



Ontario Association of College & University Housing Officers



# STRATEGIC PLAN 2024 – 2027

---

## TABLE OF CONTENTS

---

Table of Contents .....	2
Acknowledgement.....	3
2023-2024 OACUHO Board of Directors .....	4
Introduction .....	5
Plan development .....	6
Mission and Vision Statements .....	7
Priority Areas and Action Items.....	8
Priority 1. Engagement, Membership, and Inclusion .....	8
Priority 2. Governance, Leadership, and Sustainability.....	10
Priority 3. Learning Experiences and Professional Development .....	12
Conclusion .....	14
Appendix: Strategic Plan 2020 – 2023 .....	15

---

## ACKNOWLEDGEMENT

---

We acknowledge that the work leading to the development of this strategic plan took place across Turtle Island and on the traditional territories of the Anishinaabe, Haudenosaunee and Neutral peoples. Ontario is home to many Indigenous communities and their rich cultural heritage, languages, and teachings continue to shape the fabric of this province. We recognize that our institutions and organization exist within this context, and we must actively engage in the process of reconciliation and indigenization.

As housing professionals, we have a responsibility to educate ourselves and the students we serve. This means understanding the historical injustices, the impact of colonization, and the resilience of Indigenous peoples. It means acknowledging the painful legacy of residential schools, the loss of language and culture, and the ongoing efforts for self-determination and Indigenous Sovereignty.

We must commit to ongoing learning and action. We will seek out opportunities to engage with Indigenous knowledge keepers, elders, and community leaders. We will listen, learn, and amplify Indigenous voices. Our work is inseparable from reconciliation. Let us move forward with humility, respect, and a commitment to building meaningful relationships. Together, we can contribute to a more just and equitable future.

---

## 2023-2024 OACUHO BOARD OF DIRECTORS

---

Thank you to the 2023-2024 OACUHO Board of Directors.

<b>Parmveer Mundi</b>	President	Queen's University
<b>Dorcas Mensah</b>	President-Elect & Finance Director	University of Toronto Scarborough
<b>Laura Storey</b>	Past-President	Carleton University
<b>Mitchell Prost</b>	Communication Director	University of Toronto Mississauga
<b>Brian Tan</b>	Conference Director	University of Toronto Mississauga
<b>Chad McKenzie</b>	Corporate Partner Director	Carleton University
<b>Allison Keyes</b>	Membership Engagement Director	Wilfrid Laurier University
<b>Alisha Moosajee</b>	Professional Development Director	Toronto Metropolitan University
<b>Matt Savoie</b>	Advanced-Level Member at Large	Queen's University
<b>Khushboo Khoja</b>	Member at Large	Humber College
<b>Savannah Sloat</b>	Coordinator, Equity and Inclusion	University of Waterloo
<b>Carol Ford</b>	Association Manager	OACUHO

I want to express my deepest gratitude for the collective efforts and unwavering dedication each of you has shown. The development of the OACUHO Strategic Plan is a testament to your commitment and the progressive vision we share for our association.

Your collective efforts have shaped a strategic plan that is reflective of the diverse needs and aspirations of our members. As we pass this plan to the future leaders of OACUHO, I am filled with optimism and confidence in the direction we are headed.

Thank you all for your support, your commitment, and the countless hours you have devoted to OACUHO. It has been an honor to serve alongside such a dedicated group of professionals.

With heartfelt appreciation,



Parmveer Mundi  
President, OACUHO  
2023-2024

---

## INTRODUCTION

---

Dear Members,

As we stand at the threshold of a new era for our association, we are proud to present the OACUHO 2024-2027 Strategic Plan. This document is not just a roadmap for the future; it is a testament to our collective commitment to excellence, innovation, and inclusivity in the field of college and university student housing.

In crafting this strategic plan, we as an association had an opportunity for reflection, consultation, and forward-thinking. We have engaged with our members, listened to their voices, and embraced the diversity of perspectives that make our community so vibrant. Our mission to advance the profession is unwavering, and our vision to create an inclusive community for learning and engagement has never been clearer.

With the guidance from our members, the Board and our Association Manager we have laid the foundations for a strategy that is both ambitious and achievable. Through a phased approach, we have developed our priorities, ensuring that they resonate with the needs and aspirations of our members and the students we serve.

