. These assessments need to be utilized to determine whether or not the events are meeting their intended outcomes and to make necessary changes for the following year. This would also allow the executive board to review each event and to pass on necessary information for events to the following year's committee.

2. Findings: There is currently no uniform established method to evaluate each event offered by the organization. Each event utilizes a general evaluation to determine the overall opinion participants have of the event. In addition, program sessions have a standard evaluation that gives general feedback to the organization and presenters.

Despite these evaluations being utilized, they often do not make it to the following year's committee in order to have any positive impact. Based on discussions amongst the working group most evaluations are never considered during the planning process and are often not even forwarded to the committee until the event is taking place. In addition, the working group was unsure if the program evaluations are utilized by the program committee the following year when deciding on which programs to approve for events.

Significant consideration has not been given to determine whether or not there are enough current offerings provided by the organization both in person and/or through social media.

Recommendations: The assessment tools utilized for events needs to be standardized across the organization. Two assessment tools should be developed to assess both the events offered by the organization and the programs that are held during the events.

The first assessment tool should focus on the overall event that has been offered. A standardized set of questions should be at the start of the survey so events can be compared against each other and on a longitudinal basis. We suggest 10-15 questions to cover this piece. The remaining questions should address the specific event and be determined by the committee and approved by the committee chair. The number of questions can vary based on the event being evaluated.

The second assessment tool should address the program sessions. If the decision is to continue the use of the current evaluations, an established way of using the evaluations following the events needs to be implemented. Recommendations are included below. We recommend first developing learning outcomes for the events being offered and then determining whether or not the traditional program evaluations are still the most effective way to assess the programs.

Once the assessment tools have been developed, a standardized method of collecting the data and reporting it should be established. A copy should be immediately given to the committee to be archived and utilized the following year when planning next year's event. An additional copy should be given to the executive board to review and have for discussion at the following board meeting. Changes as necessary can then be made to continually improve offerings from year to year. This will also ensure that the target membership is aware of the event, attending, and getting what is intended out of the event. The evaluations can then be archived with the Secretary in order to provide a longitudinal history to refer back to if necessary.

Discussion needs to take place on the number of events currently being offered in person and how that can be complimented by online offerings throughout the year. It is important to provide online opportunities that do not take away from what is offered in person, but rather to fill in the gaps for membership that is not always able to travel to the traditional events offered by the organization.

**Think Tank Strategic Priority Compilation Report
Strategic Plan Task Force 2011-2012**

FINANCIAL STRATEGY

Charge: NEACUHO will be a financially secure organization with a solid business plan that minimizes costs and maximizes member benefits.

Members: Derek Zuckerman (Chair), Richard Bova, Rene Coderre, Darese Doskal-Scaffido, Jason Fishner, Chuck Lamb, Kim Schmidl-Gagne, Tom Wozniak

Committee Mission:

Establish consistent policies that provide a structured framework for NEACUHO to effectively and responsibly manage the financial resources to minimize the impact of economic and transitional fluctuations.

- F1** Examine structure and improve the function of both the Treasurer and Membership Coordinator positions.

This group identified and cannot stress enough, the importance of the Treasurer and Membership Coordinator's positions to the organization. With that, we believe there are specific measures that can be taken to improve the function of these roles for the organization. Specifically, we believe the Board should act to address these structural concerns:

Treasurer –

- Make this an appointed position not elected
- Make it a three year term, with a one-year overlap for the Treasurer-Elect, with the outgoing person still maintaining authorization. This will allow a training period and transitional timeframe where positional knowledge can be shared.
- Define a skill-set necessary to be able to perform this function and a check to ensure that people assuming this role will be qualified. (We believe the person should have experience managing a budget, knowledge of financial management software, and familiarity with basic accounting principles.)
- Establish a protocol for a relationship with an accountant and the necessary auditing.
- Stress the importance in the relationship with the President and President-Elect.
- Mandate the use of a specific financial program that can be utilized to keep consistent records, for example, Quicken.

Membership Coordinator –

- Define the skill-set necessary to perform this function. (We believe this person must be able to reach out to all schools in the area, establish relationships with institutional contacts for membership, and articulate the benefits of belonging to NEACUHO.)
- Develop a protocol for the relationship between the Treasurer and this position.
- Create an overlapping timeframe for the positions to ensure continuity of operations.

