



OUR VISION

— *FOR* —

2020

OACUHO's Strategic Plan



OACUHO

Ontario Association of College & University Housing Officers



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PREAMBLE

The following Strategic Plan has been created to demonstrate the ongoing commitment that Ontario Association of College and University Housing Officers (OACUHO) has to its membership to advance the field of Housing, to become the trusted resource and to inspire the future of our Association and its members. The goals within this plan are intended to provide unity and clarity to our Association as move through the next five years.





THE PAST, PRESENT, AND FUTURE OF OACUHO

In the 1970's a small group of primarily Chief Housing Officers from college and university housing operations across Ontario began to meet. The first meetings were fairly informal with the agenda being developed at the start of the day. Over time, and as members recognized the benefits, the organization of OACUHO was formed. The meetings became more formalized, the membership grew and soon developed into a multi-day conference with sessions on topics of interest by both members and experts.

OACUHO became an affiliate of ACUHO-I in the mid-2000's, formalizing the international relationship and widening our connection and collaboration across borders.

With the solid background and formal connections, OACUHO created more robust professional development, hired an Association manager, and created Board positions to cater to the growing needs of the Association. In 2006, OACUHO created its first Strategic Plan.

Ten years later, the Board and Association see the benefit of consideration of the future of our Association in order to best serve the needs of our membership. Following months of consultation and research, we've created this Strategic Plan.

Our strategic plan is goal-oriented and focuses on four general areas: education, communication, member engagement and governance. Over the past several years we have identified these as priority areas and we believe these are in line with ACUHO-I's planning.

While our strategic plan is goal oriented, it does not address all assumptions about our relevant future. In the coming years, there will be changes that may directly affect our students, staff, and businesses. In order to frame our goals, we describe here what we anticipate in the future to prepare our membership and profession for what is to come. Our assumptions for the future include:

Provincial Changes and Requirements

- Accessibility and future requirements for all buildings in Ontario (2025)
- Sexual Violence Protocol and Implementation
- Deferred maintenance costs
- Residential Tenancies Act and articulating our work to the appropriate governmental agencies
- Competition with off-campus housing alternatives

Student Support and Demographics

- Development and priority of living-learning communities, curriculum and integrated community development
- Mental health support and development of resiliency for students, student staff; Mental health support for professionals
- International student support
- Aboriginal student support
- Increasingly complex issues with student behaviour
- Changes in desired housing by our students (i.e. private washrooms)

With our past, present and future in mind, we share with you ***Our Vision for 2020: OACUHO's Strategic Plan.***





MISSION STATEMENT

The Ontario Association of College and University Housing Officers is a non-profit organization that advises on issues related to residence to colleges and universities in Ontario and beyond.

VALUES STATEMENT

We are a not-for-profit organization which attaches great importance to support all facets of University and College housing operations, student success and the academic mission of the institutions in which each member serves.

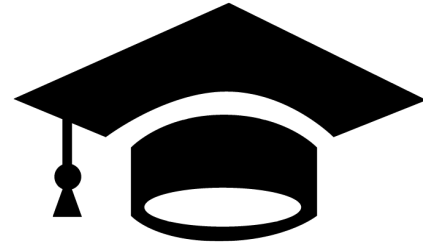
We are committed to serving the needs of our members and their institutions by providing lifelong learning, effective and relevant networking, and support for our membership.

OACUHO is committed to the ideals and practice of diversity, inclusion and equity. We recognize the diverse needs of our members, their institutions and the students they work with. As such, these values are considered paramount to all aspects of the Strategic Plan.

GOALS & OBJECTIVES

GOAL #1 EDUCATION

College and university housing operations will be well positioned to demonstrate excellence and advance their institution's mission and goals by engaging in relevant and timely learning opportunities provided through OACUHO. The organization will continue to foster lifelong learning by offering high-quality conferences and other professional development opportunities. Through OACUHO, best practices will be shared, developed, and documented. Canadian research in the field will be advanced.



Conference & Institute Excellence

Continue to deliver excellence through well-established conferences and institutes.

1. Secure hosts at least two years in advance to allow for adequate planning.
2. Enhance and create where needed standard documents for host institutes, e.g., transition templates, planning guides.
3. Ensure lessons learned are systematically documented and shared between host committees and incorporated into planning documents.
4. Develop a repository for conference presentations for reference by members.
5. Continue the practice of collecting feedback for presenters and host committees to help enhance future presentations, conferences, and institutes.