Our strategic plan is built upon the pillars of Engagement, Membership, and Inclusion; Governance, Leadership, and Sustainability; and Learning Experiences and Professional Development. Each pillar is supported by actionable goals, a clear timeline, and dedicated leadership from our Board of Directors. We are confident that this plan will steer us toward a future where OACUHO continues to serve the diverse needs of our members and foster environments where we can all thrive.

We invite you to join us on this journey. Together, we will navigate the challenges ahead, seize the opportunities that arise, and continue to provide the best value and support to our membership. Let us find a shared sense of purpose and a collective vision for success.

Sincerely,

The OACUHO Board of Directors



---

## PLAN DEVELOPMENT

---

The OACUHO Strategic Plan for 2024-2027 was developed through a structured and inclusive process, ensuring that it not only aligns with the association's values and goals but also resonates with the needs and expectations of our members. Here is an overview of how the plan was crafted:

### **Phase 1: Initiation & Membership Engagement (July – October 2023)**

The process commenced with setting the scope and schedule. The Board engaged with members through surveys, listening sessions, and data analysis to gather insights into their needs and aspirations. This phase culminated in the identification of key strategic themes.

### **Phase 2: Strategy Retreat (November 2023)**

The Board participated in a strategy retreat facilitated by Anil Gupta to lay the foundational elements of the plan, including the Mission, Vision, Values, SWOT analysis, and strategic priorities.

### **Phase 3: Building Operational Plan for Strategic Plan (November 2023 – January 2024)**

The Board shared the retreat's outcomes with the membership, conducting targeted sessions to refine goals and develop actionable plans for each strategic priority, addressing resourcing and governance.

### **Phase 4: Writing the Strategic Plan (February – May 2024)**

In the fourth phase, the Board reviewed all collected information in a second strategy retreat facilitated by the OACUHO Association Manager, Carol Ford, to finalize the goals, master plan, resourcing, and governance structures. The strategic plan was drafted and shared with groups throughout the association for feedback, ensuring a collaborative and transparent approach.

### **Phase 5: Sharing the Strategic Plan (May – June 2024)**

Once the draft was prepared in May, it was disseminated among various groups within the association for their input. This feedback was integral to refining the plan, ensuring it truly represented the collective voice of OACUHO's members.

The final strategic plan, enriched by this feedback, was then presented at the Spring Conference, marking a new chapter in the association's journey towards excellence in college and university student housing.

---

## MISSION AND VISION STATEMENTS

---

Mission and vision statements are foundational elements of the strategic plan. They serve as a compass, guiding OACUHO's direction and decision-making processes. The mission statement articulates our core purpose and focus. By defining why we exist, it provides a clear path for the actions and decisions that contribute to the strategic goals. It's about the present state and immediate direction. The vision statement is a forward-looking declaration that outlines what we aspire to become in the future. It's aspirational and intended to inspire and motivate stakeholders by painting a picture of the organization's long-term goals.

The changes to the mission and vision statements for OACUHO reflect strategic refinement and a broader scope of commitment.

### **Mission Statement:**

**Advance the profession of college and university student housing.**

The new mission broadens the scope of professional advancement beyond provincial borders. It simplifies the language and focuses on the core activity of advancing the profession, which can encompass a wider range of initiatives and geographical areas.

### **Vision Statement:**

**An inclusive community for learning and engagement.**

The updated vision is more concise and focuses on the outcome of creating an inclusive community. It emphasizes the environment OACUHO aims to foster, one that is conducive to learning and engagement, which can be seen as a broader and more inclusive goal. It is also important to acknowledge that work has already happened to work towards this vision over the last several years.

The evolution of these statements indicates a strategic decision by OACUHO to streamline its focus, broaden its impact, and emphasize inclusivity and community-building as central to its mission and vision. This change aligns with the Board's commitment to innovation, member satisfaction, and adaptability to trends and challenges.

---

## PRIORITY AREAS AND ACTION ITEMS

---

The OACUHO Board has identified three key priority areas that emerged as central themes through various member engagement initiatives. These priorities reflect the collective voice of the membership and are designed to steer the organization towards a future of growth, inclusivity, and relevance.

These three priority areas represent a collective aspiration for OACUHO to evolve into an organization that not only meets the current needs of its members but also anticipates and shapes the future of the student housing profession. The Board's strategic plan is a commitment to these ideals, ensuring that every action and initiative undertaken is a step towards realizing these shared goals.

