The History of the
Association of
College & University
Housing Officers – International
The History of the
Association of College & University Housing Officers – International

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First Printing – 1961
Second Printing – 1965
Third Printing – 1970
Fourth Printing 1975
Fifth Printing – 1980
Sixth Printing – 1985
Seventh Printing – 1990
Eighth Printing – 1998

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FORWARD

May 2012

To honor the rich heritage, traditions, and roots of the Association of College & University Housing Officers – International, as well as to share the milestones of significant recent accomplishments, it is my pleasure to share with you the ninth printing of The History of the Association of College and University Housing Officers – International. Well, printing might not be the most accurate way to put it as this version is being made available as a downloadable PDF and in the popular e-book format, another first for the association.

The history of ACUHO-I was first published in June 1961. This present document updates the previous version by including information from 1998-2011. In addition, some photographs from the past – including a group picture from the very first housing officers conference – have been added.

Alma R. Sealine initiated the project through her leadership as the ACUHO-I president. In addition, James Baumann, the Director of Communications and Marketing, and Emily Glen, Corporate Librarian, were instrumental in providing valuable expertise and information. The central office staff also contributed invaluable editorial support, archival material, and technical skills. The ACUHO-I past presidents from 1998-2011 supported the development of this document through review and editing of their years as leaders of the association.

The housing profession has faced increasingly complex challenges during this period of time. The association’s leadership has needed to engage in continual strategic initiatives to support practitioners in meeting the scope and breadth of multiple concerns and issues.

A wide array of ACUHO-I initiatives provides testimony to the active involvement of multiple parts of the Association in meeting these challenges. The development of a benchmarking partnership with Educational Benchmarking, Inc., career development and placement initiatives, such as the STARS College and National Placement Exchange, the formalizing of alliances with the ACUHO-I regions, the expanded use of technology by the central office in service of ACUHO-I members, enhanced development of ACUHO-I publications, expanded fundraising and financial support by the Foundation Board, the continuing development of the Professional Standards, the 21st Century Project, the initiation of the Southern Africa Chapter, restructuring of the Executive and Foundation Boards, the Global Housing Summit, the work of the Credentialing Task Force in the development of certificate programs, training institutes such as the CHO Institute and Student Housing Training Institute of Southern Africa, and the Body of Knowledge Task Force are some of the significant milestones of the association, as it has dealt with many issues.

All of these accomplishments would not have occurred without the active mutual support and complementary efforts of member volunteers serving on committees and task forces, the Executive Board, the Foundation Board, the Association Executive Director, the central office staff, and the regional leadership. These groups and individuals have continued to provide well-planned and coordinated service to housing practitioners.
In reflecting on the major initiatives and the significant work of so many over this period of time, the housing field can gain assurance that their professional organization will continue to offer the same high level of service and leadership in the future as in the past.

Sincerely,

Bob Mosier
ACUHO-I President, 1997-98
ACUHO-I HISTORY

The rapidly rising tide of enrollment in colleges and universities after World War II brought with it immediate and pressing problems concerning the housing and feeding of students. The over-crowding of facilities and the need to take care of married students resulted in focusing the attention of college and university administrations on housing problems never faced in the history of the nation. The problems of housing had become national in scope, and the need to discuss housing problems on a national level became quite evident.

S. Earl Thompson, then director of housing at the University of Illinois, proposed the original idea that the housing officers of colleges and universities should meet on a national level to discuss their housing problems. He and his staff prepared a program and invited delegates to attend a national housing conference at the University of Illinois on July 28, 29, and 30, 1949. The rest, as they say, is history.
ACUHO-I HISTORY: 1949-1960

1949
President: N/A
Conference Site: University of Illinois

Sixty-two official delegates representing 33 colleges and universities were in attendance at the First National Housing Conference held at the University of Illinois July 28-30, 1949. During the business session of the group, the question of a permanent national organization was discussed. After much discussion, a proposal was presented to have a similar meeting the next year and to delay consideration of a permanent organization until that time. Dr. Robert B. Stewart, of Purdue University (Indiana), suggested that the following persons be appointed as a committee to arrange for such a meeting in 1950: S. Earl Thompson, University of Illinois, chairman; W. Norris Wentworth, Indiana University; Willard J. Buntain, Northwestern University (Illinois); and S. Lee Burns, University of Wisconsin.

