

2018

Building the Foundation: Initiating Assessment Practices for North Carolina Housing Officers

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Consultancy Project Executive Summary

Organization: Gardner-Webb University School of Education

Project Title: Building the Foundation: Initiating Assessment Practices
for North Carolina Housing Officers

Candidate: Marinda C. Bliss

Consultancy Coach: Jeffrey Hamilton, Ed.D.

Defense Date: November 09, 2018

Authorized by: Mrs. Ramona Richmond, NCHO President

Amendment History

<u>Version</u>	<u>Issue Date</u>	<u>Changes</u>
#1	09/25/2018	Initial version.
#2	09/27/2018	Grammatical corrections, expanded Acknowledgement/reference sections and clarification on Quality Assurance section.
#3	09/28/2018	Edit and format.
#4	10/5/2018	Final version

Approval

This consultancy project was submitted by Marinda C. Bliss under the direction of the persons listed below. It was submitted to Gardner-Webb University School of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

Jeffrey Hamilton, Ed.D., Faculty Advisor
Gardner-Webb University

Date

Ramona Richmond, Site Advisor
NCHO President

Date

Acknowledgements

This has been an enlightening journey that challenged my current thought process. It has encouraged me to step out of my comfort zone and embrace conflict as a positive element in leadership.

I could not have completed this project without Ramona Richmond, the President of NCHO, who took time out of her busy schedule to support and guide me in this project; and the support and guidance of Consultancy Coach Dr. Hamilton, the DEOL faculty, NCHO membership, NCHO Executive Council, Mars Hill University family, and my cohort team of Hazim, Brittney, Rusty, Deandre, Pat, and Barbara.

I would especially like to acknowledge and thank my family, the Bliss Clan, who encouraged me to do my best, taught me the importance of leading a life of integrity, instilled in me the joy of learning, and the inspired me to make our world a better place for all.

Abstract

Building the Foundation: Initiating Assessment Practices for North Carolina Housing Officers. Bliss, Marinda C., 2018, Consultancy Project, Gardner-Webb University, Digital Commons/Assessment/State Housing/Market/Council/Governing

Enrollment at institutions of higher education were tight markets with overlapping competition for the same customers in many areas. The typical undergraduate student market was an informed consumer who sought the amenities of home for their student housing. The shift for the student market placed residence hall programs in competition with one another, thus the need for timely assessment of the residence hall facilities, programs, staff, and customers to plan appropriately for the future is appropriate.

North Carolina Housing Officers, also known as NCHO, served 57 institutions in North Carolina that have residence hall programs for the promotion of idea exchange and philosophies. The Executive Council is the governing body for the organization. The purpose of this project was to create an assessment resource for the organizations to identify areas of weaknesses and assist with data collection for programs based on best practices in the field of housing. The objectives addressed the creation of assessment, consultation on assessment, programming on assessment, and the improvement of relationships in the organization. The Executive Council placed an emphasis on how they worked together as a governing body with connection to the membership and assessment related areas.

Outcomes of this project produced a stronger Executive Council who had a greater understanding of their membership population, ways to connect to membership population, and identified areas for strategic planning.

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1 Introduction

1.1 Project Purpose

The consultancy project addressed assessment in higher education in the North Carolina Housing Officers (NCHO). There are 57 institutions across North Carolina that meet the membership criteria to participate in NCHO. Approximately 73% of these institutions worked with reduced staffs and/or limited resources to run their programs. Assessment was an afterthought for some members as it was difficult for understaffed programs to create, implement, and discern the finding into usable information. The purpose of this project was for the creation of the Assessment Coordinator as an Executive Council Member for NCHO to serve as a resource for these institutions to work with for the creation, implementation and discernment of assessments, thus allowing members to be proactive to plan, train and anticipate needs in their program; this assisted the organization on the state level and the housing profession to be on the forefront of trends.

- Southeastern Association of Housing Officers (SEAHO) Representative – Served on the Executive Council as a liaison with SEAHO. They represented the needs of North Carolina at SEAHO meetings and at the annual conference. They also conveyed information back from SEAHO to the membership in North Carolina.
- North Carolina Association of Residence Halls (NCARH) Liaison – An elected position for a 2-year term from NCARH. They served as a liaison between the two organizations.
- Historically Black College and University (HBCU) Representative – This position connected with HBCU and ensured their needs were being represented in the organization.
- SEAHO – The regional association of housing officers that supported NCHO.
- Association of College and University Housing Officers –International (ACUHO-I) – The national association for housing officers that supported both NCHO and SEAHO.
- Senior Housing Officer (SHO) – Highest level of housing officer at an institution with power to purchase.

1.2 Associated Documents

- See Appendix A: NCHO Policy Manuel
- See Appendix B: NCHO Constitution
- See Appendix C: NCHO Assessment Coordinator Positions Description

1.3 Project Plan Maintenance

The project was updated each semester and at each NCHO Executive Council meeting. Any changes were approved by the site supervisor, the President of NCHO, and the project consultant. The consultancy coach monitored milestone developments each semester.

The NCHO Executive Council met four times a year. During these meetings, time was set aside to update the council on the status of the project. Executive Council members discussed the updates and how they supported the organizational goals. Individual meetings were held with the NCHO President on a bimonthly basis. During these meetings, the President approved time lines and changes in the project.

Table 1

Overview of Time Line

Month/Year	Update
May 2016	Executive Council meeting at the training retreat to discuss needs of each group and create the NCHO Needs Assessment Survey.
June 2016	Sent a draft copy of the Needs Assessment to the Executive council for review and comments.
July 2016	Finalized the Needs Assessment verbiage and collaborated with the Technology Coordinator to distribute the Needs Assessment.
August 2016	Distributed the Needs Assessment to the NCHO Membership via the NCHO list serve.
September 2016	Analyzed the data from the Needs Assessment and prepared a presentation for the Annual Conference and Executive Board.
October 2016	Presented the result of the Needs Assessment to the Executive Council and the Membership at the Annual Conference. Prepared packets for distribution for member institutions who are not present at the Annual Conference. Set meetings with interested member institutions.
November-December 2016	Contacted member institutions not present at the Annual Conference. Prepared programming submission or SEAHO Annual Conference.
January 2017	Presented results to the Executive Council from the individual meetings and assisted with goal setting for programming in the coming year. Set timelines for working with membership institutions on assessment needs as gathered from individual meetings.
February 2017	Attended SEAHO Conference and followed up with member institutions who have identified the need for assistance with assessment that were present at the conference.
May 2017	Attended Executive Council meeting, gave updates.
July 2017	Assisted with assessments for the 2017 Annual Conference and worked with the Technology Coordinator.
October 2017	Distributed Assessment for the 2017 Annual Conference
December 2017	Prepared and shared the results of the Annual Conference to the Executive Council.
May 2018	Attended Executive Council meeting for updates.

2 Project Scope

2.1 Outline of Partnering Organization's Objectives

2.1.1 Objectives

- The created assessment for the organization.
- Consulted the organization on assessment.
- Submitted articles for NCHO publication.
- Utilized organizational list serves, connected with members, and built relationships with members through electronic communication.
- Submitted program proposals for the NCHO and SEAHO annual conferences.
- Relationships built with members through conferences attended, word of mouth, referrals, and local networks.

2.1.2 Success Criteria

The success of this project was measured in that the Assessment Coordinator position was filled for the Executive Council next term at the annual fall conference. This confirmed the need of assessment assistance for the organization and on the Executive Council.

2.1.3 Risks

The consultant identified that the NCHO Executive Council benefitted from an organization member who had served previously on the Executive Council to organize and implement this project. This allowed the Executive Council to focus on the implementation of the project instead of training new Executive Council members on the processes and needs.

2.2 Outline of Student's Objectives

2.2.1 Objectives

- Created assessment for the organization based on the needs as identified by the Executive Council. This was done through discussion at Council meetings, organization list serves, and individual meetings with Executive Council members. This information allowed the leaders to make appropriate decisions for the organization based on the data.
- Consulted the organization on assessment. This was completed at Executive Council meetings and through electronic media. The consultant reviewed NCHO sponsored events/activities and then recommended methods of assessment for specific measure outcomes of the program/event.
- Submitted articles for NCHO publications. The consultant submitted written updates for NCHO through NCHO Communication Coordinator for distribution to the membership.

- Utilized organizational list serves to connect with members and built relationships with members through electronic communication. The consultant communicated with membership through the organization list serve. This approach allowed members to communicate with the consultant either individually or as a group.
- Submitted program proposals for the NCHO and SEAHO annual conferences. Program proposals were submitted for the annual conferences on assessment. This increased the number of programs that were submitted for the programming committee to choose from for the conference schedule.
- Built relationships with members through conferences attended, word of mouth, referrals, and local networks. The consultant reached out to members individually to communicate with them about the resources NCHO provided for its members. This allowed the consultant to individualize assistance specific to the member.

2.2.2 Success Criteria

Success for this project was based on the success of each objective achieved.

2.2.3 Risks

The consultant experienced constraints in travel due to the distance from their home institution to several of the meeting places. This resulted in the consultant traveling to the meeting sites a day in advance. Increased travel proposed issues with schedules as their position at their home institution changed. This change advanced the consultant to a higher level of responsibility at the institutional level.

The consultant had previous leadership experience on the Executive Council in the role of Small College & University Representative, President-Elect, President, and Past President. This experience gave the consultant a bias on how the council ran during those times of leadership. The consultant's opinion during their time as the Assessment Coordinator was balanced with the need of the organization and the change in the leadership based on best practices.

2.3 Definitive Scope Statement

Assessment in housing and higher education were part of best practices in the field. Assessment remained a part of a successful residence life and housing program. Leaders in housing and residence life developed assessments to gather data to assist in goal setting, strategic planning, and funding for programs/projects and to gain an understanding of the program's success. Assessment was used in the recertification process to be an accredited program in higher education. This process requires leaders to evaluate their program in various ways to gain an understating of how the organization achieved goals

and planned for the future. The consultant worked closely with several members to accomplish success.

3 Deliverables

3.1 To Partnering Organization

- Served as a resource for NACARH and the Executive Council members for assessment related projects. February 2017
- Created and implemented a Needs Assessment for NCHO membership. July 2016
- Submitted assessment-related content for the NCHO *Signpost*. Quarterly - Estimated
- Submitted programs proposals to be presented at the Annual Conference for NCHO and SEAHO. September 2016, 2017, 2018
- Assisted with the assessment at the annual conference, including satisfaction and program offerings, in collaboration with the Professional Development Chair and the Annual Conference Chair. Fall 2016, 2017, 2018
- Served as a consultant on the NCHO Executive Council

3.2 From Student

The following were the goals of this position:

- Provide assessment-related assistance to member institutions as requested
- Utilize the best practices for housing for assessment in trainings and consultations
- Increase understanding of membership resources

4 Project Approach

4.1 Project Lifecycle Processes

NCHO as an organization supported this project. Trends in higher education happened at all levels of an organization. Most organization members in NCHO are directed by the percentage of housing that was occupied or unoccupied. Assessment was used in programs to determine student satisfaction of the housing and program. This project focused on assessment; however, over the course of this project, another area of concern was identified. The Leadership of the Executive Council determined that an additional position was needed to serve the needs of the organization.

