



OACUHO

Ontario Association of College & University Housing Officers

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

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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.