1950
President: N/A
Conference Site: Purdue University (Indiana)

Eighty-six delegates representing 60 colleges and universities were in attendance.

Again the question of a permanent organization was presented to the group. S. Earl Thompson appointed the Committee on Organization to study the matter and to report its recommendation at the next annual meeting. The committee was composed of Ruth N. Donnelly, University of California-Berkeley; Joseph E. Gould, Syracuse University (New York); Robert C. Koehler, Oregon State University; Thomas A. McGoey, Columbia University (New York); and J.C. Schilletter, Iowa State University. The group elected J.C. Schilletter as chair.

1951
President: N/A
Conference Site: Michigan State University

Seventy-eight official delegates representing 50 colleges and universities were in attendance.

The recommendation of the Committee on Organization appointed in 1950 at Purdue University was as follows: that a non-dues paying organization be established; that officers be elected at this meeting consisting of a president, a vice president, and a secretary; and that the elected officers be charged with the responsibility of appointing necessary committees, drawing up a constitution, and
recommending an official name for the organization. The recommendations of the committee were adopted unanimously.

At this meeting the first officers of the association were elected. They were president, S. Earl Thompson, University of Illinois; vice president, Kenneth D. Lawson, Michigan State; and secretary, Ruth N. Donnelly, University of California-Berkeley.

1952
President: S. Earl Thompson (University of Illinois)
Conference Site: University of California-Berkeley

Ninety-one official delegates representing 48 colleges and universities were in attendance at the conference.

At this meeting the delegates adopted the "National Association of College and University Housing Officers" as the official name of the organization and voted to establish annual dues not to exceed $20 for each member institution. The office of secretary was changed to that of secretary-treasurer.

The following officers were elected for the ensuing year: president, Kenneth D. Lawson; vice president, M.R. Shaw; and secretary-treasurer, Ruth N. Donnelly.

1953
President: Kenneth D. Lawson (Michigan State University)
Conference Site: University of Minnesota
As a dues-paying organization for the first time, membership included 91 colleges and universities that were listed as members, and 128 delegates representing 67 colleges and universities attended the meeting. It should be noted that the number of representatives and member institutions had more than doubled that of the first meeting.

Under the leadership of Kenneth D. Lawson, a constitution was drawn up and adopted by the delegates at the annual meeting. The name of the organization was changed to the "Association of College and University Housing Officers," and the letters ACUHO came into use when referring to the association.

The following officers were elected to serve for the ensuing year: president, J.C. Schilletter; vice president, M.R. Shaw; and secretary-treasurer, Ruth N. Donnelly.

1954
President: J.C. Schilletter (Iowa State College)
Conference Site: Cornell University (New York)

The 6th Annual Conference was attended by 145 official delegates representing 78 colleges and universities. The total membership numbered 96 institutions.
The work of the Displays Committee, along with its exhibits, gave evidence of the growing interest of the younger generation in the advancement of the association. A Procedural Form Book was assembled for the use of member institutions.

The following officers were elected for 1954-55: president, M.R. Shaw; vice president, F.C. McConnell; and secretary-treasurer, Ruth N. Donnelly.

1955
President: Milton R. Shaw (Cornell University)
Conference Site: Iowa State College

The 7th Annual Conference was represented by 157 official delegates from 77 colleges and universities. The association had grown to 102 member institutions.

During the year, requests for services from the membership resulted in modest starts in four different areas to render greater service: a permanent Displays Committee, a placement service, an expanded newsletter, and a Research Committee.

The first amendments to the constitution adopted by the association included two changes: one created the office of a second vice president, and the other added the immediate past president to the Executive Committee.

President Shaw, in his report to the association, made the following statement: "The Association of College and University Housing Officers can be likened to a healthy 'teenager.' We are full of vitality, growing rapidly, and know we have a mission in life but sorely need strong leadership and a sense of direction."

The following officers were elected for the ensuing year: president, F.C. McConnell; first vice president, Donald W. Kilbourn; second vice president, William C. Wells; and secretary-treasurer, Ruth N. Donnelly.

1956
President: F.C. McConnell (University of Texas – Austin)
Conference Site: University of Oregon

The 8th Annual Conference was attended by 154 official delegates representing 72 colleges and universities. The growth of the association gained considerable impetus during the year, having grown to 140 institutions.