4.2 Project Management Processes

Table 2

Project Management Process

Project	Constitute	Objectives	Deliverable
Assessment Tools	Consultant, NCHO Executive Council	1. Observed that the Needs Assessment Survey has not been completed since 2009.	NCHO Needs Assessment, NCHO Executive Council Entrance Survey, NCHO Executive Council Exit Survey
		2. Recommended and Created a Needs Assessment Survey	
Assessment Consultation	Consultant, NCHO Executive Council	1. Organization did not have a person identified to assist member with assessment related materials.	NCHO Executive added the position of the Assessment Coordinator to the Executive Council.
		2. NCHO Executive Council voted to add the position of Assessment Coordinator.	
Articles	Consultant, NCHO Communications Coordinator	1. Few articles were submitted to the <i>Signpost</i> on assessment.	Articles for the Signpost
		2. Created articles on assessment for the <i>Signpost</i>	
Electronic Communication	Consultant, NCHO Executive Council, NCHO membership, SEAHO membership	1. Reviewed the social media avenues that NCHO used for the organization. Determined that this was an area which was underutilized.	Created schedule for regular items to be posted on social media avenues.
		2. Brought this issue to the NCHO Executive	

		Council with an action plan to improve.	
Program Submissions	Consultant, NCHO Executive Council, SEAHO Executive Council	1. Needed additional program submissions for annual conferences on assessment.	programs on assessment submitted for annual conferences
		2. Developed program proposals for annual conferences on assessment.	
Built Relationships	Consultant, NCHO Executive Council, NCHO membership, SEAHO membership	1. Identified that members of NCHO would benefit from a stronger relationship with NCHO through conversations.	Connected with members in person to discuss opportunities for leadership positions and assessment. Then followed up with individuals to see if further assistance was needed.
		2. Reached out to organization members individually to build a stronger connection with NCHO and the Assessment Coordinator position.	

4.3 Project Support Processes

The consultant worked closely with the NCHO Executive Council members in the achievement of this project. Feedback was given to the consultant on objectives throughout the project. The consultant additionally worked with the consultancy coach for progress and feedback on the project.

4.4 Organization

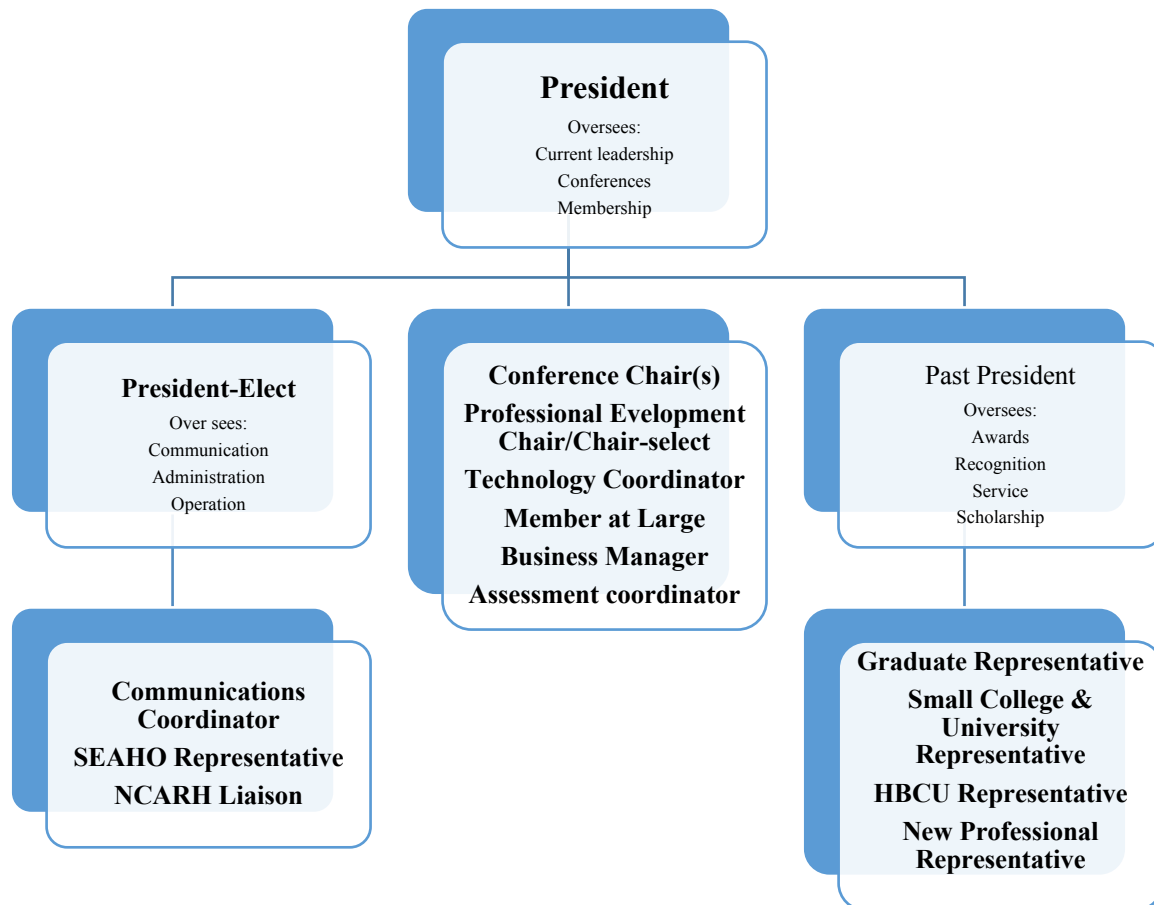


Figure 1. Illustrated the Organizational Structure of NCHO Executive Council.

4.4.1 Project Team

Table 3

Detailed the Position Change Schedule for NCHO Executive Council

NCHO Executive Council Positions Change Schedule

NCHO Executive Council Position	Position Term	Elected/Appointed/Transition	Odd/Even Year position change
President	1	Transitioned from President-Elect	Odd/Even
President-Elect	1	Elected	Odd/Even
Past President	1	Transitioned from President Position	Odd/Even
Business Manager	2	Elected	Odd
Member-at-Large	2	Elected	Even
SEAHO Representative	2	Elected	Even
Communications Coordinator	2	Appointed	Even
Historically Black College & University (HBCU) Representative	2	Elected	Even
Graduate Student Representative	2	Elected	Odd
Small College & University Representative	2	Elected	Odd
Technology Coordinator	2	Appointed	Odd
Program Chair	1	Transitioned from Program Chair-Select	Odd/Even
Program Chair-Select	1	Appointed	Odd/Even
Annual Conference Chair(s)	1	Appointed	Odd/even
NCARH Representative	2	Elected from NCARH	Even
New Professional Representative	2	Elected	Odd
Assessment Coordinator	2	Appointed	Even

4.4.2 Mapping Between Organization and Student

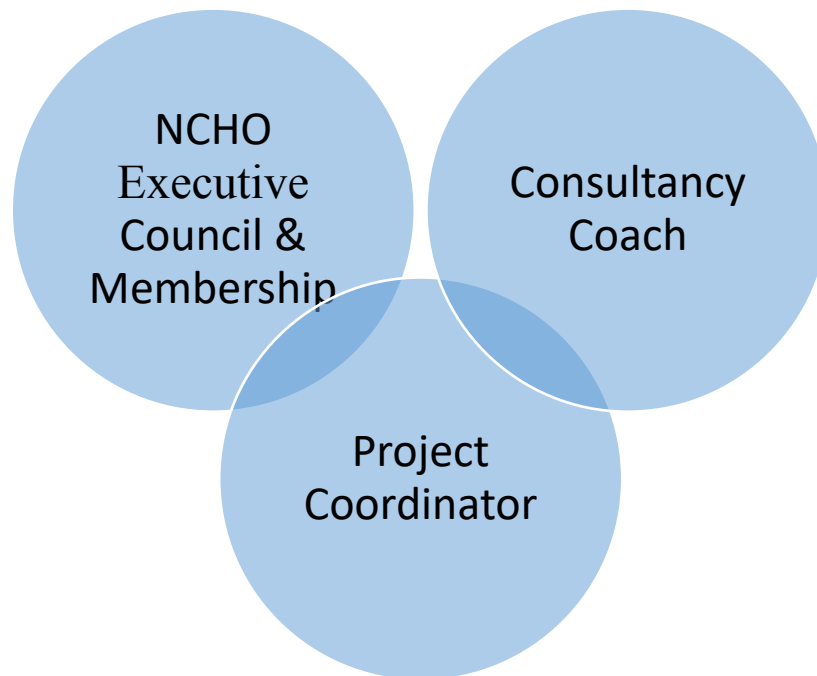


Figure 2. Illustrated the connection between the Project Coordinator, NCHO Executive Council & Membership and the Project Coordinator and the Consultancy Coach.

5 Communications Plan

Table 4

Communication between Consultant and Organization

Who - stakeholder	What info do they need	Why do they Need it	When will they get it	How will they get it
NCHO Executive Council	Needs Assessment	Determined membership needs	Fall 2017	Electronically
	Objectives	Gained progress on project	At each Executive Council Meeting	Person to person, Electronically
	Risk Assessment	Observed areas of risk ,then reported on ways for them to be resolved	April 2017	Person to person, Electronically
	Quality Assurance Plan	Set goals for organization to achieve goals	May 2018	Electronically

6 Work Plan

6.1 Work Breakdown Structure

Table 5

Work Breakdown Structure

Overview of Timetable						
	Meet with Executive Council	Implement an Assessment	Present Findings/ Updates	Submit Program Proposal	Submit an Article	Meet with Member Institution for consultation
May-16	X		X			
Aug-16		X		X	X	
Sep-16	X					
Oct-16	X	X			X	X
Nov-16						X
Dec-16	X		X	X	X	
Jan-17	X					X
Apr-17	X				X	
May-17	X					X
Aug-17		X		X	X	
Sep-17	X					
Oct-17	X	X	X		X	X
Nov-17	X					X
Dec-17			X	X	X	
Jan-18	X		X			X
Apr-18	X		X		X	
May-18			X			X
June-18	X	X	X	X	X	X
Aug-18		X		X	X	
Sep-18						X

6.2 Resources

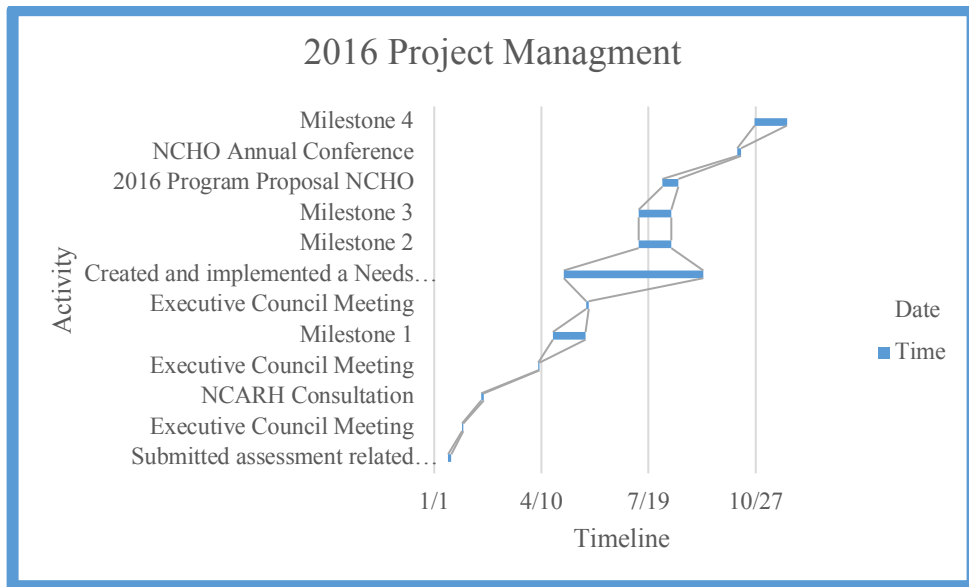


Figure 3. 2016 Project Management.