- F2** Focus on consistent revenue streams. Membership and Corporate Affiliate rates should be established to promote a predictable and sustainable revenue stream for administrative operations, quality programs and services, parity, and to fund the association reserve.

We believe the best way to service members is to put the burden on institutions, not individuals. Membership dues and Corporate Affiliates are the two constant revenue sources each year that we can guarantee to sustain the budget. Membership and Corporate Affiliate rates should be established to promote a predictable and sustainable revenue stream for administrative operations, quality programs and services, parity, and to fund the association reserve.

Membership Dues –

Given that over time the amount of revenue garnered from membership dues has been relatively consistent, we believe this is an area where we can raise additional funds. It is recommended that we raise institutional rates to fund operations and meet budgetary concerns. The specific recommendations for rate increases will be put in a separate proposal.

Corporate Fees –

The other revenue stream that is utilized to fund operations comes from corporate affiliates. We recommend exploring ways to increase revenues in this area. While we understand that we need to tread carefully with partners in difficult economic times, we believe we should explore all opportunities to establish mutually beneficial relationships. At the same time, we would propose examining the dollar amounts that are currently established for the different partnership levels and see if these rates could be increased over the next five years. In order to increase the contribution amounts, we realize that we must offer something additional to our affiliates. Therefore, we believe some thought should go into identifying additional things we can give to our affiliates in order to increase the revenue stream. Whether it is a premier location at the annual conference exhibit area, guaranteed separation from competition in the exhibit area, or a specific program or reception with CHOs, we would want to offer more to our corporate affiliates.

- F3** NEACUHO has relied annually on a rollover balance as part of the yearly budget revenue. There needs to be a fundamental change to avoid a reliance on this unpredictable amount. Budgets need to be prepared matching revenues to expenses.

The budget development and approval process should be a collaborative effort between committee/conference chairs, finance committee, and the executive board. The organization should examine the number of people involved in the approval process to ensure that decisions are made appropriately.

In reviewing budgetary data, it appears as though \$50,000 is an average amount for yearly operating expenses. Given that starting point, we need to identify the resources that will allow us to meet these expenses. We recommend that the organization agree to a philosophy that creates balanced budgets with a dollar amount or percentage contingency built in no greater than five per cent. The organization needs to be careful in the consideration of conference locations for projections of attendance and weather. This due diligence is necessary in the budgeting process.

- F4** Utilize available technology to provide financial transparency.

We suggest analyzing the available technology and utilizing the appropriate measures to streamline the budgeting and financial processes, along with increasing transparency. We recommend an overall transparency of the budget and budgeting process to ensure members have a clear understanding of available resources and how they are allocated. Specific recommendations include:

- Post the budget online to provide visibility and transparency
- Allow the current process to be adapted to online technology
- Identify ways to streamline the reimbursement process

The ultimate goal is to increase the visibility of our resources to membership, create a collaborative effort to avoid any confusion during business meetings of the organization, and streamline the processes for budget approval.

F5 Develop a process to fund reserves.

Over time, the rollover funds appreciated from some annual conferences have been relied upon to fund the normal operations of this organization. We recommend that we deviate from this policy and start to create a budget that is funded from revenues. At the same time, we recognize the need for reserve funds to provide guaranteed stability to the organization for years to come. Therefore, we believe NEACUHO should have 2 years' worth of operating expenses in reserve; approximately \$100,000. Right now, there is \$27,000 in the reserve account.

We recommend developing a budget that makes contributions to the reserve account, acting as an endowment for the organization.

The reserve account could provide support for a lawsuit, expenses from a conference that does not happen, supplemental activities, special events, or yearly consistent services. We believe a reserve amount is needed to cover potential liabilities to the organization.

The above priorities are based on the following review, data and information.

Current Financial Statue of NEACUHO, from Treasurer Kim Schmidl-Gagne:

As of October 31, 2011 –
\$ 8,887.78 in operating account
\$ 6,366.87 in account for online transactions
\$ 27,012.01 in reserve account
\$ 2,072.01 in past president's account

Conversation was held on the practicality of combining all of our assets into one bank account. Consolidation of accounts may make the process of treasurer transition easier, allowing for better record keeping of transactions. Additionally, it would be important to have this be a larger bank that is prominent in the region to ensure accessibility and ease of transfer of ownership if necessary.

