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## ***Strategic Plan***

***2009-2014***

### **Mission**

As a regional affiliate of the Association of College and University Housing Officers-International (ACUHO-I), the Southeastern Association of Housing Officers (SEAHO) provides professional development, networking, and involvement opportunities for staff and student leaders working in college and university housing programs as they develop and maintain quality services, programs, and community experiences for those living on campus.

### **Vision Statement**

The Southeastern Association of Housing Officers strives to be an inclusive community that focuses on services and mentoring for the professional enhancement of its members and the students on our campuses.

### **Diversity Statement**

Members of SEAHO celebrate the differences among our members and recognize the value that these differences give to our organization. Members are encouraged to support teaching and learning that foster an awareness of cultural and global perspectives through the mindful development of policies, education of staff and students, and support of an environment that allows all people the opportunity to reach their potential without jeopardizing their individuality.

### **Goals**

1. Continue making improvements to the SEAHO Website.
2. Increase the awareness of technological tools available to SEAHO membership.
3. Increase membership's awareness of SEAHO mission and values.
4. Explore ways to better engage and involve housing professionals with SEAHO.
5. Explore new avenues to continually educate SEAHO membership.
6. Review overall organization structure including committee involvement and leadership.
7. Review and update guiding documents to clarify their purpose and use.
8. Develop administrative structure for association-hosted conference host committee to include budget, volunteer structure, leadership needs, and hosting guidelines.
9. Secure sustainable and reliable revenue stream to supplement operational budget.

***Goal 1: Continue making improvements to the SEAHO Website.***

**Strategy 1:** Remove outdated information from the website.

Action Plan:

1. Form a team to review website. Each SEAHO Committee Chair should establish someone to make modifications online for all committee work. An Executive Board member should be established to do the same for that group.

*Person/Committee Responsible:* President & Technology Coordinator

*Date of Completion:* 2010 Summer Executive Board Mtg

2. Make recommendations for removal and updates of information. Committee Chairs should approve all changes.

*Person/Committee Responsible:* Website Review Task Force/Exec Board

*Date of Completion:* 2010 Summer Executive Board Mtg

3. Determine who is responsible for management and updating of specific information on the website.

*Person/Committee Responsible:* Executive Board

*Date of Completion:* 2010 Summer Executive Board Mtg

**Strategy 2:** Improve the look and feel of the website.

Action Plan:

1. Make the website more informative and interactive.

*Person/Committee Responsible:* Technology Coordinator

*Date of Completion:* 2010 Mid-Year Meeting

2. Enhance SEAHO Report display online. Use new tools to display the online version of the SEAHO Report in a more user friendly fashion than simply using a PDF document. (Similar to the online Talking Stick of ACUHO-I.)

*Person/Committee Responsible:* Technology Coordinator/SEAHO Report Editor

*Date of Completion:* 2010 Mid-Year Meeting

**Strategy 3:** Improve website functionality.

Action Plan:

1. Integrate the five systems (SEAHO website, Placement, Conference Management, Conference Website, and Programming) into one web area.

*Person/Committee Responsible:* Technology Coordinator

*Date of Completion:* SEAHO 2010 Conference

2. Determine the needs for the Governing Council (ex. Report templates for state representatives, committee chairs, budget requests, etc.)

*Person/Committee Responsible:* Executive Board

*Date of Completion:*

3. Determine the functional needs for the general membership.

*Person/Committee Responsible:* Executive Board/Website Review TF  
*Date of Completion:*

4. Determine the needs of SEAHO's state associations and Associates on the website.  
*Person/Committee Responsible:* MAL State Reps/Associates Co. Chair  
*Date of Completion:* Mid Year 2010

5. Implement appropriate and feasible changes according to recommendations  
*Person/Committee Responsible:* Technology Coordinator/Executive Board  
*Date of Completion:*

6. Incorporate social networking (ex. Listservs, facebook, twitter, calendar, etc). With the integrated system, add ability to email all registered participants from the previous SEAHO Conference and/or add ability for individuals in the SEAHO region to add themselves to the listserv whether or not they attended the most recent conference.  
*Person/Committee Responsible:* Technology Coordinator  
*Date of Completion:*

***Goal 2: Increase awareness of technological tools available to SEAHO membership.***

**Strategy 1:** Educate the membership about current resources available through our website.  
Action Plan:

1. Create several ways to communicate this information (Ex. SEAHO Report article, video, emails, etc.).

*Person/Committee Responsible:* Technology Coordinator/Executive Board  
*Date of Completion:*

2. Send targeted emails to SEAHO membership (Filter information through state representatives and CHO's)

*Person/Committee Responsible:* President/MAL State Reps  
*Date of Completion:*

**Strategy 2:** Encourage a collaborative effort with the Host and Membership Services committees to promote use of social networking amongst membership.