### **PRIORITY 1. ENGAGEMENT, MEMBERSHIP, AND INCLUSION**

---

In the spirit of our mission to advance the profession of college and university student housing, we recognize the critical role that engagement, membership, and inclusion play in shaping a vibrant professional community. Our vision of fostering an inclusive community for learning and engagement is at the heart of this priority.

The disengagement observed across various segments of our membership—be it new professionals grappling with the scope of our work, Experienced, Advanced and Senior Housing Officers (SHOs) seeking more value, or BIPOC individuals aspiring for advancement—has catalyzed our resolve to act. The addition of the Communities Director is a testament to our commitment to bridging these gaps.

Our metrics, including election voter turnout, survey completion rates, and newsletter engagement, serve as a barometer for our progress and the effectiveness of our strategic initiatives. These indicators not only reflect participation but also the depth of our members' involvement and their sense of belonging within the organization.

From the comprehensive onboarding program to the creation of spaces for affinity groups and the streamlining of communication channels, each step is intentional. We are not merely adjusting our structures; we are transforming them to cultivate a culture that embodies Equity, Diversity, Inclusion, Indigeneity, and Accessibility (EDIIA). By embedding these principles into our culture, policies, and leadership practices, we are paving the way for a future where every member, regardless of their tenure or functional area, feels valued, engaged, and empowered to contribute to the collective advancement of our profession.



Action	Board Member Responsible	Implementation
Design a new delegate orientation which includes: engagement opportunities, icebreaker, benefits of membership (newsletter, social media, listservs, CoPs and Affinity Groups), and making the most of the conference experience	President, Conference Director, and Membership Engagement Director	June 2024 - Spring Conference (Updated annually)
Create intentional space for the affinity groups to come together at the Fall & Spring Conferences	Conference Director, Conference Host Committee, Membership Engagement Director	June 2024 - Spring Conference (Ongoing)
Create a communication strategy to streamline member communication and use of the listservs	Communication Director	August 2024
Create and implement a digital communication plan to strengthen social media presence and member engagement	Communication Director	August 2024
Create an engagement plan for members through Communities of Practice (CoPs), Committees, and Affinity Networks with the introduction of the Communities Director role	Membership Engagement Director & Communities Director	August 2024
Review the professional levels and categorization based on functional area to ensure inclusivity and representation across all levels and functional areas	President-Elect & Finance Director	Complete by May 2025
Embed EDIIA principles into guiding documents, policies, practices, and portfolios	All Board Members	May 2025
Create a digital new-member welcome package	Communication Director & Membership Engagement Director	July 2025

## **PRIORITY 2. GOVERNANCE, LEADERSHIP, AND SUSTAINABILITY**

---

Aligned with our mission to advance the profession of college and university student housing, and our vision to create an inclusive community for learning and engagement, we acknowledge the imperative of robust governance, enlightened leadership, and enduring sustainability. Our members have voiced a need for enhanced Board effectiveness, transparent communication, and sustainability to ensure the longevity and adaptability of our organization.

To address these needs, we are committed to evaluating the capacity of our Board, ensuring that each role is defined with clarity and purpose and creating new ones as needs continue to grow. The enthusiastic participation in recent Board elections, particularly for the Communities Director role, demonstrates a vibrant interest in governance and a collective desire for meaningful engagement.

These actions are designed to enhance the transparency and clarity of what the Board does, facilitate smooth transitions between directors, and ensure that every member feels empowered to contribute to our shared vision. Through intentional governance and leadership practices, we will cultivate a sustainable organization that not only meets the current needs of our members but also anticipates and adapts to future challenges and opportunities.