Expand Professional Development

Expand the breadth of learning opportunities offered through professional development.

1. Develop a comprehensive plan with curriculum within the next three years to ensure members from all functional areas, levels, and types of institutions can benefit from their involvement in the organization. ACUHO-I and CAS standards will inform the plan and curriculum.
2. Prepare future generations of housing and residence life professionals for success by encouraging senior and long-standing members to share their knowledge and experience through professional development opportunities.
3. Leverage advancements in technology to enhance learning.
4. Offer accessible and cost-effective learning opportunities.

Canadian Research, Emerging Issues and Best Practices

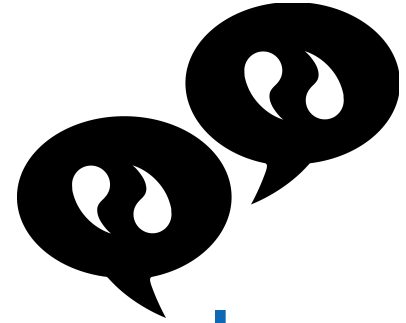
Advance Canadian research in student housing, address emerging issues, and provide a means to share and establish best practices.

1. Establish an advisory body to guide our efforts in advancing Canadian research in the field.
2. Increase resources dedicated to research, e.g., positions, research projects.
3. Assign responsibility for projects to specific positions within the Board of Directors.
4. Explore and address emerging issues producing literature, such as position papers, research and project reports, and working papers to aid the membership.
5. Provide opportunities for members to share, discuss, and learn from data as assessment and benchmarks will be valued and widely adopted in our Association.
6. Create forums to collect and share best practices that institutions can adapt to further their effective practices while embracing opportunities to innovate.
7. Explore opportunities to involve faculty in our research endeavours.



GOAL #2 COMMUNICATION

To ensure OACUHO is serving the needs of its members and their institutions, a strong framework for communication is imperative. OACUHO is committed to developing sustainable strategies and platforms that foster communication amongst all members. Additionally, we are committed to transparent and consistent communication between the Board of Directors and the membership.



Sustainable Communication Strategies

Continue to deliver effective communication to the membership through a range of engaging platforms.

1. Continue to use analytics to inform the delivery of a high quality newsletter, the Pulse, sharing relevant news and information with the membership.
2. Leverage social media to reach and engage current and prospective members.
3. Review the structure of the knowledge networks to ensure they benefit the membership.
4. Ensure the membership is aware of and has access to all relevant listservs including those under the Professional Development portfolio.

Investment in Technology

Expand our association's use of technology to ensure fluid and on-going communication with the membership.

1. Invest financial resources in technology to ensure we are utilizing relevant and effective technological platforms.
2. Capitalize on innovations in technology to enhance communication amongst the membership.
3. Select a website provider to support the ongoing development and maintenance of the website.
4. Through ongoing assessment, develop the website as a hub for information and resource sharing amongst members.
5. Create and maintain a web-based database to preserve historical knowledge.

THE PULSE

THE NEWSLETTER OF THE ONTARIO ASSOCIATION OF COLLEGE AND UNIVERSITY HOUSING OFFICERS

MARCH 2016



ANNOUNCING THE HOST OF THE 2016 RESIDENCE LIFE CONFERENCE

TRENT UNIVERSITY
PETERBOROUGH, ONTARIO

Public Relations and Advocacy

OACUHO should act as the primary representative of its members within all public and private streams of communication concerning university and college housing operations.

1. Establish OACUHO as the primary resource for media seeking information on student housing.
2. Continue to respond to issues of concern for our institutional members to legislative bodies.
3. Provide resources to assist members in their own advocacy work amongst their stakeholders.
4. Leverage relationships with other professional organizations to benefit our members.

GOAL #3 MEMBER ENGAGEMENT

Our membership is the cornerstone of our Association and, as such, we wish to provide opportunities for engagement and to be intentional and empowering with these opportunities. Our hope as an organization is to provide opportunities for our membership to connect, collaborate and prepare to support our population. We will focus on engaging members of all types, from all levels and all locations. The value of our Association should help enrich our profession.



Increased Involvement & Engagement of Members

Members of our Association should model our profession by representing all functional areas of Housing. Members should find value in our Association through their participation.