In recognition of the accelerated growth of the association and the interest shown by related organizations and groups, two additional standing committees were named: a Federal Housing and Home Finance Administration Advisory Committee (College Housing Program) and a Membership Committee.
Committee. The Special Advisory Committee, previously appointed to coordinate and assemble information and data in cooperation with related associations for the American Institute of Architects, having fulfilled its function, was discharged.

The Executive Committee decided that the incoming second vice president would serve as chair of the Membership Committee each year.

Ruth N. Donnelly, who had held the office of secretary-treasurer from the beginning, resigned. It was determined by the Executive Committee that in the future the tenure of the secretary-treasurer's position would be three years and that it then be filled by an institution member from a different geographical location.

The following officers were elected for 1956-57: president, Donald W. Kilbourn; first vice president, William C. Wells; second vice president, J. Arthur Pringle; and secretary-treasurer, Leonard A. Schaadt.

1957
President: Donald W. Kilbourn (Central Michigan University)
Conference Site: Eastern Michigan College

One hundred and seventy-two official delegates representing 88 colleges and universities were in attendance at the 9th Annual Conference. The membership was reported to be 163 by the secretary-treasurer.

The interest of related associations and professional groups in ACUHO resulted in proposals to support a number of interesting projects. Worthy of note were the following: to assist the Federal Office of Education in the development of a basic curriculum in quantity food preparation and to establish a liaison with the Environmental Health Committee of the American College Health Association in working on the development of a set of health, safety, and sanitation standards for off-campus student housing. Recognizing the many requests and demands upon the association for assistance and support, President Kilbourn made the following statement: "As the services of the association are expanded, we shall have to be careful to keep our efforts channeled in those directions which have merit and refrain from dissipating energy in areas where we are not prepared to function effectively."

The first vice president was given the responsibility by the Executive Committee for preparing and editing the newsletter. A Time and Place Committee was established to determine the location of the annual conference two years in advance as its objective.

The following officers were elected for 1957-58: president, William C. Wells; first vice president, J. Arthur Pringle; second vice president, Joseph P. Nye; and secretary-treasurer, Leonard A. Schaadt.
1958
President: William C. Wells (University of Maine)
Conference Site: University of Buffalo (New York)

The 10th Annual Conference was attended by 218 delegates representing 117 colleges and universities. The growth of the association continued steadily as indicated by a membership of 192 colleges and universities.

It was reported at the annual meeting that in keeping with the growth of the association, three regional groups were established: the Northeast, Rocky Mountain, and Western Associations. These groups were scheduling their own annual meetings and looked upon ACUHO as the parent organization.

An increasing need for a development and training program for personnel interested in student housing resulted in the establishment during the year of a Committee on Training Residence Personnel. The committee was charged with the responsibility of establishing and developing regional programs. It was expected that the Placement Committee, which had been providing an increasingly more significant service to association members, would have considerable interest in this program.
The accomplishments of the Research Committee during the previous three years are worthy of mention: a comprehensive bibliography (1956), a survey on married student housing (1957), and a report of student housing organizations with job descriptions and compensation for housing officers (1958). This committee was instructed to complete and submit a survey on non-institutional housing during the year ensuing (1959).

The following officers were elected for 1958-59: president, J. Arthur Pringle; first vice president, Joseph P. Nye; second vice president, Fred A. Schwendiman; and secretary-treasurer, Leonard A. Schaadt.

1959
President: J. Arthur Pringle (University of Washington)
Conference Site: University of Colorado

The 11th Annual Conference was attended by 238 official delegates representing 124 colleges and universities. Membership in the association had then reached 223 as compared to 91 in 1953, the year when the association was formally organized and established.

Significant of this growth was the membership in three widely separated foreign countries, Lebanon, Canada, and South Australia.

The first ACUHO workshop was held at Emory University (Georgia) with an attendance of 56 registrants. Following this event, five regional workshop committees were established with a sixth in process, all conducting workshops later.

The Time and Place Committee concurred in the already established pattern of annual conference sites. Accordingly, the annual conferences would be held at Midwest locations every other year and at East and West Coast locations, respectively, in alternate years.

The association, in recognizing the need for assistance in the housing field from foreign educational institutions, prepared to assemble information and materials to be sent to them on request.