Action Plan:

1. Create and promote SEAHO Twitter and Facebook accounts.

*Person/Committee Responsible:* Technology Coordinator/President  
*Date of Completion:*

2. Stay current with technology advancements to reach out to a broader membership population.

*Person/Committee Responsible:* Technology Coordinator

*Date of Completion:*

3. Publicize our use of social networking so members can take better advantage of it.

*Person/Committee Responsible:*

Executive Board/SEAHO Report Editor

*Date of Completion:*

**Strategy 3:** Create or expand SEAHO conference opportunities using technology and/or web-based tools to further develop educational opportunities. (See Goal 5, Strategy 1, Action 3)

Action Plan:

1. Create information portals that offer interactive information on work areas.

*Person/Committee Responsible:*

*Date of Completion:*

2. Develop webinars on programs being offered at conference, including DREAM, PPP, etc.

*Person/Committee Responsible:*

*Date of Completion:*

3. Place conference programming information and handouts online.

*Person/Committee Responsible:*

*Date of Completion:*

4. Consult with SAACURH to determine feasibility of an online certification process for ART.

*Person/Committee Responsible:*

*Date of Completion:*

**Strategy 4:** Work with SPE to provide professional networking opportunities beyond the placement conference site.

Action Plan:

1. Expand SEAHO website to include job listings

*Person/Committee Responsible:*

*Date of Completion:*

2. Use Skype or other multimedia formats to interview potential candidates who are unable to attend placement or conference

*Person/Committee Responsible:*

*Date of Completion:*

**Strategy 5:** Through state outreach, SEAHO will offer states the ability to further develop professionals or students.

Action Plan:

1. SEAHO state representatives should present and be an informational resource on the opportunities and benefits of SEAHO at state conferences

*Person/Committee Responsible:*

*Date of Completion:*

**Goal 3: Increase membership's awareness of SEAHO mission and values.**

**Strategy 1:** Increase visibility of mission, vision, and diversity statements.

Action Plan:

1. Display mission statement on web page prominently.  
*Person/Committee Responsible:* Executive Board/State Reps  
*Date of Completion:*
  
2. Incorporate mission and vision statement in conference programming tools; specifically PPP track.  
*Person/Committee Responsible:* Conference Program Committee  
*Date of Completion:*
  
3. Put mission, vision, and diversity statements prominently in publications.  
*Person/Committee Responsible:* Executive Board/SEAHO Report Editor  
*Date of Completion:*
  
4. Include mission statement on all official documents, including stationary, agendas, minutes, etc,  
*Person/Committee Responsible:* Secretary  
*Date of Completion:*
  
5. Create display materials with vision & mission statement for membership services table/involvement fair.  
*Person/Committee Responsible:* Membership Services Committee  
*Date of Completion:*
  
6. Hold a "SEAHO 101" session at newcomers meeting to reiterate what SEAHO is and does.  
*Person/Committee Responsible:* Membership Services Committee  
*Date of Completion:* 2010 Conference

**Strategy 2:** Share SEAHO's mission, vision and diversity statements with institutions not involved in the region.

Action Plan:

1. Send information about services SEAHO offers to less involved institutions.  
*Person/Committee Responsible:* State Representatives  
*Date of Completion:*
  
2. Adapt recruitment materials to meet specific institutions' housing needs (public vs. private, 2-year vs. 4-year, etc).  
*Person/Committee Responsible:* Membership Services Committee

*Date of Completion:*

**Strategy 3:** Explore how SEAHO and SAACURH missions overlap.

Action Plan:

1. Develop close partnerships between the two organizations.

*Person/Committee Responsible:* President/Executive Board

*Date of Completion:*

2. Create shared correspondence to be sent to member institutions.

*Person/Committee Responsible:* President/Executive Board

*Date of Completion:*

3. The SEAHO designee will present a session at SAACURH on becoming involved in SEAHO and the opportunities the organization has to offer all members, especially new professionals.

*Person/Committee Responsible:* President

*Date of Completion:* SAACURH 2010 Conference

**Goal 4: Explore ways to better engage and involve housing professionals with SEAHO.**

**Strategy 1:** Assess the level of engagement with SEAHO of housing professionals in the region.

Action Plan:

1. Assess engagement of housing professionals in ten states with SEAHO.

*Person/Committee Responsible:* Research & Information Committee

*Date of Completion:*

2. Identify measures of engagement.

*Person/Committee Responsible:* Research & Information Committee

*Date of Completion:*

3. Analyze data and identify goals for targeted increases.

*Person/Committee Responsible:* Research & Information Co./Exec Board

*Date of Completion:*

4. Utilize the *SEAHO Report* to better connect the region.

*Person/Committee Responsible:* Governing Council/SEAHO Report Editor

*Date of Completion:*

**Strategy 2:** Create method to identify and track participation of membership.

Action Plan:

1. Identify participating institutions as well as individual participants.

*Person/Committee Responsible:*

*Date of Completion:*

2. Participation from conference attendees and CHO's needs to be broadened How are we defining participation here? -Kathy Hobgood 1/18/10 8:24 PM

*Person/Committee Responsible:*

*Date of Completion:*

3. Identify new mechanisms for communication.

*Person/Committee Responsible:*

*Date of Completion:*

**Strategy 3:** Explore new ways to involve new professionals within the organization.

Action Plan:

1. Review Pro/AM program and members pairings (Ex. graduates with whom? New professionals with whom? Expectations?) and Governing Council with newcomers (scripts?).

*Person/Committee Responsible:*

*Date of Completion:*

2. Solicit involvement from those listed in SEAHO report *Transitions* section.

*Person/Committee Responsible:*

*Date of Completion:*

***Goal 5: Explore new avenues to continually educate SEAHO membership.***

**Strategy 1:** Re-envision the SEAHO Report.

Action Plan:

1. Create a task force to examine information in the SEAHO Report, information from the Governing Council/committees/state representatives, and other services provided by the association.

*Person/Committee Responsible:* President

*Date of Completion:*

2. Determine how SEAHO Report can be re-envisioned to be an interactive tool to disseminate information.

*Person/Committee Responsible:* Task Force/SEAHO Report Editor

*Date of Completion:*

3. Provide ongoing professional development opportunities using technology (ex. Webinars, blogs, etc.) (See Goal 2, Strategy 3)

*Person/Committee Responsible:* Governing Council

*Date of Completion:*

4. Continue to preserve writing and publication opportunities for our membership's professional development.

*Person/Committee Responsible:*

Executive Board/SEAHO Report Editor

*Date of Completion:*

***Goal 6: Review overall organization structure including committee involvement and leadership.***

**Strategy 1:** Review and assess committee and leadership organizational structures and charges.

Action Plan:

1. Identify key functions of committees and assess both need and involvement.

*Person/Committee Responsible:*

Governing Council

*Date of Completion:*

2. Define the roles of committees, task forces, liaisons, etc.

*Person/Committee Responsible:*

Executive Board

*Date of Completion:*

**Strategy 2:** Review mechanisms by which member involvement is solicited and encouraged

Action Plan:

1. Evaluate current volunteer and leadership demographics to ensure diversity across all factors.

*Person/Committee Responsible:*

MAL for Committees

*Date of Completion:*

2. Review and assess the ways of measuring involvement satisfaction.

*Person/Committee Responsible:*

Research & Information Committee

*Date of Completion:*

3. Develop online committee sign-up process.

*Person/Committee Responsible:*

Technology Coordinator

*Date of Completion:*

4. Highlight professional development opportunities for involvement beyond the annual conference.

*Person/Committee Responsible:*

Membership Services Co./Governing Council

*Date of Completion:*

**Strategy 3:** Examine the current composition of the SEAHO Governing Council.

Action Plan:

1. Review assignments of Member at Large position to determine effectiveness of current system.

*Person/Committee Responsible:*

Executive Board/Governing Council

*Date of Completion:*

**Strategy 4:** Develop ways to recognize and acknowledge involvement beyond Governing Council.

Action Plan:

1. Identify different types of involvement and recognize/celebrate it.

*Person/Committee Responsible:* Executive Board/Membership Services Co.

*Date of Completion:*

**Strategy 5:** Explore new ways to utilize state representatives.

Action Plan:

1. Assess the best practices in roles, turnover timeline, and state structures.

*Person/Committee Responsible:* MAL State Reps

*Date of Completion:*

2. Define state reports, information needed, and revamp forms.

*Person/Committee Responsible:* MAL State Reps

*Date of Completion:*

3. Utilize state president meetings to share information.

*Person/Committee Responsible:* SEAHO President, President-elect

*Date of Completion:*

4. Review mechanisms for information dissemination.

*Person/Committee Responsible:* MAL State Reps/Executive Board

*Date of Completion:*

**Goal 7: Review and update guiding documents to clarify their purpose and use.**

**Strategy 1:** Identify the purpose (vision) of the constitution.

Action Plan:

1. Design a purpose statement that explains the purpose and use of the constitution to the membership

*Person/Committee Responsible:* Past President

*Date of Completion:*

2. Review content to ensure that content is appropriate, complete and up to date. (Each committee chair and officers review appropriate sections)

*Person/Committee Responsible:* Past President

*Date of Completion:*

3. Determine which items should be moved to leadership manual (Those items that describe operating procedures).

*Person/Committee Responsible:* Past President  
*Date of Completion:*

**Strategy 2:** Review Leadership Manual.

Action Plan:

1. Design a purpose statement that explains document to the membership.

*Person/Committee Responsible:* Past President  
*Date of Completion:*

2. Review content.

*Person/Committee Responsible:* Past President  
*Date of Completion:*

3. Update and revise as needed.

*Person/Committee Responsible:* Past President  
*Date of Completion:*

**Strategy 3:** Review other existing guiding documents (Conference Guide, Strategic Plan).

Action Plan:

1. Examine and confirm purpose and scope of each document.

*Person/Committee Responsible:*  
*Date of Completion:*

2. Review contents and ask for review by appropriate committees and officers.

*Person/Committee Responsible:*  
*Date of Completion:*

3. Compile recommendations, assign tasks, and develop process for archiving documents.

*Person/Committee Responsible:* President  
*Date of Completion:*

**Strategy 4:** Identify needs not addressed by existing documents.

Action Plan:

1. Develop proposal to address assessed gaps in information provided by existing documents.

*Person/Committee Responsible:*  
*Date of Completion:*

2. Define scope and needs and make recommendations to executive board.

*Person/Committee Responsible:*  
*Date of Completion:*

***Goal 8: Develop administrative structure for association-hosted conference host committee to include budget, volunteer structure, leadership needs, and hosting guidelines.***

**Strategy 1:** Budget

Action Plan:

1. Explore rate structure to better project revenues to meet operational budget. *Person/Committee Responsible:*  
*Date of Completion:*

**Strategy 2:** Leadership Needs

Action Plan:

1. Propose constitutional amendment to create appointed conference host chair position (3 year term)

*Person/Committee Responsible:*

*Date of Completion:*

2. Develop structure for host committee. Consider liaison relationships with committees such as associates, etc.

*Person/Committee Responsible:*

*Date of Completion:*

3. Re-write conference hosting guidelines.

*Person/Committee Responsible:*

*Date of Completion:*

**Strategy 3:** Select site cities.

Action Plan:

1. Work with conference planning company to assist with selection of site cities.

*Person/Committee Responsible:*

*Date of Completion:*

2. Explore city rate structures.

*Person/Committee Responsible:*

*Date of Completion:*

3. Explore city transportation.

*Person/Committee Responsible:*

*Date of Completion:*

**Strategy 4:** Determine hosting rotation schedule.

Action Plan:

1. Once cities are selected, determine initial rotation schedule.

*Person/Committee Responsible:*

*Date of Completion:*

***Goal 9: Secure sustainable and reliable revenue stream to supplement operational budget.***

**Strategy 1:** Develop philosophy/process of how reserves should be used for operational budget short falls

Action Plan:

1. Reserve Fund Committee recommendation to Executive Board  
*Person/Committee Responsible:* Treasurer  
*Date of Completion:*

**Strategy 2:** Establish and maintain separate supplemental account that maintains set annual balance. Maintain integrity of reserve funds and cover operational budget.

Action Plan:

1. Reserve Fund committee to establish minimums for reserve fund.  
*Person/Committee Responsible:* Treasurer  
*Date of Completion:*
2. Establish maintained balance for supplemental account.  
*Person/Committee Responsible:* Treasurer  
*Date of Completion:*

**Strategy 3:** Review current Reserve Fund policies as outlined in Leadership Manual and update current Reserve Fund practices.

Action Plan:

1. Meet annually to review and update (annual conference?) reserve fund committee and executive board.  
*Person/Committee Responsible:*  
*Date of Completion:*

**Strategy 4:** Generate budget priorities for years when conference returns don't cover projected operations costs.

Action Plan:

1. Governing bid, budget review committee  
*Person/Committee Responsible:*  
*Date of Completion:*
2. Consider annual institutional dues to guarantee operational budget in years travel is limited/cut.  
*Person/Committee Responsible:*  
*Date of Completion:*

**Strategy 5:** Explore capping operations budget.

Action Plan:

1.

*Person/Committee Responsible:*

*Date of Completion:*

**Strategy 6:** Review structure of Conference Registration Fee to ensure sufficient operating budget.

Action Plan:

1. Review current add-on fee

*Person/Committee Responsible:*

*Date of Completion:*

2. Explore creation of tiered “standard” conference rate (recommend three year rate)

*Person/Committee Responsible:*

*Date of Completion:*

3. Review Graduate registration rate to cover true costs of conference. Explore addition of add-on fee.

*Person/Committee Responsible:*

*Date of Completion:*

4. Determine true cost of conference attendance

*Person/Committee Responsible:*

Host Committees (past three years)

*Date of Completion:*

Mid-Year 2010

5. Explore creation of placement fee

*Person/Committee Responsible:*

*Date of Completion:*