1. Continue to provide professional development, mentorship and networking opportunities.
2. Increase engagement of all members with a focus on those with long-standing service and in senior positions.
3. Increase participation and collaboration with our Corporate Partners.*
4. Members should feel welcomed to participate in volunteer roles in the Association.
5. Look for opportunities for inclusion of membership through connection to all institutions and the possible expansion of the Association outside of Ontario.
6. Collaborate with other associations in order to effectively manage conference times, locations and offerings.

Recognition

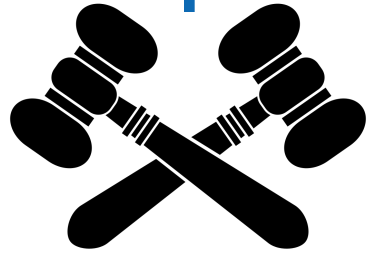
Members of our Association should be recognized for their excellent work.

1. Continue with effective promotion of awards offered by our Association.
2. Promote scholarships to attend select professional development opportunities.
3. Implement opportunities for recognition of the work that is being done to advance our field.

*While Corporate Partners are not voting members in OACUHO, they enrich our association and allow for us to do the good work that we do.

GOAL #4 GOVERNANCE

The leadership of our Association is paramount to the ongoing success and achievement of our collective goals. We need to consider the sustainability of our Board, the growing and changing landscape of our methods for communication, and the needs of our community. The goals for the Association are closely tied to the effectiveness of the OACUHO Board which are in turn integral to this strategic plan.



Current Board Operations

The Board should focus on the succession planning, recruitment and transition to maintain the high quality of the Board and desirability of positions.

1. Dedicate resources to Board recruitment.
2. Enhance the onboarding process of Board members to ensure effective transition with documentation and planning.
3. Consider changing the term length for Board members for consistency and continuity of work.
4. Review and adapt Board positions to better meet the evolving needs of the membership.

Assessment of the Work of Board of Directors

Assessment of Board operations on a regularly scheduled basis will inform decisions to help the Board better serve the membership.

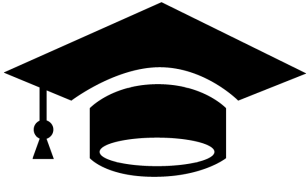
1. Prioritize the assessment of the operations of the Board.
2. Consider types of assessment and structure for consistency and how changes will be implemented.
3. Continuously monitor the advancement of the Strategic Plan, conducting formal evaluations of progress on a bi-annual basis.



STRATEGIC PLANNING TIMELINE

This timeline is intended to outline a path forward to accomplish the goals envisioned in this document. Setting a reasonable timeline will ensure we can meet the objectives set out in this strategic plan. This timeline should be used by the Board to evaluate their progress in advancing the Strategic Plan.

ONGOING



Goal 1: Education

1. Prepare future generations of housing and residence life professionals for success by encouraging senior and long-standing members to share their knowledge and experience through professional development opportunities.
2. Leverage advancements in technology to enhance learning.
3. Offer accessible and cost-effective learning opportunities.
4. Continue the practice of collecting feedback for presenters and host committees to help enhance future presentations, conferences, and institutes.



Goal 2: Communication

1. Continue to use analytics to inform the delivery of a high quality newsletter, the Pulse, sharing relevant news and information with the membership.
2. Continue to respond to issues of concern for our institutional members to legislative bodies.



Goal 3: Member Engagement

1. Continue to provide professional development, mentorship and networking opportunities.
2. Continue with effective promotion of awards offered by our Association.
3. Members should feel welcomed to participate in volunteer roles in the Association.



Goal 4: Governance

1. Dedicate resources to Board recruitment.
2. Continuously monitor the advancement of the Strategic Plan, conducting formal evaluations of progress on a bi-annual basis.

YEAR 1

Goal 1: Education

- Secure hosts at least two years in advance to allow for adequate planning
- Enhance and create where needed standard documents for host institutes, e.g., transition templates, planning guides.
- Assign responsibility for projects to specific positions within the Board of Directors

Goal 2: Communication

- Invest financial resources in technology to ensure we are utilizing relevant and effective technological platforms.
- Capitalize on innovations in technology to enhance communication amongst the membership.
- Leverage social media to reach and engage current and prospective members.
- Establish OACUHO as the primary resource for media seeking information on student housing.
- Review the structure of the knowledge networks to ensure they benefit the membership.

Goal 3: Member Engagement

- Increase engagement of all members with a focus on those with long-standing service and in senior positions.
- Increased participation and collaboration from our Corporate Partners.
- Promote scholarships to attend select professional development opportunities.
- Focus on effective recruitment and of Board members.
- Implement opportunities for recognition of the work that is being done to advance our field.