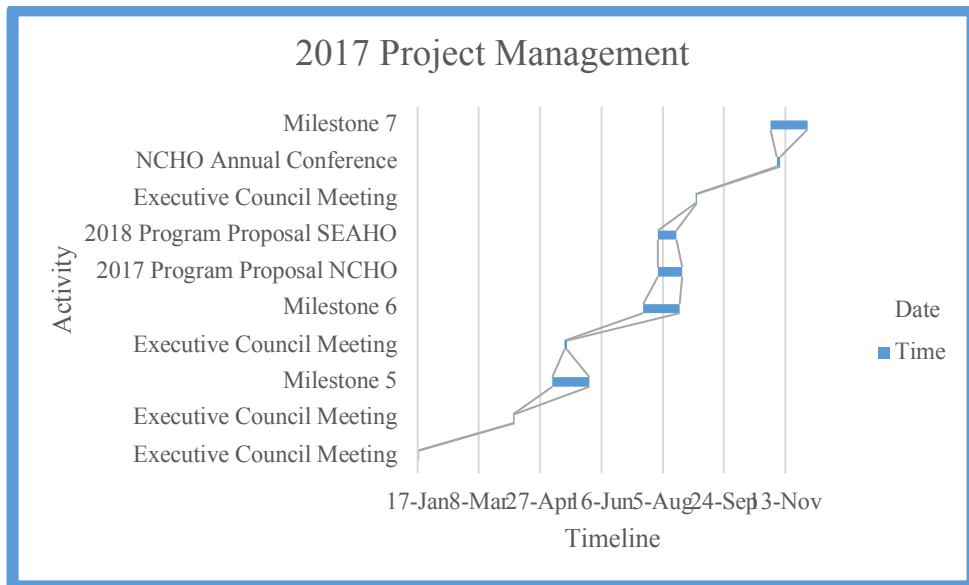


Figure 4. 2017 Project Management.



Figure 5. 2018 Project Management.

7 Milestones

Table 6

Review of Milestones and their Timeline

Milestone Number	Title	Forecast date
1	Introduction, Background, Statement of Problem and Purpose of Project	21-Apr-16
2	Initial Goals and Objectives of the Project	10-July-16
3	Definition of the Scope of the Project	10-July-16
4	Benefits of the Project	26-Apr-16
5	Project Risk Assessment and Mitigation Plan	7-May-17
6	Project Assumptions, Goals, Objectives and Restrictions	20-July-17
7	Detailed Project Timeline	1-Dec-17
8	Project Budget	25-Apr-17
9	Quality Assurance Plan	25-Apr-18
10	Overall Performance, Reflection and Summary of Key Facts	20-Jul-18
11	Executive Summary of Project	1-Oct-18

Table 7

Schedule of Activities for Executive Council and Consultant

Activity													Person Responsible
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Executive Council Meetings	X			X		X				X			President
Membership Drive			X						X				Executive Council
Annual Conference										X			Annual Conference Chair
Election and Candidates						X	X	X	X	X			President Elect
Awards and Scholarships	X		X				X	X	X	X			Past-President
Publish The Signpost		X			X			X			X		Communications Coordinator
Seek Submissions for The Signpost	X		X	X		X	X		X	X		X	Executive Council
Social Media posts	X	X	X	X	X	X	X	X	X	X	X	X	Communications Coordinator
Program Submission for Annual Conference					X	X	X	X	X	X			Professional Development Chair
Social Justice One day conference					X								Professional Development Chair-select
Updates from SEAHO	X		X			X		X			X		SEAHO Representative
Website Updates	X	X	X	X	X	X	X	X	X	X	X	X	Technology Coordinator
CHO Update List Serve Emails	X	X	X	X	X	X	X	X	X	X	X	X	President
Social Connection Events			X				X				X		Professional Development Chair
Graduate Student Recognition	X	X	X	X	X	X	X	X	X	X	X	X	Graduate Student Rep.
Assessment Discussion with Member		X	X	X	X	X	X	X	X	X	X	X	Assessment Coordinator
Annual Business meeting										X			President
RA Drive IN		X											Member at Large

Review of Constitution and Policy Book	X					X								President
NCARH Conference										X				NCARH Liaison

8 Metrics and Results

The project coordinator created, implemented and presented a Needs Assessment survey for the NCHO membership through NCHO social media and a cloud document. The last Needs Assessment was completed in 2009 for the organization.

The Needs Assessment collected data on gender, years of experience in the field, size of institution, type of institution, position, responsibility level, and needs. The assessment gave the Executive Council a greater understanding of the makeup of the membership, needs of the membership, and programming for the membership. This assessment was used by the Executive Council to set future goals and determine how to connect to the membership.

The Executive Council as a team completed a SWOT analysis on the organization to determine the organization's strengths, weaknesses, opportunities, and threats. This information was used in the setting of organization goals and the strategic plan.

Information gathered from this project had elements that are transferrable to other organizations outside the field of housing and higher education.

9 Risks, Constraints, Assumptions

9.1 Risks

Table 8

NCHO Risk Plan

Risk Description	Mitigation Plan (what to do to avoid the risk occurring)	Contingency Plan (what to do if the risk occurs)	Impact (what the impact will be to the project if the risk occurs)	Likelihood of occurrence (e.g., %, or high/medium/low)
Lack of participation to fill open positions on Executive Council diversely	Utilized the CHO and the list serves for encouraged participation. Clearly communicated the positions responsibilities to the members	Created a consistent campaign for the contact of members directly via phone, email and personal visit.	Members from the same institutions encourage other members from their same institution to participate thus reducing diversity.	Medium
Financial dependent upon on home organization	Scholarships are provided for conference registration fees each year.	Published available scholarships by list serve and NCHO website. Utilized personal stories of previous scholarship winners.	Scholarships are not awarded due to lack of applicants.	High
Loss of knowledge when positions change	Utilized a cloud system with a folder for each position to save documents created for the organization	Created a secondary cloud system that was utilized as a backup system	Knowledge and information are lost that will lead to reduced productivity.	Medium
Loss of talented professionals to other state organizations	Created a mentor program for graduate and new professionals at annual conference	Encouraged existing members to share why they value their membership	New professionals and graduate students changed positions at a higher rate.	Low
Increased voting participation through electronic venues	Implemented an electronic voting process for Executive Council positions	Held a secondary vote at the annual conference to fill positions	Positions were left open that need filled by the Executive Council at a later date	Medium
Increased marketing across membership	Targeted members through consistent connection through electronic media	Sent secondary marketing materials through snail mail	Failure to meet the needs of all of the members institution	Medium

9.2 Constraints

The most prevalent constraint was not being able to connect with all member organizations in NCHO to discuss assessment individually at their location. The other constraint that effected the project were the changes in Executive Council positions each year. Most of these changes were due to the completion of the position term. A few position changes occurred due to the member change in position at their home organization, transitioned to a new position outside of North Carolina, or were unable to complete position responsibilities and resigned.

9.3 Assumptions

The following assumptions were made in the implementation of this project.

- 1) Senior housing staff members (SHOs) in both private and public institutions supported NCHO and encouraged their staff to be an active member of the organization.
- 2) Members from small, private institutions had reduced to no funding to attend events for professional development locally, regionally, and/or nationally.
- 3) Members from large, public institutions had supplementary funding to attend events for professional development that take place locally, regionally, and/or nationally.
- 4) The consultant, NCHO Executive Council members, and NCHO general membership believed that this position added value to the organization and provided learning experiences for the membership.
- 5) The assessment coordinator position continued to support NCHO membership through relationships built with members by conferences attended, referrals, online networks, and created/implemented/analyzed organizational assessments.

10 Financial Plan

NCHO Executive Council positions were not positions that have monetary compensation. Members who are elected or appointed to these positions take on the responsibility for the costs associated with the commitment. Candidates must have obtained and submitted a letter of recommendation from their supervisor at their home institution to be considered for the position. The letter stated that the home organization supported the member in the position. Members had the ability to apply for granting to attend the events.

The proposed budget of \$200 for printing and \$200 for postage was not necessary. All communication was completed electronically between the Assessment Coordinator, NCHO Executive Council members, NCHO member institutions, and the consultancy coach. The organization utilized a Google folder to share documents and forms for the organization. The conference travel and registration fees were covered by Mars Hill University as part of professional development for the project consultant.

NCHO budgets were reviewed at each meeting. Each position with a budget submitted a request for funds in advance to the NCHO Business Manager. Then the NCHO Business Manager issued the funds with proper approval by an organizational check.

11 Quality Assurance Plan

Quality Assurance was done in a 4-step process. The first step in the process was the identification of issues and challenges in the organization by the NCHO Executive Council. The second step in the process was the establishment of a course of action for identified areas. The third step was the implementation of the course of action(s) for each identified area(s). The fourth and final step was to assess the effectiveness of the course of action(s) for each area(s).

The Executive Council identified four areas of weakness in the organization through discussion and the needs assessment survey. The four areas were core competencies, membership, marketing, and leadership. The following NCHO Strategic Plan was created by the Executive Council to address these four areas.

Table 9

Strategic Plan with Goals, Objectives, Strategies and Activities

NCHO Strategic Plan				
	Goals	Objective(s)	Strategies	Activities
Core Competencies	Adopted all of the 12 core competencies from the national housing organization ACUHO-I.	Utilized these competencies to serve as a foundation for services offered from NCHO throughout the year for professional development.	<ol style="list-style-type: none"> 1. Included current Executive Council in the approval of these core competencies. 2. Shared drafts of the core competencies with the CHO's from each institution. 	<ol style="list-style-type: none"> 1. Updated website with updated core competencies. 2. Utilized the "Signpost" to notify the membership through multiple articles on each competency. 3. Created a new program submission form for the annual conference with the updated competencies. 4. Connected short and long term goals to the core competencies. 5. Completed evaluations of programs about core competencies to determine if they are meeting the needs of the membership.
	Goals	Objective(s)	Strategies	Activities
Membership	<ol style="list-style-type: none"> 1. Increased engagement of the organizations membership. 2. Created outreach opportunities to involve member organizations that have not been active in recent years. 	<ol style="list-style-type: none"> 1. Increased the participation from organizations that currently are not involved. 2. Provided opportunities for members to connect with peers in educational and social settings. 	<ol style="list-style-type: none"> 1. Divided the state into regions, with an individual member serving as a contact for the organizations in that region. 2. Identified an individual at each organization as the campus partner for interaction with 	<ol style="list-style-type: none"> 1. Reviewed participation lists from previous events sponsored by NCHO to identify inactive member organizations. 2. Organized smaller events across the state in areas of low attendance to target the member organizations to

		3. Support peers in the membership	updates about the organization and to share information about NCHO.	encourage connection with peers. 3. Sent a snail mail welcome packet to new members in the organization with information about NCHO and a label pin.
	Goals	Objective(s)	Strategies	Activities
Marketing	Strengthen the digital footprint of the organization.	1. Revamped the website 2. Created media accounts for NCHO in media that members use on a regular basis. 3. Recognized members who are contributing to the field of housing and residence life on a regular basis.	1. Reviewed website software for the appropriate product for NCHO needs. 2. Reviewed similar organizations websites for best practices. 3. Utilized media to connect peers in professional and social settings.	1. Set a schedule for Executive Council members to post/share on each media avenue. 2. Shared links to professional websites with current updates on hot topics. 3. Created ways for members to connect through list serves.
	Goals	Objective(s)	Strategies	Activities
Leadership	Recruited and train organizational members to become Executive Council members.	1. Created a New Executive Council Member training event. 2. Engaged new organization members on committees that have a low time commitments and or low travel requirement.	1. Identified materials needed to be included in the NCHO policy manual 2. Identified information that needs to be covered in Executive Council training.	1. Utilized CHO's in identification of organization members who are open to professional growth opportunities by serving on the Executive Board. 2. Created a mentorship program for the new Executive Council members with seasoned council members. 3. Visited members at their home institution to communicate the benefits of being active member in NCHO.

This project's intended focus was on areas of assessment and needs that have been identified by NCHO. One part of the concern in the organization was the retention of members at the Executive Council level. In the past 5 years, several of the Executive Council members have left their Executive Council position before the end of their position term. Leaving the position was for many reasons; acceptance of a new position at another institution and leaving the field of housing have been high on the list of reasons individuals left. This triggered the Executive Council to temporarily fill the position until the next election cycle, appoint a member to the position for the remainder of the term, or have other Executive Council members cover the responsibilities of this position until a new member was found to fulfill the responsibilities.

This project was structured to assist members of the organization with assessment questions, create educational training sessions, and serve as a resource for membership. An element of this project was designed to evaluate ways for increased participation at the Executive Council level as well as implementation of positive change in how the organization is managed.