President Pringle in his report to the association stated, "To me, the most significant development during the past year has been the growing interest in the meetings of the regional groups . . . as the association grows, I predict that the regional groups will become stronger, more effective, and serve as 'grass roots' of the national organization."

The following officers were elected for 1959-60: president, Joseph P. Nye; first vice president, Fred A. Schwendiman; second vice president, Newell J. Smith; and secretary-treasurer, A. Thornton Edwards.
1960

President: Joseph P. Nye (Columbia University)
Conference Site: Indiana University

Two hundred and thirty-nine delegates representing 115 colleges and universities attended the 12th Annual Conference, and the total membership was reported as 223. All states were represented with the exception of our two new states, Alaska and Hawaii.

Continued progress was made during the year in regional conferences. The meetings of the Northeast and California regions were well attended and highly successful. President Nye observed that in some respects these regional groups had more to offer than the national meetings, as more participants from each school could attend and some items of discussion were more appropriate at the regional level.

The First National Training Institute was held at the University of Georgia with 21 enthusiastic persons in attendance representing almost all sections of the country.

The Research Committee completed a major project during the year: a study of "In-Service Training for Educational Personnel in College Residences."
Two new committees were established: a Special Committee on Food Service Personnel and a Future Plans Committee to study and evaluate the progress of the association to date and to give some direction for its future development.

The following officers were elected for 1960-61: president, Fred A. Schwendiman; first vice president, Newell J. Smith; second vice president, Malcolm G. Gray; and secretary-treasurer, A. Thornton Edwards.
1961

President: Fred A. Schwendiman (Brigham Young University)
Conference Site: Columbia University (New York)

Two hundred and thirty delegates from 151 colleges and universities attended the 13th Annual Conference. The total membership had increased to 227.

President Schwendiman stated in his report that "ACUHO is considered a practical 'live' group dedicated to going forward in the best progressive traditions in a growing ‘industry’ of housing and feeding students." His later statement that "over 100 individuals were actively engaged in the work of 16 standing committees" was indicative of the dedication of the membership. He also reminded the delegates "that we should never lose sight of our objective to serve the needs of all three important aspects of student housing: namely, personnel and program areas, food services, and the business relationships."

The special Committee on Future Plans submitted a report that President Schwendiman stated would be of considerable value in programming the future of the association.
The special Food Service Personnel Committee, established in the previous year, reported that an eight-week pilot program for training supervisory food personnel was conducted at the University of Illinois.

The Annotated Bibliography of literature dealing with housing and food service in colleges and universities was updated by the Research Committee for the period from July 1956 to December 1960, and the publication was distributed. This committee also published six additional research papers.

The constitution was amended to provide for a secretary and a treasurer to replace the combined office of secretary-treasurer and for the progression of the first vice president to the office of president, providing that eligibility qualifications were maintained.

The following officers were elected for 1961-62: president, Newell J. Smith; first vice president, Malcolm G. Gray; second vice president, Frank C. Shiel; and secretary-treasurer, A. Thornton Edwards.

1962

President: Newell J. Smith (University of Wisconsin – Madison)

Conference Site: University of Wisconsin

Three hundred and forty-five delegates from 165 colleges and universities attended the 14th Annual Conference. The membership reported for this year was 241.

The highlights of the year reported by President Smith included arrangements with the Education Facilities Laboratories, Inc. for a grant to conduct research on various phases of college and university housing. The tentative grant amount was $60,000, of which $30,000 had been committed for several ACUHO research projects to be carried on by University Facilities Research Center in cooperation with the Research Committee. ACUHO representatives joined with those of four other related national organizations to form a group to be known as the Inter-Association Coordinating Committee. President Smith explained that the purpose of this committee would be to establish a liaison between associations in an attempt to coordinate their activities and to eliminate a duplication of efforts.

The Food Service Personnel Committee continued its pilot program in training supervisory food personnel in selected institutions that had volunteered to take applicants for an eight-week training course.

Arrangements were made to sponsor a housing institute for college and university housing officers at Southern Methodist University. The program was conceived and developed by the Training Committee.

In cooperation with the American College Health Association and the Campus Safety Association, the Off-Campus Housing Committee developed a booklet, Recommended Minimum Health
and Safety Standards for Non-Institutionally Owned Student Housing. The booklet was published and distributed to the membership.