Goal 4: Governance

- Consider changing the term length for Board members for consistency and continuity of work.
- Prioritize the assessment of the operations of the Board.
- Consider types of assessment and structure for consistency and how changes will be implemented.

YEAR 1-2

Goal 1: Education

- Ensure lessons learned are systematically documented and shared between host committees and incorporated into planning documents
- Develop a repository for conference presentations for reference by members.
- Increase resources dedicated to research, e.g., positions, research projects.
- Provide opportunities for members to share, discuss, and learn from data as assessment and benchmarks will be valued and widely adopted in our Association.
- Develop a comprehensive plan with curriculum within the next three years to ensure members from all functional areas, levels, and types of institutions can benefit from their involvement in the organization. ACUHO-I and CAS standards will inform the plan and curriculum.

Goal 2: Communication

- Ensure the membership is aware of and has access to all relevant listservs including those under the Professional Development portfolio.
- Select a website provider to support the ongoing development and maintenance of the website.
- Create and maintain a web-based database to preserve historical knowledge.
- Leverage relationships with other professional organizations to benefit our members.

Goal 3: Member Engagement

- Collaborate with other associations in order to effectively manage conference times, locations and offerings.

Goal 4: Governance

- Enhance the onboarding process of Board members to ensure effective transition with documentation and planning.

YEAR 3-5

Goal 1: Education

- Establish an advisory body to guide our efforts in advancing Canadian research in the field.
- Explore and address emerging issues producing literature, such as position papers, research and project reports, and working papers to aid the membership.
- Create forums to collect and share best practices that institutions can adapt to further their effective practices while embracing opportunities to innovate.
- Explore opportunities to involve faculty in our research endeavours.

Goal 2: Communication

- Through ongoing assessment, develop the website as a hub for information and resource sharing amongst members.
- Provide resources to assist members in their own advocacy work amongst their stakeholders.

Goal 3: Member Engagement

- Look for opportunities for inclusion of membership through connection to all institutions and the possible expansion of the Association outside of Ontario.

Goal 4: Governance

- Review and adapt Board positions to better meet the evolving needs of the membership.
- As part of the Board structure, consider assessment as part of a Director portfolio or the Manager position.
- Consider types of assessment and structure for consistency and how changes will be implemented.

STRATEGIC PLANNING PROCESS

This plan sets a direction for success over the next five years. It is our hope that we have captured the aspirations of our members for OACUHO and that the Strategic Plan will assist us all in seizing the opportunities that lie ahead. By 2020, OACUHO should review progress made, assess strengths and weaknesses, and look to the future to write a new strategic plan continuing to advance the organization.

The process used for this plan involved information gathering and strategic planning sessions.

Information Gathering

Feedback was widely sought through various channels at multiple points of time to be comprehensive. The following are some of the initiatives undertaken to collect information:

- March 2015 - an online survey was sent to members focused on strengths, weakness, opportunities, and threats (SWOT) related to our field and what members wished to gain from the Association.
- April 2015 - several institutions completed a SWOT card sorting exercise.
- June 2015 - various activities gathered input at the Spring Conference at York University.
- Fall 2015 - the OACUHO Board sought insight from Chief Housing Officers.
- Fall 2015 - consultation occurred with committees and knowledge networks.
- November 2015 - facilitated discussions at the Fall Business Meeting hosted by Carleton University at McMaster University.

Strategic Planning Sessions

Strategic planning sessions spanned two Boards of Directors and occurred during conference calls and face-to-face meetings. Below are highlights of these sessions:

- May 2015 - identification of signals, trends, and drivers.
- October 2015 - an update was provided to the full Board while at Ryerson University on progress made and discussion occurred regarding timelines and upcoming member consultation.
- December 2015 - the Board conducted a SWOT analysis while at Sheridan College based on information gathered in recent months from members.
- January 2016 - the strategic planning working group presented an initial draft for feedback to the full Board while at the University of Toronto.
- May 2016 - final draft circulated to the Board.



Acknowledgements

The OACUHO Strategic Plan came to fruition as a result of the dedication and meaningful contributions of the following:

- 2014-15 Board of Directors
- 2015-16 Board of Directors
- OACUHO Members
- Sheldon Pereira
- Carol Ford, Association Manager

We thank them for shaping our vision for 2020.