Budget Process for past 4 years –

Budget Year	Expenses	Revenue
Budget Year 2008 - 09		
Requested	\$101,287.60	\$92,260.01
Recommended	\$91,470.05	\$94,980.01
Approved	\$91,681.30	\$94,980.01
Actual	\$48,134.07	\$43,761.59
Budget Year 2009 - 10		
Requested	\$89,129.65	\$83,473.15
Recommended	\$80,700.86	\$80,913.25
Approved		
Actual	\$102,316.16	\$97,631.42
Budget Year 2010 - 11		
Requested	\$83,639.10	\$45,325.00
Recommended	\$51,725.60	\$49,055.00
Approved	\$48,773.65	\$47,715.00
Actual	\$26,906.62	\$28,188.00
Budget Year 2011 - 12		
Requested	\$25,240.05	
Recommended	\$49,177.99	\$46,450.00
Approved	\$48,935.00	\$52,129.68
Actual		
Budget Year 2008 - 09		
Membership Dues Revenue	\$10,850.00	
Corporate Sponsor Revenue	\$10,600.00	
Rollover	\$35,649.93	
Budget Year 2009 - 10		
Membership Dues Revenue	\$11,275.00	
Corporate Sponsor Revenue	\$9,000.00	
Rollover	\$26,000.00	
Budget Year 2010 - 11		
Membership Dues Revenue	\$8,878.00	
Corporate Sponsor Revenue	\$6,100.00	
Rollover	\$26,000.00	
Budget Year 2011 - 12		
Membership Dues Revenue	\$11,000.00	
Corporate Sponsor Revenue	\$16,200.00	
Rollover	\$8,000.00	* To date

From this data, we established that the average yearly budget for NEACUHO is \$50,000. As one can see from the data, one of the frustrations of membership seems to be the fluctuations in the budget. This group identified several ways to avoid these fluctuations in creating a consistent approach to the budget for the organization.

Think Tank Strategic Priority Compilation Report Strategic Plan Task Force 2011-2012

MEMBERSHIP NEEDS

Charge: NEACUHO will provide educational opportunities that meet the needs of all constituent groups – new professional, mid-level, Chief Housing Officer (CHO), corporate affiliates – while also addressing issues of equity and access for all members.