Action	Board Member Responsible	Timeline
Evaluate the capacity of individual roles on the Board and propose structural changes to ensure sustainable workloads	President & President-Elect & Finance Director	Ongoing
Review the Member at Large role and responsibilities to assess efficacy	Members at Large	February 2024
Review membership dues and update to maintain financial stability	President-Elect and Finance Director	June 2024
Update conference host guidelines to include: guided networking opportunities, accessibility, relevance to all experience levels and functional areas, framework of required components	Conference Director	July 2024 (updated yearly)
Review of the Coordinator, Equity and Inclusion role and create a succession plan	President President-Elect and Finance Director Coordinator, Equity & Inclusion	September 2024
Distribute the Census survey to membership	Past President	September 2024
Review and update corporate partnership benefits	Corporate Partner Director & Conferences Director	January 2025
Implement changes to the Member at Large role and responsibilities	Members at Large President-Elect and Finance Director	February 2025
Analyze the Census data and determine next steps	Past President	May 2025
Update governance documents, including constitution, to reflect current and future organizational needs	President and Past-President	May 2025
Create Community of Practice guiding document for Chairs that includes regular requirements and support their administration of the CoPs	Communities Director	June 2025
Create Affinity Group guiding document for Chairs that includes regular requirements and support their administration of the Affinity Groups	Communities Director	June 2025
Develop spending guidelines for honorarium for professional development opportunities	President-Elect and Finance Director	June 2025
Expand transition documents to include annual cycles for each role to ensure smoother transitions between incoming and outgoing Board Members	All Board Members	June 2026

### **PRIORITY 3. LEARNING EXPERIENCES AND PROFESSIONAL DEVELOPMENT**

---

In line with our mission to advance the profession of college and university student housing, and our vision to cultivate an inclusive community for learning and engagement, we recognize the essential distinction between Learning and Professional Development. Learning encompasses the informal exchange of knowledge and experiences that occurs naturally within our community. It is the collective sharing and absorption of insights that foster a culture of continuous growth. Professional Development, on the other hand, is a more structured approach to skills-building, offering formalized training and educational opportunities designed to enhance professional competencies. Establishing a competency framework emerged as a significant theme, with members advocating for set standards that define professional excellence in student housing.

These initiatives represent our dedication to not only meeting the current needs of our members but also anticipating and shaping the future of the student housing profession. Our strategic plan is a testament to this commitment, with every action and initiative taken being a deliberate step towards realizing our shared aspirations for professional growth and excellence.

Action	Board Member Responsible	Timeline
Provide targeted/focused learning opportunities for Advanced Members at least once per year	Advanced Member at Large	April 2024 (Ongoing annually)
Strike a Curriculum Review Committee to develop a curricular framework for all Learning Experiences	Conference Director	April 2024
Draft curricular framework for all Learning Experiences	Conference Director & Curriculum Review Committee	January 2025
Upgrade the forum platform on the OACUHO website by functional area and increase promotion and usage	Communication Director & Association Manager	May 2025
Create an assessment plan for the curricular framework for all Learning Experiences	Conference Director & Curriculum Review Committee	November 2025
Create a new resource-sharing platform on the OACUHO website, organized by functional area	Communication Director and Member at Large	May 2026
Determine learning outcomes for all Learning Experiences and align with competencies and guiding documents	Conference Director & Curriculum Review Committee	June 2027
Develop a framework for professional competencies to guide member development	Conference Director & Professional Development Director	June 2027

---

## CONCLUSION

---

As we conclude the OACUHO Strategic Plan for 2024-2027, we reflect on the journey that has brought us to this moment. This plan will guide our association through the evolving landscape of college and university student housing over the next three years. We stand at the start of a new chapter, one that is filled with potential and promise. As we navigate the path ahead, we are equipped with a strategic vision that is both resilient and responsive to emerging trends and goals.

Looking forward, we send our best wishes to the association and the future board members who will carry forward this strategic plan. May your tenure be marked by innovation, collaboration, and a deepened commitment to our mission and vision. We trust that you will lead OACUHO with the same spirit of service and foresight, ensuring that our strategic goals are not just met, but exceeded.

In closing, we celebrate the unity and strength of our association. Together, we will continue to advance the profession of college and university student housing, fostering an inclusive community for learning and engagement. Here's to the bright future that lies ahead for OACUHO and all its stakeholders.

With appreciation and optimism,

The 2023 – 2024 OACUHO Board of Directors



---

## APPENDIX: STRATEGIC PLAN 2020 – 2023

---



Leading advancement, fostering inclusion and providing innovative learning opportunities for post-secondary housing professionals.

