

# **NACURH Strategic Planning Retreat Notes**

**July 16 – 17, 2004**

**Tampa, Florida**

**Facilitator: Dr. Miller**

**In Attendance:** Cullen, Issac, Eliza, Tia, Rosanna, Valerie, Paula, Jen, Jeb, Nina, James, Ryan, Matt, Jose, Jeb

**A. Introduction / Expectations** – *We were able to go around and share a little bit about ourselves.*

1. Name
2. From
3. Greatest Accomplishment
4. 3x5 Cards with Best, Worst, and Most Likely expectations of weekend

**B. The Creative Process** – *Broke into small groups to solve some of the below exercises to get our minds creatively thinking.*

1. SURVIVAL – A Simulation Game
2. Alphabet Exercise
3. Analytical or Creative? Positions problem sheet

**C. The External Environment** – *Looking at NACURH as an organization from an outside perspective of how others look at this organization from the outside. Talking about the components, individuals, and organizations that are outside of the leadership and membership of NACURH.*

1. Assumptions about the future (About NACURH Environment)
  - a. Colleges will continue
  - b. Residence halls will continue
  - c. Engagement will be valued
  - d. Colleges will run like businesses
  - e. Residence halls will be market driven – creative comforts
  - f. Change is certain
  - g. Conferences will have appeal
  - h. Uncertain economy
  - i. Networking is important
  - j. Potential for policy impact
  - k. Incorporation is forever
  - l. We'll have ability to have effect
  - m. There's room for us, but more than one possible form
2. Competitors – comparisons, differentiations
  - a. RA's
  - b. SGA's – NEA, USSA
  - c. Activity Boards – NACA
  - d. Other student organizations (National) – BACCHUS
  - e. ACUHO-I / ACPA / NASPA

- f. State organizations (of students)
- 3. Stakeholders – Who are they? How do they view us? What’s our reputation?
  - a. Member schools
  - b. Corporate Partners
  - c. Alumni
  - d. ACUHO-I
  - e. Student Affairs Administration
  - f. Moms and Dads
  - g. Leadership of NACURH
- 4. Opportunities
  - a. Political Influence Potential
  - b. Potential to effect culture
  - c. Relationships w/ Professional organizations, and student organizations
  - d. Network potential with alumni
  - e. Strengthen / Develop Corporate buddies
  - f. Grow; Include all
  - g. Grants, Scholarships at campus level
  - h. Shape residential experience
- 5. Threats
  - a. Perceptions held by older adults of college age students
  - b. Growth of off-campus as alternative
  - c. “Money” – Reduced budgets
  - d. Increase in business focus by campuses
  - e. Technology expectations
  - f. Perceptions of other student groups or of individual students
  - g. Time demands on students
  - h. Student indifference, lack of engagement
  - i. Business practices of corporate partners
  - j. Desires of professional association
  - k. Inertia

**D. The Internal Conditions –** *Evaluating the internal parts of the NACURH Organization and examining the leadership structure of the organization. We were able to take a close look at the values, principles, strengths, weaknesses, and the product that this organization gives to its members and those it works with.*

- 1. Organizational Values
  - a. Student Development
  - b. Leadership
  - c. Service/Altruism
  - d. Diversity
  - e. Integrity of leaders
  - f. Responsibility about substances
  - g. Trust in leadership

- h. Growth / Improvement / Change
- i. Advocacy / Representation
- j. Unity / Teamwork
- k. Recognition
- l. Improving Campus Life (Residential)
- m. Engagement
- n. Opportunity
- o. Sense of belonging
- p. Potential for generational influence and impact

## 2. Core Principles

- a. Student Development
- b. Leadership
- c. Diversity
- d. Growth / Improvement / Change
- e. Recognition
- f. Improving Campus Life (Residential)
- g. Engagement
- h. Opportunity

## 3. Defining the Product

- a. Resources for personal development
- b. Resources for residence hall improvement
- c. Resources of a network of peers
- d. Celebration of accomplishment
- e. Conferences / Learning opportunities
- f. Career Preparation
- g. Student Voice (?)

## 4. Strengths

- a. Diversity of regions
- b. Morale of members
- c. Diverse people, ideas
- d. Opportunities for engagement
- e. Uniqueness as organization
- f. Passion / Commitment of leadership
- g. Size (Really BIG!!)
- h. Open – Mindedness
- i. Ability to empower
- j. Ability to create relationships
- k. Energy of participants
- l. Procedural consistency
- m. NRHH
- n. Potential of NIC
- o. Dynamic presence, movement
- p. Programming comes from membership
- q. Conference is about members
- r. Volunteer based
- s. History as base

- t. NACURH-U
- u. Alumni
- v. Advisors

5. Weaknesses

- a. Diversity of regions
- b. Exclusivity of leadership
- c. Inability to see big picture
- d. Uniqueness as organization
- e. Inability of leadership to implement change
- f. Size (Really BIG!!)
- g. Unclear definition of product (see list)
- h. Capability of narrow-mindedness
- i. Limitations of procedures
- j. Factionalization (NRHH)
- k. Failure to train next generation
- l. Inefficiency of NIC
- m. Mobility, instability
- n. Lack of clarity in function
- o. No accountability structure
- p. Limited sense of organizational history
- q. Turnover in leadership
- r. Out of touch leadership who is not in tune with membership
- s. Program comes from membership
- t. Leaders distracted from connecting to membership
- u. Leaders act prematurely
- v. Leaders act in spurts
- w. Don't define selves clearly to members
- x. Not effective marketing selves
- y. Not effective in leadership orientation
- z. Limited application of NACURH-U