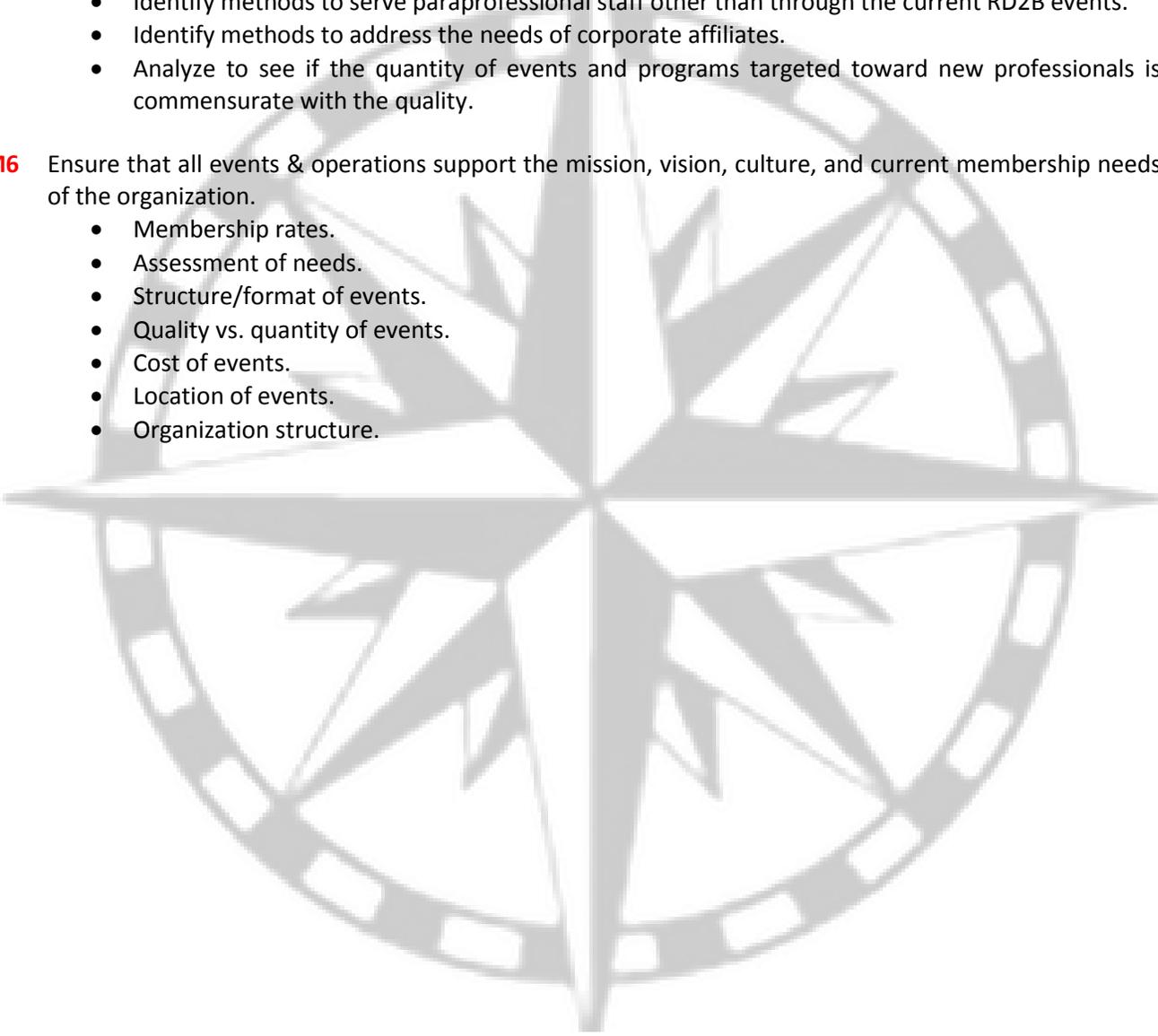
Members: Donna Rogalski (Chair), Emily Balcom, Danielle DeCuir, Evens Erius, Jen Hapgood, Tara Loomis, Chris Marquart, Mandy Martin, Kristin Murphy, Ryan Young

Hierarchy of Needs:

1. Purpose
2. Education
3. Communication
4. Action

Order of Priorities:

- M1** Reaffirm future direction of organization and establish a mission, vision, and culture that fully support and empower this future direction.
- Reaffirm recommendation of self-study concerning potential revision of Mission Statement.
 - Recommend development of a precise Mission Statement.
 - Recommend development of an articulated Vision Statement.
 - Evaluate our current “organizational culture”, as defined by the self-study; determine what future culture should be.
- M2** Evaluate & restructure the current structure and governance to better reflect – as well as implement – the organization’s mission, vision, and culture as well as be reflective of membership percentages.
- Elections/Appointments: consult previous chair, recruit mid-level and CHOs.
 - Size of E-board should be re-examined.
 - District Coordinators: develop consistency in responsibilities so that membership gets full benefit.
- M3** Establish methods to effectively educate & communicate our mission, vision, and culture to all membership groups within the organization.
- Develop an initial and on-going communication plan to educate the membership regarding a Vision Statement.
 - Educate the membership on our “organizational culture”.
 - Membership education on organizational governance/structure.
 - Communication to general membership about the work of the executive board.
 - Establish a way to welcome and introduce new members to the culture.
 - Reconciling returning leadership (executive board members) with new leadership.