## 2020 - 2023 STRATEGIC PLAN

### ONTARIO ASSOCIATION OF COLLEGE & UNIVERSITY HOUSING OFFICERS

A. INTRODUCTION	2
B. STRATEGIC STATEMENTS	4
C. KEY STRATEGIES	5
D. CONCLUSION	7

## 2020 - 2023 STRATEGIC PLAN

### A. INTRODUCTION

The Board of Directors of the Ontario Association of College and University Housing Officers (OACUHO) held a strategic planning session on February 20, 2020 to consider the results of a member-needs survey and an external environmental analysis in order to establish strategic goals that will ensure the Association remains relevant and of value to the membership.

Conducted in January, the member-needs survey received a 27.8% response rate. Members indicated they are facing a number of challenges, including the following:

- Sustainability; evolving our work environment to match the needs of climate change.
- Accommodating/supporting students with service animals.
- Burning out from intensive workloads.
- Change management for major shifts in programming, unionization of staff, etc.
- Continuous optimization of services and operations.
- Lack of resources to support student mental health.
- Budgetary constraints for building envelopes, modernization, and failing infrastructure.
- Balancing financial needs and student needs.
- Privatization of housing and increased use of P3 partnerships with on campus buildings.
- IT systems support.
- Competing with new private student housing builds and increasing summer business.
- Rental housing increase, i.e. off-campus student housing.
- Lack of diversity amongst management staff.
- Student self-medicating and using cannabis, leading to further unrelated mental health issues.
- Funding cuts.
- Changing landscape of new roles being introduced at institutions in student housing.
- Increasing complexity of student needs and expectations for services.

- Work/Life balance.
- Professional advancement.
- Aging infrastructure and deferred maintenance.
- Evidence that our work has an impact on student experience as we claim.
- Internationalization and increasing demands to increase revenues as an ancillary department to support central campus offerings.
- Diversity and equity.
- Career development in residence life field.
- Recruiting and training of staffing.
- Gender inclusion within housing operations.
- Lack of mid-level job opportunities.
- Challenges with staffing, staff transition, changes, training.

Members also made it clear they want the following from OACUHO:

- Professional Development
- Networking Opportunities
- Spring Conference

An external environmental analysis gathered information from members of the Board and other key industry leaders on business trends, government trends, economic trends, post-secondary learning trends, social trends, and technology trends that will impact the membership and the association over the next one to three years.

The planning process involved establishing a vision statement, revising the mission statement, and establishing goals that will ensure that vision is achieved. A general consensus on the resultant strategic priorities was developed.

## B. STRATEGIC STATEMENTS

### VISION STATEMENT

The vision is based on current and anticipated needs of stakeholders, as well as trends and issues in the environment, and reflects the desired position the organization seeks to achieve. The following statement was developed to capture the OACUHO's vision.

Leading advancement, fostering inclusion and providing innovative learning opportunities to post-secondary housing professionals.

### MISSION STATEMENT

The mission defines the purpose of the organization, recognizes stakeholders, indicates needs and the products and services offered, and implies the image the organization seeks to project. The following mission was established to provide direction and support for OACUHO's vision.

OACUHO cultivates connections, inspires learning, and grows the profession of campus student housing in Ontario.

The Board is committed to focusing on the vision and mission of OACUHO in an innovative, results-based, effective, and fiscally responsible manner, with a foundation of strong governance and management leadership. The Board recognizes that the following factors are key to ongoing success:

- Understanding member needs and wants;
- Remaining committed to member satisfaction;
- Providing members with quality products and services to enhance their effectiveness; and,
- Constantly monitoring internal and external trends and re-prioritizing goals as new issues and challenges arise.

## C. KEY STRATEGIES

The Board identified nine key strategies. The following three (3) were identified as priorities following a review of the new vision, the external environmental analysis, strengths, weaknesses, opportunities, threats, and the needs of the members of the association. These strategies will help ensure that OACUHO remains focused on achieving its future goals and vision.

### STRATEGY #1 – Education

*Education is a key strategy of OACUHO's mission and support to our members. This strategy defines new advances and supports that will be explored to ensure members are supporting and finding value from OACUHO by learning from each other and from experts in a series of topics and areas.*

The following is a list of key strategies identified related to education.

- Focus on the conference and targeted professional development for all members.
- Provide educational and professional development of OACUHO's diverse membership.
- Find ways to involve the board in supporting the conference host institution with education offerings, planning etc.
- Find ways to decrease the pressure on the conference host institution to make the prospect of hosting future conferences seem appealing to future prospective host institutions.
- Review timing of the professional development and networking events.
- Ensure that educational programming, including conferences, covers hot topics and area of focus for the industry such as:
  - diversity of the membership and aid members who are navigating legislation (human rights code), budgetary constraints, cost cutting, funding cuts, ways to increase income, gender inclusion, technology trends, and social trends.