Assessment continued to be an integral part of NCHO through evaluation of programs offered to determine if the programs (a) met the needs of the membership, and (b) connected with the core competencies for the field of housing and residence life and to the best practices as set by the national organizations in this field.

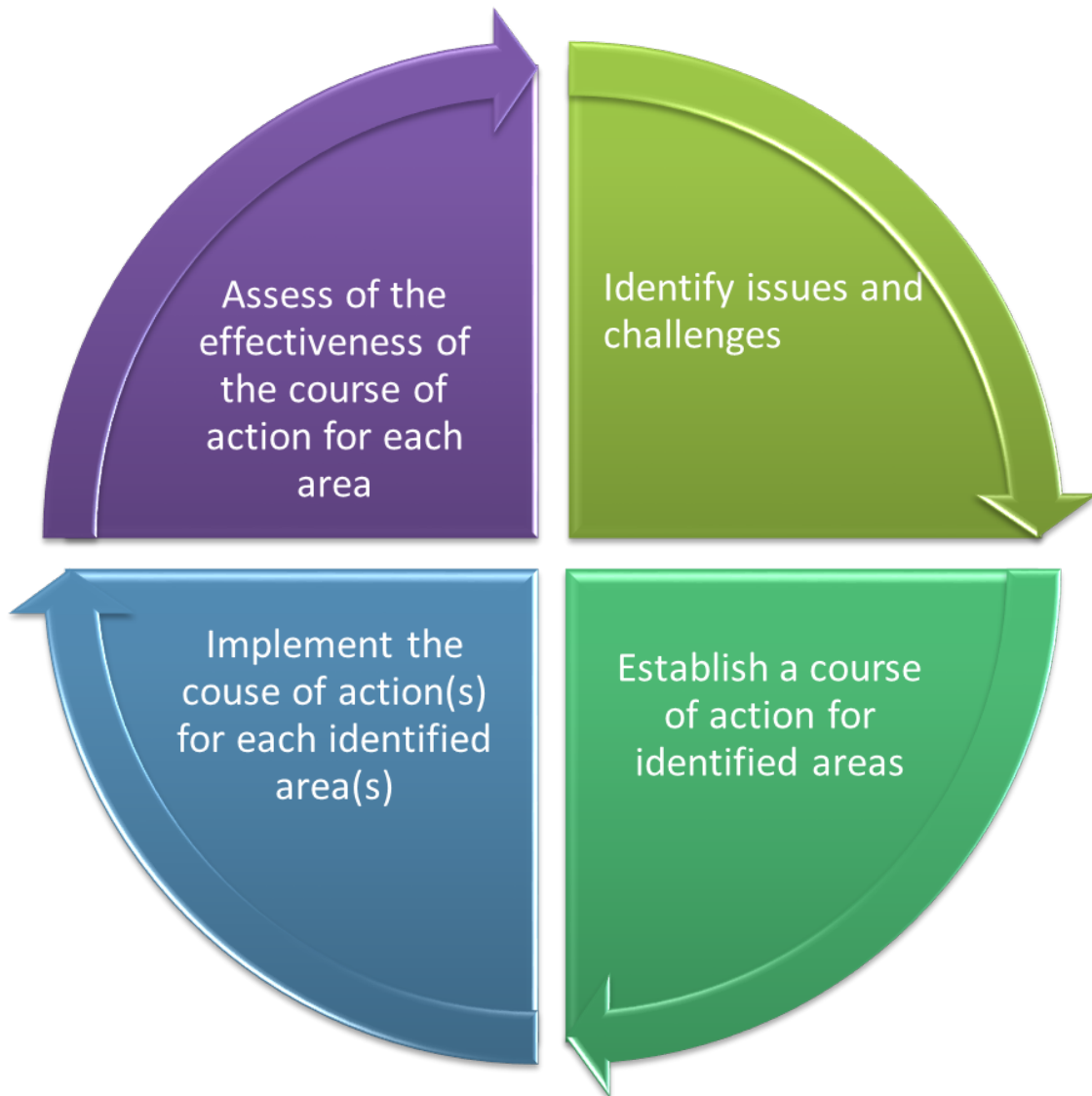


Figure 6. Quality Assurance Cycle. This figure illustrated the cycle of quality assurance that was used in this project.

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Appendix

Appendix A: NCHO Policy Manuel

NCHO Organization Chart

NCHO Policy Book

The NCHO Policy Book is an extension of the association's constitution. It contains the policies and procedures for the day to day operations of the organization. Detailed Executive Council job descriptions, election information, financial policies, organizational forms, Executive Council voting procedures, annual conference guidelines and other such information are included in this document. The document is to be maintained by the President and updated as needed.

Changes to the Policy Book may be done so by a 2/3 majority vote by the Executive Council. Changes to the policy book will be reported to the membership via email, posted on the website and included in the President's report at the end of their term.

NCHO Meetings

I. Executive Council

- 1) The Executive Council must convene a minimum of four times during the year beginning on January 1st.
- 2) Meetings should be held according to the following schedule:
 - i. Convene Executive Council during the month of January for transition of newly elected positions.
 - ii. Convene Executive Council during the spring academic semester sometime after the transition meeting or in the early part of the summer.
 - iii. Convene Executive Council during the early fall.
 - iv. Convene Executive Council prior to the opening session of the Annual Conference.
- 3) At least 2/3 of filled positions must be in attendance at an Executive Council meeting in order to conduct official organization business and in accordance with organizational voting policies. Each Executive Council member is required to attend 3 out of 4 meetings. Failure to meet this expectation may result in removal from office. The President will initiate a review when appropriate and removal will occur in accordance with procedures outlined in the policy book.

II. Annual Conference Business Meeting

- 1) The general membership must convene a minimum of one time during the year beginning on January 1st.
- 2) This meeting should be held at some point during the annual conference at which time the general membership will hear annual reports from elected positions as well as vote on constitutional changes, new initiatives, investment strategies and the election of new officers.
- 3) Each member school must send one representative from their institution to serve as the voting member during this business meeting. The representative is generally the Chief Housing Officer or his/her designee. At a point in time during

the conference and prior to the business meeting, the voting representative will self-identify to the Business Manager and receive voting information and placard.

4) Due to the nature of the business meeting, there is no minimum number of schools that need to be present in order to conduct NCHO business. An institution may submit a request to the Business Manager at least 24 hours in advance of the meeting to vote by proxy.

III. Committee Meetings

- 1) According to the Constitution, the following are functioning committees of NCHO:
- 2) Membership Committee
- 3) Professional Development Committee
- 4) Recognition and Scholarship Committee
- 5) Newsletter Committee
- 6) Each committee should convene as necessary to complete its needed functions. Additional committees can be added with the approval of the Executive Council.

IV. Transition Expectations

- 1) Outgoing officers need to ensure officer materials transition appropriately to the new officer after the annual NCHO conference but no later than December 1 unless otherwise noted under a specific executive officer section. Below are expected transition resources from the last 2-3 years in office:
 - i. Discussion about transition
 - ii. Budget and finances for the position
 - iii. Tasks you have accomplished and their outcome
 - iv. Position related list of individuals/institutions
 - v. Suggestions for the future of the organization and/or position
 - vi. Closing out responsibilities after annual NCHO conference
 - vii. Words of wisdom

NCHO Voting Policies

I. Executive Council Voting

- 1) A minimum of 2/3 of the filled Executive Council officers must be present at one of the meetings in order to have quorum to vote.
- 2) Voting members of the Executive Council include the following:
 - i. President
 - ii. President-Elect
 - iii. Past President
 - iv. Business Manager
 - v. Communications Coordinator
 - vi. Professional Development Chair
 - vii. SEAHO Representative
 - viii. Annual Conference Chair
 - ix. Member at Large
 - x. Small College and University Representative
 - xi. Graduate Student Representative
 - xii. NCARH Liaison
 - xiii. Historically Black College and University Representative

xiv. New Professional Representative

xv. Technology Coordinator.

3) In order for a vote to take place, 2/3 of executive officers must be present. For a vote to pass, 50% plus one must vote in the affirmative.

II. Electronic Voting Option

1) At the President's discretion, they may determine the need to vote on an issue prior to one of the scheduled Executive Council meetings. In this case, the President will outline in an electronic mail message the issue that needs to be voted on by the Executive Council members. Depending on the circumstances, the President will determine a specified period by which the members can discuss the issue over email. Once this period is up, the President will call for a vote. Voting via electronic mail must abide by the same quorum requirements and voting protocol as stated in the aforementioned voting standards.

III. Electronic Institutional Membership List Serve Voting Option

1) At the President's discretion, they may determine the need to solicit feedback, discuss, or vote on an issue by member institutions. In this case, the President will outline in an electronic email message the issue that needs discussion for the Chief Housing Officer, or their designee. If there is a need for a vote by the membership, the President will determine a specified period by which the members of the list serve can discuss the issue over email. Once this period is up, the President will call for a vote and determine the voting protocol. The protocol should follow the general membership voting standards, but the President is authorized to make an exception to the protocol with the permission of the President-Elect and Past President.

IV. General Membership Voting

- 1) For general membership voting there is no minimum number of institutions that need to be present in order to put a vote before the group.
- 2) For general membership voting there is one voting member per institution.
- 3) In all voting matters with the exception of elections, a minimum of 2/3 of the member institutions present must vote in the affirmative in order for the motion to pass.
- 4) In election voting, 50%+1 of the member institutions present must vote, by secret ballot, in the affirmative in order for that position to be officially filled. If no candidate gets 50%+1 of the votes, than the candidate with the lowest percentage is eliminated and a revote is cast until someone wins 50%+1 of the votes.
- 5) In order for an institution to vote by proxy, they need to cast their votes at least 24 hours before the business meeting with NCHO Business Manager. The vote can be made via emails, verbally via telephone, or in writing. At the appropriate time, the Business Manager will include the proxy vote in the tally process. If a revote is needed in the election of officers and a proxy vote is for a candidate that is eliminated, then the member institution forfeits their right to cast a vote in a "run off" process.

NCHO Election Procedures

I. Per the constitution, all NCHO members shall have an equal opportunity to be nominated for vacant Executive Council positions (President-Elect, Business Manager, Communications Coordinator, Professional Development Chair, SEAHO Representative, Member-At-Large, Graduate Student Representative, Small College and University Representative, HBCU Representative, New Professional Representative and Technology Coordinator).

II. All interested members, may self-nominate or be nominated by a colleague.

III. The following table outlines the year in which the Executive Council will have position vacancies based on term of office:

Odd Years	Even Years
President – Elect	President-Elect
Business Manager	SEAHO Representative
Graduate Student Representative	Graduate Student Representative
Technology Coordinator *	Member-At-Large
Professional Development Chair-Select *	Professional Development Chair-Select *
Small College and University Rep. Communications Coordinator *	Communications Coordinator *
NCARH Representative **	HBCU Representative
	New Professional Representative

***Positions appointed by executive council**

****Positions appointed by the State Board of Directors of NCARH**

IV. Most Executive Council positions are elected by the member institutions at the annual conference. The Professional Development Chair, Professional Development Chair-Select, Communications Coordinator and Technology Coordinator are appointed positions. The Annual Conference Chair is selected by the host institution and confirmed by the President of NCHO. The NCARH Liaison position is elected by NCARH and approved by the

NCHO Executive Council) see position outline for additional information).

V. Nominations will be submitted to the President-Elect.

VI. All candidates shall submit the following to the President-Elect by the deadline:

- 1) Completed Nomination Form
- 2) A statement of intent and experience for the position, which should include proposed goals of the candidate.
- 3) Current resume.
- 4) A letter of support from the candidate's direct supervisor or Chief Housing Officer.

VII. Nominations from the floor will be allowed at the discretion of the President-Elect and only if no other individuals have stepped forward to run for positions by the stated deadline.