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- M4** Implement methods to effectively and consistently address the needs of mid-level staff and CHO's.
- Involve corporate affiliates with these groups specifically.
 - Review potential opportunities to better acknowledge and address the needs of new professionals in entry level positions with more than 3 years of experience.
 - Conduct a separate study of the above two groups independent of others.
 - Create opportunities for professional advancement outside of events.
- M5** Implement methods to effectively and consistently address needs of other membership groups consistent with the mission, vision, and culture of the organization.
- Identify methods to address the needs of graduate students.
 - Identify methods to serve paraprofessional staff other than through the current RD2B events.
 - Identify methods to address the needs of corporate affiliates.
 - Analyze to see if the quantity of events and programs targeted toward new professionals is commensurate with the quality.
- M6** Ensure that all events & operations support the mission, vision, culture, and current membership needs of the organization.
- Membership rates.
 - Assessment of needs.
 - Structure/format of events.
 - Quality vs. quantity of events.
 - Cost of events.
 - Location of events.
 - Organization structure.

Think Tank Strategic Priority Compilation Report Strategic Plan Task Force 2011-2012

STRUCTURE AND GOVERNANCE

Charge: The executive board structure and practices will be reflective of the needs of the membership and the organization; the mission, principles and purposes outlined in the constitution will be used to define the organization's vision.

Members: Cindy Long Porter (Chair), Sonya Alexander, Kathy Bradford, Keyne Cahoon, Tony Esposito, Jeff Horowitz, Ross Novack, Rene Davis, Winnie Paul

Process: The task force met twice during the fall semester. On November 4th recommendations from the report were reviewed broadly and then on December 7th the recommendations were prioritized and additional suggestions were offered. Minutes from the December 7th meeting were distributed for final comments from the task force.

Findings and Recommendations:

- S1** It is very difficult to separate out the organizational structure from conversations on elections/appointments/voting. Part of determining the structure is in fact determining which positions should be elected, which should be appointed and which should be voting; as well as whether there should be position requirements for none, some or all of them. There was agreement that only elected positions should vote as they represent the body.
- S2** The task force suggested thought be given to reorganizing the board by centralized functional areas. A chairperson would oversee each function area and that chairperson would be elected by the body and be a voting board member. Suggested functional areas:
- Program – Host, other conferences
 - Professional Development – new professionals, midlevel, CHOs
 - Trends – operations, risk management, residential education
 - Social issues – People of Color (POC), LGBT, Women
- S3** If a functional area model is developed, then the role of the District Coordinator should be reviewed; however the question of voting must be decided in concert with the considerations above.

Suggestions for Bylaws Review:

The think tank reviewed NEACUHO's Bylaws as part of their research. While understanding that any suggestions at the front end may ultimately go in a very different direction based on other think tank priorities and long term strategic plan, some items would be (bullets are suggested points to consider and in no way inclusive of all possible outcomes):

Current elected positions

- To run for an elected position, you must provide a letter of support from your institution
- Position Requirements, ie:
 - Proficient in Microsoft Excel or comparable program (Treasurer)
 - Current or past employment in a role where budget management is a key component to the position (Treasurer)
- Five years of professional experience
- Prior executive board experience as an elected or appointed officer
- To be eligible, must be able to fulfill the full 2 or 3 year term

Current appointed positions

- Membership & Technology Coordinators
 - Position Requirements
 - Two (2) years of professional experience
 - Prior experience as a District Coordinator (Membership)
 - Proficiency in all Microsoft office applications (Membership)
 - Current or past employment in a role where technology is the primary focus, or had been an active member of the technology committee for at least one year (Technology)
 - New Responsibilities
 - Manage on-line membership directory
 - Chair Technology Committee which consists of technology experts from across the region
- Committee Chairs
 - Position Requirements
 - Corporate Relations: Three to five years professional experience; current or past employment in a position that has strong ties to corporations that service college and university residence halls or related corporations.
 - Media & Publications: Current or past employment in a role where marketing, editing, and communication are a key role of position, must have been an active member of this committee, and have contributed more than once to the newsletter.
 - New Professional Development: Current or past committee membership and prior attendance a NEACUHO event.
 - Professional Development: Employed in a mid or senior level position at a member institution.
 - Program: Current or prior member of this committee, or past chair of a one day conference or workshop, or comparable experience; prior member of a NEACUHO committee.
 - Residential Operations: Current or past employment where operations management was a major position requirement; current or past committee membership.
 - Risk Management & Legal Issues: Prior attendance at a NEACUHO event.
 - Social Issues: Past attendance at the Social Issues Retreat Series; prior experience coordinating a conference or event.