Under the changes made in the constitution in 1961, Malcolm G. Gray progressed to the presidency, and the following officers were elected for 1962-63: first vice president, Frank C. Shiel; second vice president, William N. Davis; secretary, W. Eugene Clingan; and treasurer, William H. Strickland.

1963
President: Malcolm G. Gray (Mississippi State University)  
Conference Site: University of California-Los Angeles

The 15th Annual Conference had representation from 121 colleges and universities by 270 delegates. The association membership had increased to 261.

The Research Committee worked throughout the year with the University Facilities Research Center in the development of two monographs, made possible by a grant from the Educational Facilities Laboratories, Inc., reported in 1962. The first monograph was to be a comparative study of high-rise/low-rise residence halls, and the second was to be a study on the relative merits of a food storage building.

The Institute for Residence Hall Administrators, held in December in Dallas, Texas, under the guidance of the Training Committee, proved to be successful, and a second institute was arranged. This committee also published a booklet, Training Aids and Techniques, which was distributed to the membership.

Two additional national associations joined the Inter-Association Coordinating Committee to bring the total membership to seven. The committee established a Commission on Professional Development, and Newell Smith was chosen from the ACUHO delegation to represent our interests in this important undertaking.

On recommendation of the Research Committee, a Library Committee was established, and Emory University in Atlanta, Georgia, was selected as the location for the library. This action was taken to provide a depository for all ACUHO publications as well as other publications relative to residence hall operations.

For the first time in the history of the association, the newsletter appeared in printed form. It replaced the mimeographed sheets that had been in use for several years. The format and organization of the publication was a definite improvement and was received with commendation.

Several technical changes were made in the constitution to make it conform with revisions made at the Columbia Conference. Bylaws were changed to increase annual dues to $30 and to establish the tenure of office for the secretary and treasurer at three years. Frank C. Shiel progressed to the presidency, and the following officers were elected for 1963-64: First Vice President William N. Davis
and Second Vice President John E. Forsberg. Secretary W. Eugene Clingan and Treasurer William H. Strickland continued in office.

1964
President: Frank C. Shiel (University of Michigan)
Conference Site: University of Michigan

Three hundred and fifty-nine delegates representing 167 colleges and universities attended the 16th Annual Conference. The total membership numbered 274.

The Annotated Bibliography of literature covering all phases of college and university housing was again updated by the Research Committee and distributed to the membership. Arrangements were made with the College Student Personnel Institute to maintain the bibliography and republish it every four years under the direction of the Publications Committee (formerly the Library Committee).

ACUHO published an Annotated Bibliography on Residence Counseling for membership distribution. Matthew Stark of the University of Minnesota prepared the bibliography. Arrangements were made with the American College Personnel Association for ACUHO to act as co-publisher of the forthcoming monograph College Housing as Learning Centers by Harold Riker of the University of Florida.

The first two monographs, High-Rise/Low-Rise Residence Halls, was published, and general distribution was made. This publication resulted from the efforts of the Research Committee in cooperation with the University Facilities Research Center.

The Commission on Professional Development of the Council of Student Personnel Associations in Higher Education (formerly the Inter-Association Coordinating Committee) completed a suggested program for professional training that was approved in principle by ACUHO.

Some progress was made by a special Telephone Committee in attempting to resolve problems arising from Centrex installations in residence halls. The committee had meetings scheduled with representatives of the two major telephone companies.

Continuing projects of the association included the pilot program of the Food Service Personnel Committee in training supervisory food service personnel and the Institute Program for Residence Hall Administrators scheduled for Dallas, Texas, for the third consecutive year. Recommendations of the Training Committee to establish additional institutes at widely spread geographic locations were approved.

The ACUHO Award, the highest honor that ACUHO can bestow upon a former member, was established. This honor is to be recommended by the ACUHO Award Committee when appropriate. It recognizes outstanding achievements in and contributions to the field of college and university housing and food service and to ACUHO. It is appropriate that the first recipient of the award be S.
Earl Thompson, from the Pennsylvania State University, who proposed in 1949 that a national meeting of housing officers of colleges and universities should be called to discuss common problems.

William N. Davis progressed to the presidency, and the following officers were elected for 1964-65: first vice president, John E. Forsberg; second vice president, John C. Smalley; secretary, W. Eugene Clingan; and treasurer, Thomas F. Adams (William H. Strickland resigned).