VIII. If a vacancy comes to exist in an Executive Council office, the remaining council members shall decide with majority vote the appropriate course of action and/or appoint a replacement for a term designated by the Executive Council (e.g. one year or remainder of term) in case of mid-year vacancies

IX. All candidates' statements of intent will be distributed to each institution's voting member.

X. Each candidate will be introduced to the electorate body during the business meeting at the annual conference.

XI. Voting will take place by secret ballot and in accordance with the organizational voting procedures outlined in the voting section of this policy book.

XII. Officer Election results will be announced to the association during the closing luncheon at the annual conference.

Executive Council Position Removal Procedures

I. If a member of the Executive Council fails to fulfill the responsibilities of their position and/or does not attend the required 3 of 4 Executive Board meetings, removal proceedings could ensue. The President will make the removal decision in conjunction with the Past President and President-Elect. Procedures for this process are as follows:

1) Warning

- i. Discuss concerns of missing information with the officer. Allow them the opportunity to correct the error within a reasonable time frame.
- ii. Inform the officer verbally and in writing of concerns of missing information from the officer. Allow them the opportunity to correct the error within a reasonable time frame.
- iii. If follow up attempts fail to produce necessary outcomes, move to the removal phase.

2) Removal

- i. Provide the officer the written details of the accusations against them.
- ii. Allow the officer the opportunity to correct the error within a reasonable time frame.
- iii. If the officer fails to correct the error, the President will need to determine, with support of the Past President and President-Elect, the appropriate course of action.
- iv. The officer must be notified of the decision outcome.
- v. The officer's institution may also be notified at the discretion of the President. Notification of the rest of the Executive Council will follow along with procedures to fill the now vacant position.

3) Need to address the issue of President(s) needing to be removed.

NCHO Conference Policies

I. A host school or schools will be identified by the Executive Council two years in advance of the conference. The host school(s) will appoint a chair for the conference and that individual will serve on the Executive Council for the year in which they host the conference.

II. If no institution or committee is identified, the Executive Council will find a central location and committee for the annual conference.

III. NCHO will coordinate a joint conference with NCCPA every third year following the 2001 Conference. During years where a joint conference occurs, NCCPA will receive a percentage of the profits based on the NCCPA attendance at the conference.

IV. With the wrap-up report and closing budget, the host institution/committee will be responsible for ensuring that all funds for the amount of the pre-conference loan plus the

amount of any excess money that was collected by attending schools and not needed for conference expenses have been deposited into the Conference Account. All closing reports and finances must be submitted to the NCHO Executive Council within 90 days of the annual conference.

V. While planning the conference the conference staff is expected to continue certain Annual Conference “traditions”. These include: General Business Meeting, Silent Auction, First Timer’s Club , Conference Connections, Associates Area and connection opportunities, Conference Keynote Speaker (the host team is responsible for identifying a keynote)

VI. In addition to the Conference Chairs, one member of the executive council will be responsible for ensuring that relationships with the associates are developed and sustained. Associates will be charged an associates fee to support the operating budget of NCHO. Additional sponsorship opportunities will be provided to support the operation of NCHO and the exposure of Associates to the state.

VII. NCHO will charge an “Add-on” fee to the annual conference. The amount of the “Add-on” fee will be determined by the Executive Council each year.

NCHO RA Drive-In Conference Policies

I. Schools wishing to host the RA Drive-In Conference must submit the Intent to Host Application (see appendix) to the NCHO Member-at-Large two weeks prior to the NCHO annual conference. The school that is awarded the bid will then host the RA Drive-In during the Fall of the next calendar year.

II. The NCHO Member-at-Large and the NCHO President will select the RA Drive-In Conference Host with feedback from the Executive Council. The RA Drive-In host school will be announced during the opening of the Annual Conference.

III. The selected host institution should be able to keep the conference registration fee to a minimal cost to participants and will work the NCHO Executive Council to set the registration cost.

IV. Upon submission of a budget, NCHO will offer guidance, technical assistance, and up to a \$1500 pre-conference loan.

V. The selected host institution should submit a written report to the NCHO Member-at-large during the months of February, May, and September specifically outlining the following:

- 1) Conference budget/Budget changes
- 2) Conference theme and theme incorporation
- 3) Technological/Website needs
- 4) Registration procedures and forms
- 5) Program selection guidelines and forms
- 6) Conference schedule, events and guest speakers

VI. While planning the conference the conference staff is expected to continue certain RA Drive-In “traditions”. Those traditions include, slide show, conference t-shirt, delegation pictures, and a specific programming track/roundtables for Advisors/Professionals

VII. The NCHO Member-at-Large will share the information from the Host Institution's reports in the Executive Committee Meetings

VIII. The host institution will be asked for a wrap-up report within 90 days from the closing of the conference, along with a final conference budget, expenses register, and transition notes and advice for next year's conference host.

IX. With the wrap-up report and closing budget, the host institution will be responsible for submitting a check, made payable to NCHO, for the amount of the pre-conference loan plus the amount of any excess money that was collected by attending schools and not needed for conference expenses.

NCHO Finance Policies

I. Silent Auction Revenue

1) The NCHO Past President will be responsible for soliciting items for the auction, determining auction protocol, collecting monies, distributing sold items, and reporting income to the Business Manager for deposit within 30 days of the end of annual conference. All receipts and a list of items sold at the auction must accompany the deposit slip.

2) Revenue from the Silent Auction will be used to support scholarships and social justice/diversity initiatives or sponsorships

II. Scholarships

1) The Past President is responsible for coordinating the application and selection process for each scholarship offered by NCHO. Once awards are determined, the Business Manager is responsible for ensuring proper expenditures of allotted amounts (reimbursement to individual or payment to conference host).

2) The following scholarships are awarded each year:

- i. Small College and University NCHO conference registration (2)
- ii. HBCU NCHO conference registration (2)
- iii. Graduate Student NCHO conference registration (2)
- iv. Undergraduate Student NCHO conference registration (1)
- v. NHTI (1)
- vi. SEAHO (1)
- vii. RELI (3)
- viii. ACUHO-I (1)

III. Fiscal Year Timeline

1) The NCHO fiscal year begins July 1 and runs through June 30 of the following year. Any purchases made towards the Annual or RA Drive-In Conference must come from the fiscal year budget during which that conference was held. All previous year expenditures must be closed out prior to the start of the new fiscal year.

IV. Budget Proposal Request Process

1) At the Spring Executive Board meeting, the Business Manager will provide a copy of the previous year's budget for planning purposes. Budget requests for the upcoming fiscal year must be to the Business Manager at least 2 weeks prior to the Summer Executive Council Meeting. A budget request consists of a line item

prediction of what will be spent in your executive area during the next fiscal year. Each budget request should also contain a written explanation of any increases in budget request items from the previous fiscal year's budget expenditures.

V. Bank Information

1) NCHO has accounts with the North Carolina State Employee Credit Union. This includes a checking account, (for the general organization and for the Annual Conference), money market account and shares. The Business Manager will bring the monthly statements to all Executive Council meetings and the President must review all statements. The Business Manager has the authority to transfer money from account to account with the approval of the President.

VI. Signature Authority

1) The Business Manager, President and President-Elect of NCHO shall have signature authority on all NCHO accounts and financial investments. It is the responsibility of the current or outgoing Business Manager to coordinate the signature authority process immediately following elections and/or appointments to these positions.

VII. Conference Account

1) The Business Manager, President, President-Elect and Conference Chair(s) shall have signature authority on the Conference Account. The Business Manager will ensure \$1500 in seed money will be deposited in that account at the start of each fiscal year. Conference Chair(s) are responsible for ensuring that \$1500 is in the Conference Account at the close of financial business for the conference.

VIII. Conference Host Policies

1) All final reports and finances must be submitted to the Executive Council within 90 days of the close of the conference (this includes seed money)

IX. Investment Procedures and Approval

- 1) All investment decisions should be prudent for the NCHO organization.
- 2) Purposes for investing are as follows:
 - i. To offer NCHO financial stability;
 - ii. To use the current revenue to contribute positively to the NCHO membership;
 - iii. To provide funding for professional and educational development through grants and scholarships.

X. Investment Policies

1) The Business Manager will investigate investment options and make a recommendation to the Executive Council. The Executive Council will either approve or disapprove. If approved the investment opportunities will be voted on by the general membership during the annual business meetings. If timing becomes an issue, please refer to the voting section for appropriate options. The

President, President-Elect and Business Manager must approve all investments in writing.

2) All investments and NCHO operating budgets will be reviewed once a year as directed by the President of NCHO.

XI. Request for Reimbursement

1) Any individual or group requesting reimbursement from the NCHO organization checking account must submit the reimbursement form (including all appropriate documentation – receipts, conference registration forms, etc) to the Business Manager. All reimbursement requests must fit within one of the specified account line items from that fiscal year's approved budget.

2) All reimbursement rates for mileage will be consistent with the current state policies.

3) Expenditures that exceed an approved line item or budget will not be reimbursed without the approval of the NCHO Executive Council.

XII. Allocation to Accounts

1) The amount in the NCHO Checking account will equal the amount approved by the Executive Council for the current fiscal year budget. Any overage will be deposited in the Money Market account. If the checking account does not have adequate funds to cover the approved budget it will remain at its balance and money will be transferred in later if needed.

XIII. Recognition & Awards

1) A maximum of \$25.00 may be allocated for recognition of each Executive Council member who will be departing their position.

XIV. Sponsorships and Donations

1) During each fiscal year a line item within the President's budget will be established for sponsorships and donations. The line item may be used at the discretion of the Executive Council for opportunities based on the interests of the organization. The line item may include a maximum of 15% of the previous year's budget surplus.

Executive Council Responsibilities

I. Executive Council Position Expectations

1) Fulfill all expectations as outlined in the Constitution and Policy Book.

2) All executive board members will sign a copy of the job description.

3) Each Executive Council member is required to attend 3 out of 4 meetings.

II. President

1) The President shall be the chief executive officer of the organization, chairperson of the Executive Council and presiding officer at all business sessions of NCHO.

2) Position Responsibilities

i. Chair the Executive Council meetings, which convene a minimum of 4 times annually.

ii. Chair the Business Meeting(s)/General Session of the annual conference.

- iii. Have a comprehensive budgetary responsibility. Review operating budget and NCHO investment opportunities
- iv. Review Constitution and Policy book annually
- v. Act as a liaison with Associates
- vi. Benchmark “Best Practices” regarding multicultural competencies across nation (institution level, organizations, etc) and make it available to NCHO members
- vii. Recruit outside agencies (departments, organizations that are not Housing) to come and attend/present at NCHO, and provide funding for this to occur.
- viii. Create an awareness of the “gaps” that our organization has in meeting the multicultural/social justice related needs (conference, access, marketing, etc) and work to resolve them
- ix. Perform other duties as necessary

III. President-Elect

- 1) The President-Elect shall serve in this position for one year and will then become the NCHO President at the close of the annual conference. The President-Elect shall attend all Executive Council meetings as a voting member.
- 2) Position Responsibilities
 - i. Coordinate efforts to secure a conference host/site for the following year.
 - ii. Serve as the Nominations/Elections Coordinator, which includes notifying the body of elections and mid-term officer vacancies, soliciting candidates, and coordinating the nomination application process.
 - iii. Shadow and work closely with the current NCHO President and perform other duties as assigned.
 - iv. Serve as a Liaison to all formal and Ad-hoc committees.
 - v. Create an awareness of the “gaps” that our organization has in meeting the multicultural/social justice related needs (conference, access, marketing, etc) and work to resolve them

IV. Past President

- 1) The Past President is responsible for overseeing the organization’s annual awards and scholarships. The following procedures outline the expectations for this officer.
- 2) Position Responsibilities
 - i. Create an awareness of the “gaps” that our organization has in meeting the multicultural/social justice related needs (conference, access, marketing, etc) and work to resolve them
 - ii. Annual Awards
 - a) Distribute information regarding the awards during spring, summer and fall. Develop strategies to encourage nominations. Share with the membership a list of previous award winners in an effort for them to see who has not received an award that they may think deserves the award.
 - b) Encourage submissions of service awards from each institution.