**E. Vision** – *Talked about the ultimate vision of the NACURH organization and what it would be in a perfect world. We highlighted the core elements that we felt were important to put into our vision statement. **Jeb and James will take these and develop a Vision statement by the end of the week (July 23, 2004)***

- a. Organization of choice for individuals
- b. Fiscal Stability
- c. Residential Environments characterized by comfort and community
- d. Campus voices made powerful
- e. Complete resources for campuses
- f. Student voice is 1<sup>st</sup>
- g. Ultimate residence hall environment
- h. Source of inspiration for positive change

- i. Residence Halls as prime principle aspect of campus life / college experience / learning environment

**F. Critical Issues in Future** – *Discussed issues that we as an organization see as issues within residence halls that our organization could be impacted by or be dealing with in the future.*

- a. Globalization
- b. College Student Demographic
- c. Technology
- d. Economy
- e. Privatization

**G. Mission** – *Discussed the purpose of NACURH, the actual business aspect of NACURH and what we do that is tangible or real, and then our strong values of NACURH. The values listed below are added onto the values that were listed before under the Internal Conditions.*

1. Purpose

- a. Voice – To advocate advocacy
- b. Welfare
- c. Procedures
- d. Leadership – Be the leading organization
- e. To foster personal growth
- f. To foster residence hall community development

2. Business Statement

- a. Leadership Development
- b. Opportunity for engagement
- c. Make resources available
- d. Liaison with ACUHO-I, other professional organizations, corporate sponsors
- e. Facilitate partnerships and communication
- f. Celebrate successful accomplishments

3. Values

- a. Enhancing Residence Living
- b. Diversity

**H. Goals** – *The group discussed goals that we felt we wanted to address and look at as an organization to take action on. We started with overall topics and narrowed them into 3 top goals that combined specific parts of the goals to make them possible to accomplish.*

1. Organizations parts and roles – and structure and international role
2. On-line access, communication
3. conferences, meetings – effectiveness
4. Marketing / recruitment / membership / P.R. / Printed Material
5. New Programs and Services
6. Acquiring political juice – being the voice, the advocate
7. Leadership development “curriculum”

8. Training leaders of organization
9. External relations with organizations
10. Development of standards – Who can represent us? How authorized?
11. Funding – Savings, raising \$, How spend?
12. Inclusiveness, diversity, enabling

*The group grouped the top 3 goals that needed to be addressed:*

1. Organizational Assessment
2. Conferences and online resources (delivery); marketing / membership / standards / inclusivity; new programs and services, leadership development
3. Training leaders; financing

**I. Objectives** – *These were the goals into actual objectives of accomplishing the ultimate plan when coming away from this retreat. We made sure to list specific goals under each heading and also listed the people and deadline that these objectives would be finished by.*

1. Evaluate Component parts, roles, and structures of NACURH
  - **NRHH – Cullen and RAD's (Done by Semi's)**
    - a. NRHH / NACURH – Evaluate, describe, relationships, accountability
    - b. RADs as part of above, hierarchy
    - c. Change if needed
  - **NIC – Jeb (Short term)**
    - a. NIC – accountability, nature, expectations, role
    - b. Permanent location?
  - **Regions – Valerie and Paula will recommend Consultants**
    - a. Regions – Roles, nature, relationship to national, distinctiveness
  - **State Organizations**
    - a. State Organizations – Roles, relationships with national
  - **Executive Positions - Valerie and Paula will Recommend Consultants**
    - a. Evaluate Exec. Structure and NBD
2. To Evaluate the effectiveness of our conferences and meetings and the feasibility of web – based resource sharing and communication
 

**Conferences and Meetings**

  - a. Set goals for conference event – *Regionally based group – Collect feedback for Paula*
  - b. Clarify relationship with host – *'05 Planners*
  - c. Evaluate minimum performance standards and change as needed – *Jen and Paula*

### **Technology and Communication**

- a. Evaluate NIC State or alternative and determine management and control – *NIC and Regional AD-Information and Technology*
  - b. Evaluate content needs – *Nina – Evaluate History*
  - c. Consider paperless, automates in transactions – *Long Term*
3. To develop a routine training and orientation program for NACURH leaders. – **All due by Semi's or before**
- a. Train Regional and Office Advisors to clarify expectations, identify needs – *Valerie, Ryan, and Paula*
  - b. Identify training / orientation needs of regional and office boards (elected officials) - *James*
  - c. Ongoing, continuing regular orientation and training – *Jen and Executives*
  - d. Explain how to get a leadership position and what's involved - *Executives*
  - e. Orient NCC, NRHH Leadership to duties – *James and Cullen*
  - f. Develop NBD transitioning plans (including orientation at Semi's and the National Conference) – *Jen*

### **J. Performance Evaluation Measures**

1. We look the 3x5 Cards and evaluated how we felt the weekend was handled and the topics / issues we discussed were compiled. These were handed to Dr. Miller to evaluate the weekend.