1965
President: William N. Davis (Brown University)
Conference Site: Pennsylvania State University

The 17th Annual Conference was attended by 390 delegates from 169 member institutions. Guests and families brought the total attendance up to 556. The institution membership was officially reported at 323.
The monograph by Harold Riker, co-published by ACUHO with the American College Personnel Association, was published and distributed to the membership. The policies and objectives of the Research Committee and its activities were revised and updated to meet the current requirements of student housing. Preliminary information with respect to the ACUHO personnel directory was distributed at the conference. The Research Committee also instituted more cooperative and closer liaison relationships with the several regional groups within the national organization.

Two housing institutes, coordinated by the Personnel Training Committee, were held. Southern Methodist University hosted the first institute in the fall, and the second institute was hosted by Pennsylvania State College in the spring.

The Council of Student Personnel Associations in Higher Education (COSPA), with which ACUHO is associated, published a brochure explaining its purpose and structure. Another brochure, *A Proposal for Professional Preparation in Student Personnel Work*, was also published. In addition to membership distribution, it was sent to deans of graduate schools throughout the country.

The Food Service Management Program continued to be a valuable tool in the training of student dietitians. Sixteen applicants were currently assigned to member institutions for training.

Five newsletters were issued to keep the membership advised of current happenings and of other items of interest in the housing field. The activities of standing committees continued to be reported through this medium to provide current information and a report of their activities to the housing officers.

During the Installation Banquet, Mr. J. duVon, head of the College Housing Loan Program in the Department of Housing and Urban Development, received the association’s highest award, the ACUHO Award. This award was presented to Mr. duVon in recognition of his outstanding contributions and efforts in the support of college and university housing.

John E. Forsberg progressed to the presidency, and the following officers were elected: first vice president, John C. Smalley; second vice president, Otto E. Mueller; and secretary, Charles F. Frederiksen. Thomas F. Adams continued in the office of treasurer in accordance with the bylaws.

### 1966

**President: John E. Forsberg (Stanford University)**

**Conference Site: Purdue University (Indiana)**

Four hundred and seventeen delegates from 196 institutions and 109 spouses and children attended the 18th Annual Conference. The official membership of ACUHO was reported as 369.

Several amendments to the constitution and bylaws were adopted. In general, they were adopted to provide clarification and better definition of the existing documents in conformity with more recent technical interpretations.
A resolution to be sent to President Lyndon B. Johnson, the chairmen of appropriate congressional committees, the secretary of Housing and Urban Development, and others having an interest in college and university housing was adopted. The resolution urged those in power to provide a total of $1.1 billion for fiscal year 1966-67 for the College Housing Program. The resolution suggested that $600,000,000 be appropriated by the Congress, $300,000,000 to be obtained through the sale of participation conference. Excluding children, the total attendance was 553. The Membership Committee reported a total membership of 393.

With the reorganization of the Urban Renewal and Housing Assistance Offices of the Federal Government, the aid of ACUHO and other educational associations was enlisted to help set up criteria for the distribution of funds in a curtailed College Housing Program. The ACUHO College Housing Advisory Committee, working with the membership, was instrumental in helping the federal officials arrive at a workable solution. Richard Ulf, representing the College Housing Program office, attended the conference, and in addition to conferring with the committee, he explained the federal ramifications of the program to the membership.

The Food Service Committee continued to promote the Food Service Management Training Program. It is interesting to note that from the inception of the program in 1961, when the University of Illinois employed two trainees, the number had grown in total to 100. The supplier schools numbered 17, and those participating in the training of food service management applicants had increased from 1 to 12.

The Inter-Association Coordinating Committee continued to coordinate the activities of ACUHO with the Council of Student Personnel Associations in Higher Education (COSPA). In conjunction with COSPA activities, the ACUHO Committee on Professional Development was formed three years before to provide guidelines whereby an institution would be able to develop a master’s degree program to meet the needs of college and university housing officers. By this year, Michigan State University and Indiana now had such programs.

Management Training Institutes were conducted at the University of California-Berkeley and at Pennsylvania State College. The location for a third institute in the Midwest area was under consideration by the committee.

The Publications Committee, in cooperation with the membership and the College Student Personnel Institute, updated and revised the Bibliography on Student Housing in Colleges and Universities Abstracts of Literature 1961-1966. Distribution of this publication was made to the membership.