- c) Establish awards deadline. The deadline must be at least one month prior to conference and scholarship awards prior to early-bird registration deadline.
- d) Coordinate an Awards Committee. Make sure the number of people serving on the committee equals an odd number so there cannot be a tie in the voting process.
- e) Work with the Professional Development Chair and Conference Chair to schedule the presentation of the awards during the conference. Write up the presentation with an explanation of the award as well as the background on the award recipient. Purchase and print certificates for service awards.
- f) After conference, provide the Business Manager, Technology Coordinator, SEAHO Representative and Communications Coordinator with a list of award/scholarship recipients for the archives. Publish this list in the next issue of the Signpost.
- g) Make presentation of NCHO Service Pins to Executive Council members during the conference.
- h) Award descriptions (see addendum)

iii. Scholarships

- a) Publish information regarding the scholarships in the summer/early fall Signpost. Ensure the details about the various scholarships do not include a financial amount but an explanation of what it entails i.e., graduate student registration to the annual conference, etc.
- b) Collect scholarship applications and verify that all references and materials are submitted.
- c) Because conference registration deadlines vary greatly, scholarship applicants should always register for the conference when they submit scholarship applications. Reimbursement will be made once a scholarship is officially awarded.
- d) The Awards Committee will review applications and select recipient(s).
- e) Inform scholarship recipients of their award in writing.
- f) Coordinate with Business Manager the reimbursement or awarding of the scholarship.
Recipients will receive their awards for the NCHO conference from the Business Manager after they arrive at the conference.
- g) Work with the NCHO Professional Development Chair to insure that recipients of scholarships are informed of their obligation to present or write an article for *The Signpost*.

iv. Silent Auction the Past President is responsible for overseeing the

Silent Auction.

V. Business Manager

1) The Business Manager is primarily responsible for all elements concerning the current financial standing of the organization. In addition, the Business Manager coordinates the agenda and publishes the minutes from all meetings.

2) Position Responsibilities

- i. Collect and disburse the funds of the organization as authorized by the Executive Council and approved by the President and/or President-Elect.
- ii. Create and publish the yearly budget as approved by the Executive Council.
- iii. Coordinate the voting information/placard for business meeting at annual conference.
- iv. Present the financial report to the organization at the business meeting during the annual conference.
- v. Keep minutes and reports of all organizational activities including those of the Executive Council. File a copy of all documents for historical purposes.
- vi. Coordinate the budget approval process whereby all organizational entities request monies to support their position during the fiscal year.
- vii. Balance the budget monthly.
- viii. Publish a yearly expense report broken down by budget categories.

VI. Communications Coordinator

1) Position Responsibilities

- i. Responsible for publication of *The Signpost*
- ii. Lead/Manage the newsletter committee
- iii. Recruit for articles from membership and Executive Council
- iv. Edit articles submitted to *The Signpost*
- v. Select articles from *The Signpost* to be submitted to the SEAHO Report.
- vi. Develop/Compose a consistent look for *The Signpost* including formatting and online publication.
- vii. Develop/Compose consistent content for *The Signpost* (regular columns, features, professional calendar, staff announcements etc)
- viii. Publish *The Signpost* a minimum of 4 times a year
- ix. Work with Technology Coordinator to get *The Signpost* on the website
- x. Connect with other Newsletters
- xi. Create a consistent marketing plan/look to do all of the following:
 - a) Advertise for NCHO as an organization (get it's name out there)
 - b) Advertise to under-represented/not-represented groups in NCHO
 - c) Advertise incentives/benefits for being an active member within NCHO
 - d) Other areas/marketing campaigns as needed
- xii. Create and Develop Surveys and Assessments for NCHO
- xiii. Mangle the Design/Logos of advertising plan and ensure their accessibility to Executive Council

xiv. Consult/liaison with other positions on the Executive Council to assist with marketing strategies and serve as a resource for each position regarding their marketing endeavor

xv. In addition to the President, the communications coordinator serves as the official point-person for NCHO, especially concerning media outlets

xvi. Responsible for maintaining pictorial records of NCHO as necessary for marketing efforts. Any records should be shared with the Technology Coordinator

VII. Professional Development Chair

1) The Professional Development Chair is responsible for overall conference program at the annual conference. The Professional Development Chair will work closely with the Annual Conference Chair and Conference Committee. The following are procedures outlining the expectations of this position.

2) Position Responsibilities

- i. Recruit and solicit members to serve on the Professional Development Committee.
- ii. Convene and chair Professional Development Committee meetings.
- iii. Coordinate and implement a quality professional development program for the annual conference.
- iv. Serve as a member of the conference planning committee and communicate with the conference planning committee on a regular basis to ensure an effective conference program
- v. Print, distribute, collect, and tabulate the program evaluations.
- vi. Offer a case study program for the professional development of members.
- vii. Coordinate the Conference Connections.
- viii. Develop and manage the Professional Development Committee budget.
- ix. Coordinate any audio/visual needs that presenters may have in conjunction with the host site.
- x. Assist in recruiting the Professional Development Chair-Select.
- xi. Submit closing report to Annual conference Chair for inclusion in final report.
- xii. Collaborate with the NCCPA on years where the annual conference is jointly hosted with NCCPA.
- xiii. Host summer seminar regarding multiculturalism, diversity, and social justice (these can be partnered with already established items and or via the web).
- xiv. Liaison with conference host committee to ensure all access at conference
- xv. Ensure that the Professional Development Committee coordinate pre-conference workshops on diversity topics
- xvi. Ensure that the Professional Development Committee explores philanthropy options for retreats/conference/ of NCHO delegates throughout the year.

xvii. Contact scholarship recipients to submit program proposals for the annual conference.

VIII. Professional Development Chair-Select

1) The Professional Development Chair-Select is chosen from within the Programming Committee. The President and Professional Development Chair collaborate to select the Chair-Select. The Professional Development Chair will delegate conference-related responsibilities to the Chair-Select.

- i. Develop a drive-in/one day style spring social justice themed conference. Manage blog content (including multicultural and social justice topics).
- ii. Manage webinars
- iii. Ensure the Professional Development Committee explores philanthropy options for retreats and conference of NCHO delegates throughout the year.
- iv. Coordinate on-going professional development opportunities outside of the annual conference.

IX. SEAHO Representative

1) The SEAHO Representative is the communication link between the general membership of North Carolina and the Southeast Association of Housing Officers.

2) Position Responsibilities

- i. Solicit programs for the SEAHO conference from the state membership.
- ii. Submit articles for the SEAHO report and the NCHO Signpost.
- iii. Attend the mid-year SEAHO Governing Council meeting.
- iv. Disseminate SEAHO information to the NCHO membership.
- v. Attend the annual SEAHO conference and chair the state caucus.
- vi. Act as a resource to the state membership on all SEAHO related business/services.
- vii. Connect with SEAHO Human Relations Committee and share information to/from NCHO.

X. Annual Conference Chair

1) The Annual Conference Chair is responsible for the Association's Annual conference from the point of host site selection to evaluation of conference. The Chair will work closely with the Professional Development Chair and Professional Development Committee.

2) Position Responsibilities

- i. Report conference-planning progress.
- ii. Coordination for the annual conference
 - a) Negotiate and secure hotel conference accommodations.
 - b) Negotiate and secure conference meals.
 - c) Secure adequate meeting space.
 - d) Arrange entertainment as necessary for the association.
 - e) Coordinate Associate activity.
 - f) Create conference schedule
 - g) Ensure accessibility to conference services and facilities.

- h) Coordinate distribution of the annual conference program and other materials related to the conference.
- i) Coordinate conference registration.
- j) Coordinate printing, distribution, collection, and tabulation of the comprehensive conference evaluation.
- k) Provide the guest speaker for the opening banquet of the conference, in consultation with the Professional Development Chair.
- l) Coordinate conference technology.
- m) Submit end of conference report within 90 days to the Executive Council.
- n) Work in collaboration with Executive Council positions that have roles and responsibilities at the annual conference.

XI. Member- at- Large

1) The primary responsibility for the Member-at-Large is serving the needs of the membership on the Executive Council and through the Membership committee. The Member-at-Large will work closely with various segments of the organization as outlined below.

2) Position Responsibilities

- i. Chair Membership Committee and ensure the completion of their duties:
 - a) Increase the diversity of institutional involvement beyond the annual conference.
 - b) Market and explain mission and values of the organization in conjunction with the Communications Coordinator
 - c) Membership outreach
 - d) Connect new members to NCHO
 - e) Assist with committee recruitment
- ii. Create a clearinghouse for involvement
- iii. Serve as the principal liaison for the RA Drive-In Conference
- iv. Serve as the Membership Director for the Association by creating support materials and services
- v. Assists the Business Manager and Technology Coordinator in maintaining the directory information on NCHO website
- vi. Coordinate institutional contacts with the Executive Council

XII. Small College and University Representative

1) The Small College and University Representative is responsible for ensuring the issues and needs of small colleges and universities are being addressed by NCHO.

2) Position Responsibilities

- i. Actively encourage all member small colleges to be participants in NCHO activities.
- ii. Assist the Professional Development Committee in gathering program proposals from small colleges for presentation at the annual conference.
- iii. Moderate the Small College Roundtable at the annual conference.

iv. Assist in membership outreach: establish a network, which encourages small college participation, professional recognition, award nomination, etc. within the association.

v. Submit articles for *The Signpost*

vi. Provide issues and topics concerning small colleges to the Executive Council and general members as appropriate.

XIII. Graduate Student Representative

1) The main role of the Graduate Student Representative is to support and encourage graduate students that work in the areas of Student Affairs and Residence Life to become active participants in NCHO activities.

2) Position Responsibilities

i. Provide input and perspectives to the decisions of the NCHO Executive Council as it affects graduate students that work in the area of Student Affairs and Residence Life.

ii. Establish and maintain an information and communication network among graduate students that work in the areas of Student Affairs and Residence Life.

iii. Organize annual Graduate Professional Summit.

iv. Assist the Professional Development Committee in gathering program proposals from graduate students for presentation at the annual conference

v. Moderate the Graduate Student Roundtable at the annual conference.

vi. Assist in membership outreach as necessary and encourage graduate student recognition, award nominations, etc. within the association.

vii. Submit articles for *The Signpost*.

viii. Update transition report of position and present to Graduate Student-Elect at the annual conference.

XIV. NCARH Liaison

1) The North Carolina Association of Residence Halls is supported in purpose and effort by the North Carolina Housing Officers. The NCARH Liaison is responsible for the advising NCARH and serving as their voice on the Executive Council.

2) Position Responsibilities

i. Attend all State Board of Director (SBD) meetings of NCARH.

ii. Advise the members of the NCARH State Board of Directors in your capacity as liaison for NCHO and as outlined in the NCARH policies.

iii. Provide constructive and positive feedback to the State Board of Directors on matters concerning the operational, administrative, and financial functions of NCARH.

iv. Attend all NCHO Executive Committee meetings and report regarding the work and progress of NCARH.

v. The NCARH Advisor (or his/her appointed representative) shall attend the annual NCHO Conference and present a report to NCHO on all activities and issues pertaining to NCARH.

vi. The NCARH Advisor will make sure that the Director of NCARH invites a member of the NCHO Executive Committee that is not a

NCARH participant, to attend the annual NCARH Conference and bring remarks from the NCHO organization.

vii. Act as a liaison/resource to other RHA/NRHH advisors in the state.

XV. HBCU Representative

1) The HBCU Representative shall be a member the association representing an institution identifying themselves as Historically Black College or University. The HBCU representative will serve a term of two years.

2) Position Responsibilities

- i. Actively encourage all HBCUs to participate in NCHO activities.
- ii. Provide input and perspectives to the decisions of the NCHO Executive Council as it affects HBCU's
- iii. Assist the Professional Development Committee in gathering program proposals from HBCUs for presentation at the annual conference.
- iv. Establish and maintain an information and communication network among HBCU professionals
- v. Moderate the HBCU roundtable at the annual conference.
- vi. Submit articles for *The Signpost*
- vii. Assist in membership outreach: establish a network, which encourages HBCU participation, professional recognition, award nomination, etc. within the association.