### STRATEGY #2 – Knowledge Management

*Knowledge Management ensures that OACUHO has a strong foundation to support incoming Board members and continue to define the roles and responsibilities of the Board to our members. This strategy will look to ensure the transition process for Board members and on-Boarding processes are accessible, while maintaining clear expectations around resource and document management.*

The following is a list of key strategies identified related to knowledge management.

- Develop terms of reference for each of the committees.



- Develop board and committee job descriptions and methods to transfer knowledge during changeover/succession planning between roles.
- Review the timing of onboarding for new Board members/volunteers.
- Create an orientation program for individuals changing roles or taking on new roles.
- Create an operational manual to document OACUHO policies and procedures to ensure clear expectations, and support for future board transitions.
- Identify a document management system and process to support ongoing records management.
- Develop more support to board members to prevent burnout given that our Association is largely volunteer driven.

### STRATEGY #3 – Membership Engagement

*Membership Engagement will review the ways by which OACUHO provides support and opportunities for members to connect and get involved with the association. We look to ensure members feel included and aware of different resources and ways to get involved with the association and greater field of student housing professionals.*

The following is a list of key strategies identified related to membership engagement

- Create and provide membership engagement with a lens of inclusion, diversity, and equity.
- Engage new members in ways that make them feel included; help them to connect with existing members.
- Engage members outside of the Greater Toronto Area (GTA).
- Integrate entry-level members into engagement opportunities.
- Engage Associate Members into their experience and future opportunities.

### Year 1-3 Timeline

Below, we have identified how OACUHO will look to implement the strategies identified in the strategic plan in a timeframe of the next three years, as recommended by our consultants.

#### Year 1

##### **Key Strategy 1: Education**

- Establish a process that ensures all upcoming OACUHO conferences have a host institution in place 18 months prior to the conference.
- Create ongoing opportunities for education surrounding equity, diversity, and inclusion.
- Create ongoing opportunities for online educational engagement.

**Key Strategy 2: Knowledge Management**

- Create job descriptions for Board portfolios and terms of reference for committees
- Identify a platform to store OACUHO Board documents.
- Develop key documents for operations and orientation Board of Director processes.
- Develop board and committee job descriptions and methods for knowledge transfer.

**Key Strategy 3: Membership Engagement**

- Create membership engagement that involves inclusion, diversity, and equity.
- Integrate entry-level members in engagement opportunities.
- Engage new members in ways that make them feel included; help them to connect with existing members.

**Year 2****Key Strategy 1: Education**

- Establish a curriculum model that provides conference host institutions with guidelines to follow.
- Create ongoing opportunities for education surrounding equity, diversity, and inclusion.
- Create ongoing opportunities for online educational engagement.

**Key Strategy 3: Membership Engagement**

- Continue to develop opportunities for membership engagement that involves inclusion, diversity, and equity.
- Engage Associate Members into their experience and future opportunities.
- Engage Members outside of the GTA.

**Year 3****Key Strategy 1: Education**

- Continue establishing a curriculum model that provides conference host institutions with guidelines to follow.
- Continuing to create ongoing opportunities for education surrounding equity, diversity, and inclusion.
- Continuing to create ongoing opportunities for online educational engagement.

**Key Strategy 3: Membership Engagement**

- Continue to develop opportunities for membership engagement that involves inclusion, diversity, and equity.
- Continue to engage Associate Members into their experience and future opportunities.
- Continue to engage Members outside of the GTA.

## D. CONCLUSION

This Strategic Plan sets out OACUHO's priorities for the next one to three years. As new trends emerge, new strategic goals may surface – the key is to ensure that the Board determines where the new goals fall on its list of priorities in an effort to monitor success for the Association's stakeholders. As the three key strategies are executed, the OACUHO Board and management team will move towards accomplishing the additional strategies outlined in this Strategic Plan.





**STRATEGIC PLAN 2024 – 2027**

**[www.oacuho.com](http://www.oacuho.com)**

**[info@oacuho.com](mailto:info@oacuho.com)**