XVI. New Professional Representative

1) The New Professional Representative shall be a member in the association representing a member institution of the North Carolina Housing Officers. The New Professional Representative shall serve a term of two years. When elected, the New Professional Representative shall be within their first three years of fulltime

Professional employment.

2) Position Responsibilities

- i. Support and encourage new professionals that work in the housing/residence life profession.
- ii. Facilitate the first timers club during the annual conference
- iii. Assess the needs of new professionals every two years
- iv. Provide resources on “bench-marking” for new professionals
- v. Manage blog content (including new professional information)
- vi. Coordinate new professional “roundtable”
- vii. Communicate professional development opportunities to new professionals
- viii. Write articles for *The Signpost*

XVII. Technology Coordinator

1) The Technology Coordinator shall serve for two years beginning and ending at the annual conference. This individual shall attend all Executive Council meetings as a voting member and fulfill the following position expectations.

2) Position Responsibilities

- i. Develop and maintain the organization’s web presence, to include hosting, domain registration, and layout/design of the site.

- ii. Maintain existing list services, including but not limited to the Executive Council Listserv, Small College and University listserv, Graduate Student listserv, HBCU and the NCHO Member Listserv.
- iii. Coordinate with members of the Executive Council to post relevant content on the organization's web site.
- iv. Stay abreast of current trends in technology in order to advise the Executive Council on the best uses of technology for the organization.
- v. Maintain and update the NCHO Membership Directory in coordination with the Member-At-Large.
- vi. Monitor and facilitate all list serve voting procedures.
- vii. Assist in recruiting Technology Coordinator successor.
- viii. Recruit and solicit members to serve on a Technology Committee (if deemed necessary).
- ix. Mark recommendations and suggest policies based on all technology issues.
- x. Manage the NCHO website in an inclusive manner (content, connection and access).

NCHO Policy Manuel Appendix

NCHO Conference Hosts

- 2013- NCCU, NCSU, UNC-CH, & Duke (40th Anniversary)
- 2012- North Carolina Central University
- 2011 - Western Carolina University
- 2010 - UNC-Chapel Hill (NCHO and NCCPA)
- 2009 - UNC-Chapel Hill
- 2008 - Wake Forest University
- 2007 - East Carolina University (NCHO and NCCPA)
- 2006 - NC State University
- 2005 - Charlotte
- 2004 - Wilmington (NCHO and NCCPA)
- 2003 – Asheville (*UNC Chapel Hill assisted on Host Team*)
- 2002 - Greensboro
- 2001 - Greensboro (NCHO and NCCPA)
- 2000 - Appalachian State University
- 1999 - Greensboro (NCHO and NCCPA)
- 1998 - Western Carolina University and UNC Asheville
- 1997 - UNC – Wilmington
- 1996 - Lenoir- Rhyne College
- 1995 - NC State University
- 1994 - NC&TSU, Bennett C. Elon C, Greensboro C, High Point U and UNCG
- 1993 - Appalachian State University
- 1992 - UNC – Wilmington
- 1991 - UNC – Charlotte
- 1990 - Lenoir-Rhyne College
- 1989 - East Carolina University

1988 - Wake Forest University
 1987 - NC State University
 1986 - UNC – Chapel Hill
 1985 - UNC – Greensboro
 1984 - Appalachian State University
 1983 - UNC – Wilmington
 1982 - UNC – Charlotte
 1981 - Western Carolina University
 1980 – East Carolina University
 1979 – Wake Forest/NC School of the Arts
 1978 – NC State University
 1977 – UNC – Greensboro/Queens College
 1976 – UNC – Charlotte
 1975 – Appalachian State University
 1974 – Wake Forest University
 1973 – UNC – Chapel Hill

NCHO Presidents

2012- Jennifer Wilder (NCCU)
 2011 - Lisa LaBarbera (NCSU)
 2010 - Dei Allard (UNC-CH)
 2009 - Steve Mysak (ECU)
 2008 - Heidi LeCount (Meredith)
 2007 - Scott Carter (East Carolina University)
 2006 - Barry Olson (NC State University)
 2005 - Rob Foreman (Gardner-Webb University)
 2004 - Tim Blair (NC State University)
 2003 - Dawn Dillon (Peace College)
 2002 - Doug Searcy Gardner-Webb University)
 2001 - Joe Boehman (UNC Chapel Hill)
 2000 - Carol Cooper (NC School of the Arts)
 1999 - Al Calarco (UNC Chapel Hill)
 1998 - Paul Barnes (Wake Forest University)
 1997 - Chris Kaberline (UNC – Wilmington)
 1996 - Don Miller (Lenoir-Rhyne College)
 1995 - Susan Grant (NC State University)
 1994 - Linda Inman (NCA&T SU)
 1993 - Doug Canipe (Appalachian State University)
 1992 - Chris Kaberline (UNC – Wilmington)
 1991 - Brad Reid (UNC- Charlotte)
 1990 - Don Miller (Lenoir-Rhyne College)
 1989 - Carolyn Fulgram (East Carolina University)
 1988 - Dennis Gregory (Wake Forest University)
 1987 - Cynthia Bonner (NC State University)

1986 - Lydia Lewis (UNC – Chapel Hill)
 1985 - Steve Haulman (UNC – Greensboro)
 1984 - Bob Dunnigan (Appalachian State University)
 1983 - Charlie King & Gary Juhan (UNC – Wilmington)
 1982 - Jackie Simpson (UNC – Charlotte)
 1981 - Randy Rice (Western Carolina University)
 1980 - Dan Wooten (East Carolina University)
 1979 - Ed Cunnings & Susan Given (Wake Forest/NC School of the Arts)
 1978 - Paul Marion (NC State University)
 1977 - Shirley Flynn & Chuck Lynch (UNC Greensboro/Queens College)
 1976 - Penny Camp (UNC – Charlotte)
 1975 – Bob Dunnigan (Appalachian State University)
 1974 - -----
 1973 – Jim Condie (UNC – Chapel Hill)
 19 of 23

NCARH Conference Hosts

2011 – UNC Chapel Hill
 2010 – East Carolina University
 2009 - NC State University
 2008 - Appalachian State University
 2007 – Western Carolina University
 2006 -NC A&T University
 2005 - Gardner-Webb University
 2004 - UNC Greensboro
 2003 - UNC Wilmington
 2002 - UNC Charlotte
 2001 - Appalachian State University
 2000 - Western Carolina University
 1999 - UNC Chapel Hill
 1998 - UNC Wilmington
 1997 -
 1996 - UNC Charlotte
 1995 -
 1994 –
 1993 –
 1992 –
 1991 –
 1990 –
 1989 –

RA Drive – In Conference Hosts

2012 – UNC Greensboro
 2011- North Carolina Central University
 2010 – Appalachian State University

2009 - N/A
 2008 – Fayetteville State University
 2007 – Winston Salem State University
 2006 - Johnson & Whales University
 2005 - UNC Chapel Hill
 2004 - Western Carolina University
 2003 - NC A&T University
 2002 - NC State University
 2001 - Gardner-Webb University
 2000 - UNC Wilmington
 1999 - Elon College
 1998 - Mar Hills College
 1997 - Louisburg College
 1996 -
 1995 - UNC Wilmington
 1994 - UNC Chapel Hill
 1993 - UNC Charlotte
 1992 - Elon College
 1991 -
 1990 -
 1989 - UNC Chapel Hill
 List GPS Hosts
 2012 - NCCU
 2011- Western Carolina
 2009 – NC State University

NCHO AWARDS

Please take time to nominate individuals for NCHO Awards. All awards will be awarded at the Annual Conference.

All Award Nominations are due by (Date)

Graduate Student of the Year

The Graduate Student of the Year Award recognizes the contributions of a graduate student in housing or residence life. The recipient must currently be, or have been during the previous academic year, enrolled as part-time/full-time graduate student in NC and employed by a Housing/Residence Life Department. They have made an outstanding contribution to their campus position and/or academic program, which are considered to be above the expectations of a graduate student.

Nominee Criteria:

- Currently be, or have been during the previous academic year, enrolled as a part-time graduate student at an institution in North Carolina and employed by a Housing/Residence Life Department.
- Have made an outstanding contribution to their campus position and/or academic program that are considered to be above the expectations of a graduate student.

Nomination Materials:

- A completed Award Nomination Form
- One letter of support (not to exceed 2 pages):
 - Identifies how long, and in what capacity, the nominator has known the nominee.
 - Identifies nominee's activities pertinent to this award, including examples of achievements and contributions, student's future aspirations, etc.

Outstanding New Professional

The Outstanding New Professional Awards recognizes a colleague in the first three years of professional level employment in Housing and Residence Life who displays exemplary service to the field and their own institution.

Nominee Criteria:

- Be currently employed by post-secondary institution in North Carolina.
- Be in the first three years of professional level employment.
- Have demonstrated outstanding performance in his/her position.
- Have made an outstanding contribution to their department and campus.
- Have demonstrated potential for successful and effective career in residence life work.

Nomination Materials:

- A completed Award Nomination Form
- One letter of support (not to exceed 2 pages):
 - Identify how long and in what capacity the nominator has known the nominee.
 - Identify activities that the nominee has been involved in that are pertinent to this award including examples of achievements and/or contributions, how he/she approaches his/her work efforts, how he/she works with others, etc.
 - Speak to the sustained exceptional performance of the nominee.

Bob Dunnigan Lifetime Service and Achievement Award

This award is recognition for quality, long-term contributions and outstanding efforts of deserving professionals. It is acknowledgement of competent administrative skills, merited status among colleagues, and support of the recipient's campus community of students, faculty and staff. It is a tribute to the commitment to advancing the profession through leadership, research, and/or teaching, and the effectiveness of the recipient in developing junior staff members. The Bob Dunnigan Lifetime Service and Achievement Award reflects quality leadership in both university and community affairs.

Nomination Material:

- A completed Award Nomination Form
- One letter of support (not to exceed 2 pages):
 - Identify how long and in what capacity the nominator has known the nominee.

- Identify activities, achievements, and contributions that the nominee has been involved in that are pertinent to this award.

Dan Wooten Award

The Dan Wooten Award is awarded to the institution's student group known as RHA or RSA, or the group recognized as the governing body for residence hall students, for qualify contributions at the local (campus and community), state, and regional levels.

Nomination Material:

- A completed Award Nomination Form
- A letter of endorsement from the Director of Housing and/or residence life is required.
- One letter of support (not to exceed 2 pages);
 - Identify and explain accomplishments, results, and special initiatives of the group. (Due to the timing of the Annual NCHO conference, the nomination can be based on accomplishments of the prior academic year).
 - The nomination should address how the organization has worked to meet the needs of, and improve the quality of life for the residential students.

R. Randy Rice Service Awards

R. Randy Rice Service Awards are given to those deserving staff at individual institutions that have gone beyond the call of duty and/or service to support the mission, goals, and/or activities of the Residence Life and/or Housing program. Any member of the campus community – housekeepers, maintenance staff, food service staff, secretarial staff, and faculty member – is eligible for this award.

Nomination Material:

- A completed Award Nomination Form
- A brief (short paragraph) explanation of service to you Residence Life/Housing program.

NCHO Service Pins

Recognition pins will be awarded annually to members of the Executive Council and subcommittee chairs who have not already received a service pin. No more than five other pins may be awarded to individuals for outstanding service to NCHO, SEAHO or ACUHO-I or for “special recognition” outside of the above criteria.

Nominating Materials:

- A completed Award Nomination Form
- A brief (short paragraph) explanation of why the nominee should receive this recognition

Appendix B: NCHO Constitution

The Constitution of the North Carolina Housing Officers Revised June 2010

Article I: Name

The name of this association will be the North Carolina Housing Officers.

Article II: History and Mission

Organized in 1973 by North Carolina housing professionals, an association named the North Carolina Housing Officers was created to promote an exchange of ideas and philosophies among private and public institutions with residence hall and apartment programs. The organization adopted this new mission statement in the fall of 2002. Mission and Principles of the association of North Carolina Housing Officers (NCHO): The association of North Carolina Housing Officers (NCHO) is an organization dedicated to the education and professional development of housing and residence life staff at private and public institutions of higher education and learning in North Carolina. NCHO is committed to:

- Promoting the student affairs and housing profession.
- Providing affordable professional development opportunities.
- Promoting the standards established by ACUHO-I.
- Serving as a liaison between the members and other state, regional and national organizations.
- The philosophies of non-discrimination, equal opportunity and equal access to services, participation and leadership within the organization.
- Facilitating the pursuit and exchange of new information, theories, practices and delivery of housing and related services.
- Furthering the use of technology to provide efficient and timely service to members.

Article III: Membership

Section 1. Institutional Membership – Any institution of post-secondary education providing a residential housing program in North Carolina is eligible for institutional membership. Membership will entitle one vote either voice or electronically per institution, election or appointment to office, and receipt of the NCHO Newsletter.

Section 2. Membership Committee – The Membership Committee shall be charged with the responsibility of recruiting new members and assisting the Business Manager in maintaining current names and addresses of the association's membership. The Member-at-Large will chair the Membership Committee.

Article IV: Officers

Section 1. Leadership

- The elected officers of NCHO shall be: President, President-Elect, Past-President, Business Manager, SEAHO Representative, Annual Conference Chair, Member-at-Large, Small College and University Representative, Graduate Student Representative, HBCU Representative and New Professionals Representative. Appointed positions shall be Program Chair, Communications Coordinator and Technology Coordinator. The Annual Conference Chair will be selected by the host institution and confirmed by the President of NCHO. The NCARH Liaison is selected by NCARH State Board of Directors and approved by the NCHO Executive Council. These officers shall make up the voting members of the council. The Executive Council of NCHO shall consist of the officers of the organization, and the following non-voting members: Program Chair - Select.
- The Executive Council shall serve as Board for the formulation and recommendation of policies to the association and shall act for the association between business meetings of the annual conference.
- Unless otherwise stated, the term of office begins and ends at the annual conference.

Section 2. President

The President shall serve as the chief executive officer of the Association and chair of the Executive Council; preside over all meetings of the Association and the Executive Council; perform all other duties as designated by the Executive Council and/or Association membership; and perform all other duties customary to such office which are not inconsistent with the Association's Constitution. Specific duties are listed in the NCHO Policy book.

Section 3. President Elect

The President-Elect shall be a member in the association for a minimum of three years. The President-Elect shall preside at all Association functions in the absence of the President; coordinate election process, work to secure conference site and chair two years in advance, serve as the Membership Committee Liaison. Members seeking committee experiences shall contact the President-Elect to be informed of committee opportunities, shadow and work closely with the current NCHO President and perform other duties as assigned. The President-Elect shall be elected at the annual conference for a three-year commitment of service which includes one year in each of the offices of President-Elect, President and Past President. Specific duties are listed in the NCHO Policy book.

Section 4. Past President

The immediate Past President shall serve as chair the Awards/Recognition Committee, coordinate the Silent Auction at the Annual Conference, serve as a resource and advisor

to the current NCHO President, serve as the NCHO Historian, and perform other duties and responsibilities as assigned by either the President or the Executive Council. The Awards/Recognition committee, which is comprised of the Past-Presidents of NCHO or members of the organization, shall solicit NCHO Service Award nominations, nominations for the Dan Wooten Award, and other award/recognition needs of the organization. Specific duties are listed in the NCHO Policy book.

Section 5. Business Manager

The Business Manager shall be a member in the association for a minimum of two years. The Business Manager is primarily responsible for all elements concerning the current financial standing of the organization as well as organization membership. In addition, the Business member coordinates the agenda in collaboration with the president and publishes the minutes from all meetings. Specific duties are listed in the NCHO Policy book.

Section 6. Member-at-Large

The Member-At-Large shall be a member in the association for a minimum of two years. The Member-at-Large shall serve for a term of office of two years. The Member-at-Large primary responsibility is serving needs of the membership on the Executive Council and through the Membership Committee. Specific duties are listed in the NCHO Policy book.

Section 7. SEAHO Representative

The SEAHO Representative shall be a member in the association for a minimum of three years. This person must have several years of significant involvement in NCHO prior to running for this position. The SEAHO Representative first responsibility is to chair the state caucus meeting at the next SEAHO Conference. The SEAHO representative shall serve a term of office for two years and will transition their elected replacement at their last SEAHO Conference, following the fall election of a new representative. The SEAHO Representative will represent NCHO at all SEAHO Executive Council meetings including the SEAHO annual conference and mid-year meeting. Specific duties are listed in the NCHO Policy book.

Section 8. Communications Coordinator

The Communications Coordinator shall serve for a term of two years. The Communications Coordinator is responsible for producing the NCHO Newsletter, *The Signpost*, creating a marketing plan for NCHO and, in conjunction with the President, serving as a point-person for the organization. Specific duties are listed in the NCHO Policy book.

Section 9. Historically Black College and University (HBCU) Representative

The HBCU Representative shall be a member in the association representing an institution identifying themselves as a Historically Black College or University. The HBCU Representative shall currently work at a HBCU and have at least two years of experience at the institution they are representing, or two years of experience at a HBCU. The HBCU Representative shall serve for a term of two years. The HBCU Representative

should be able to articulate issues facing the housing/residence life profession at HBCU's. Specific duties are listed in the NCHO Policy book.

Section 10. Graduate Student Representative

The Graduate Student Representative shall be a member in the association who fulfills the following definition of a graduate student: an individual who is enrolled in either a masters or higher-level degree program, either full-time or part-time. The Graduate Student Representative shall serve for a term of one year. The main role of the Graduate Student Representative is to support and encourage graduate students that work in housing/residence life to become active participants in NCHO activities. Specific duties are listed in the NCHO Policy book.

Section 11. Small College and University Representative

The Small College and University Representative shall be a member in the association representing an institution with a capacity not to exceed 2,000 beds. The Small College and University Representative shall currently work at a small college or university and have at least two years of experience at the institution they are representing, or two years of experience at a small college. The Small College and University Representative shall serve for a term of two years. The Small College and University Representative should be able to articulate issues facing the housing/residence life profession at small colleges. Specific duties are listed in the NCHO Policy book.

Section 12. Technology Coordinator

The Technology Coordinator shall be a member in the association. The Technology Coordinator shall serve for a term of two years. The Technology Coordinator should have a high level of knowledge and access to appropriate technology to maintain the association's website and listserv. Specific duties are listed in the NCHO Policy book.

Section 13. Program Chair

The Program Chair shall be a member in the association and shall be the past Program Chair-Select. The Program Chair's term shall serve for a term of one year. The Program Chair shall work closely with the Annual Conference Chair(s) and Program Committee to coordinate and implement a quality professional development program for the annual conference. The Program Chair will preside over the Program Committee. Specific duties are listed in the NCHO Policy book.

Section 14. Program Chair-Select

The Program Chair-Select shall be a member in the association and shall be a past member of the Program Committee. The Program Chair-Select's term shall be for one year with a transition into the Program Chair role at the conclusion of the term. The Program Chair-Select shall work closely with the Program Chair to coordinate and implement a quality professional development program for the annual conference. Specific duties are listed in the NCHO Policy book.

Section 15. Annual Conference Chair(s)

The Annual Conference Chair(s) shall be a member in the association. The Annual Conference Chair(s) shall serve a term of one year beginning at the end of the annual conference and continuing through the evaluation process of the following conference. The Annual Conference Chair(s) will preside over the conference committee and will work closely with the Program Chair/Committee to provide a quality professional conference. Specific duties are listed in the NCHO Policy book.

Section 16. NCARH Liaison

The NCARH Liaison shall be a member in the association and should have experience in advising their institution's residence hall association (et. al.). The NCARH Liaison shall serve for a term of two years usually beginning at NCARH (February) and serving through two consecutive NCARH and NCHO conferences. This position will be selected by the State National Communication Coordinators (or their yielded representative) of NCARH at their Annual state conference or at the next NCARH NCC meeting if a mid-term vacancy is created. The term of advising will commence at the close of the annual NCARH conference. The NCARH Liaison is expected to be present at NCARH, No Frills, SAACURH and when possible NACURH. Specific duties are listed in the NCHO Policy book.

Section 17. New Professional Representative

The New Professional Representative shall be a member in the association who when elected, shall be within their first three years of full-time professional employment. The New Professional Representative shall serve a term of two years. The main role of the New Professional Representative is to support, encourage and connect new professionals that work in the areas of housing/residence life to become active participants in NCHO activities. Specific duties are listed in the NCHO Policy book.

Article V: Selection of NCHO Executive Council Officers

All NCHO members shall have an equal opportunity to be nominated for vacant elected/appointed Executive Council positions (President-Elect, Business Manager, SEAHO Representative, Member-at-Large, Graduate Student Representative, Small College and University Representative, HBCU Representative and New Professionals Representative). Given the nature of the positions and institutional support required, those holding the Communications Coordinator, Program Chair, Program Chair-Select and Technology Coordinator will be selected by the Executive Council and approved by the membership at Annual Conference. All interested members, may self-nominate or be nominated by a colleague. Nominations will be submitted to the President-Elect. If the member accepts the nomination, the member/candidate shall submit a statement of intent and experience by the published deadline. Each member/candidate will be introduced to the electorate body during the business meeting at the annual conference. Voting will take place by secret ballot (one vote per institution) and a candidate will need a simple majority vote (50% plus 1) to be elected to the position. Officer selections will be announced to the association at the annual conference.

Article VI: Leadership Vacancies

If a vacancy comes to exist in any Executive Council office, the Executive Council shall decide, with majority vote, the appropriate course of action and/or appoint a replacement for a term designated by the Executive Council.

Article VII: Bids to Host Annual Conference

The Bid Process for the annual conference is outlined in the policy book. Conference host site shall be selected as outlined and voted on by the Executive Council.

Article VIII: Constitutional Changes

All proposed changes to the NCHO Constitution shall be brought to the membership at the annual conference for a vote (one vote per institution). Proposed revisions shall be put forth by the Executive Council in writing and distributed to individuals attending the annual conference. A majority vote from those in attendance at the Business Meeting of the annual conference is required for passage.

Article IX: NCHO Policy Book

The NCHO Policy book is an extension of the organization's constitution. It contains the policies and procedures for the "day to day" operations of the organization. Detailed Executive Council job descriptions, election information, financial policies, organizational forms, Executive Council voting procedures, annual conference guidelines and other information is included in the policy book. The document is to be maintained by the President and updated as needed. Changes to the policy book may be done so by the Executive Council. Changes to the policy book will be reported to the membership via email, posted on the website and included in the President's report at the end of their term.

Appendix C: NCHO Assessment Coordinator Positions Description

Assessment Coordinator North Carolina Housing Officers

The Assessment Coordinator will be the primary coordinator for assessment for the organization. The position is appointed by the Executive Council to serve a **two year term**.

Primary responsibilities include:

- Creation of a Needs Assessment for NCHO, to be distributed prior to the Annual Conference (2015)
- Share gathered data with NCHO Executive Council and NCHO General Membership
- Serve as a resource for NACARH and Executive Council members for assessment related projects
- Work with the Business Manager to keep records of assessed data and provide past information to the Executive Council as requested
- Oversee assessment of the annual conference, including satisfaction, program offerings, etc., in collaboration with the Professional Development Chair and Annual Conference Chair
- Assist in the development of rubrics or assessment tools for on-going and one-time NCHO programs
- Periodically submit assessment related content for the Signpost
- Provide assessment-related programmatic offerings at the NCHO Annual Conference and throughout the year as possible

Updated: April 15, 2016 by NCHO Executive Council