Certificates and $200,000,000 are to be made available through the use of the revolving fund of the College Housing Program.

The Research Committee distributed a directory of ACUHO personnel. Research inserts continued to be included in the newsletters.

Three personnel training institutes were held during the year. They were hosted by Southern Methodist University (Texas), Pennsylvania State University, and the University of California at Los Angeles. The Personnel Training Committee distributed a number of pamphlets at the conference to assist management in the training of its personnel.
The ACUHO Publications Committee was concerned with the revision of the ACUHO Bibliography of Housing Literature. Arrangements were made to have it published by the College Student Personnel Institute for distribution in fall 1966. Revision of the publication would be scheduled for every three to four years.

While not specifically mentioned, the activities of other standing committees continued throughout the year with commendable results.

Two outstanding former officers were presented with the association’s highest honor, the ACUHO Award, at the Installation Banquet. Alice Nelson of Indiana University and Robert B. Stewart of Purdue University (Indiana) were recognized for the outstanding contributions that they had made to the Association of College and University Housing Officers and to the field of college and university housing and food service.

John C. Smalley progressed to the presidency, and the following officers were elected: first vice president, Otto E. Mueller, and second vice president, R. Clifford Yoder. In accordance with the bylaws Charles F. Frederiksen, secretary, and Thomas F. Adams, treasurer, continued in their offices.

1967
President: John C. Smalley (Purdue University)
Conference Site: University of Washington

Four hundred and twenty-one delegates from 168 institutions attended the 1967 conference.

The Research Committee continued to distribute inserts on Student Housing Research in the newsletter. A revised edition of the ACUHO directory was published and distributed to the membership. Several projects were under study for future publication including A Housing Personnel Salary Survey, Housing Facilities Survey, and the Housing Organization Study.

J.C. "Shorty" Schilletter, a longtime housing officer at Iowa State University and a past president of the association, was honored at the closing banquet. The association presented to him the ACUHO Award for his outstanding contributions in the field of college and university housing and food service as well as his significant contribution to the association.

Otto E. Mueller progressed to the presidency, and the following officers were elected: first vice president, R. Clifford Yoder, and second vice president, Emery G. Foster. The incumbent, Thomas F. Adams, was re-elected for a three-year term as treasurer. The secretary, Charles F. Frederiksen, continued in office to complete his term.
1968

President: Otto E. Mueller (Pennsylvania State University)

Conference Site: Western Michigan University

The 20th anniversary of ACUHO was attended by a total of 631 people. Two hundred and six member institutions and 38 non-member institutions accounted for 510 delegates. In addition, there were 54 spouses, 54 children, and 13 guests. The Membership Committee reported 403 member institutions.

At the annual business session an ad hoc committee, appointed to study and make recommendations with respect to commercial exhibits at the annual conference, presented a report. The membership upheld the recommendation that the policy disallowing commercial exhibits be continued. A subsequent motion for future reference gave definition to the conditions under which commercial firms could display or advertise their merchandise.

In the continuation of the Food Service Management Program, it was reported that 31 trainees would receive training in 14 participating ACUHO institutions in summer 1968.

The Professional Development Committee of ACUHO, in connection with its relationship to the Council of Student Personnel Associations in Higher Education (COSPA), distributed a pamphlet, Consider a Career in the Housing Field, and will distribute two additional pamphlets to encourage students interested in personnel work to consider this work in residence halls.

Three personnel management training institutes were held in 1967-68. The First Advanced Housing Institute was hosted by the Pennsylvania State University in the fall, followed by the annual Eastern Housing Institute in spring 1969. The Third Western Housing Institute was hosted by Stanford University (California). The Personnel Training Committee had under consideration a Midwest Housing Institute at Michigan State University for fall 1969.

The Research and Information Committee published and distributed the ACUHO directory in its third edition.

The association recognized Leonard Schaadt for his outstanding contributions to the field of college and university housing as well as to the Association of College and University Housing Officers. This former housing officer, retired from the University of Michigan, was presented with the association's highest award, the ACUHO Award, at the Installation Banquet.

R. Clifford Yoder progressed to the presidency. Elected officers were Emery G. Foster, first vice president; Donald Moore, second vice president; and Carl D. Jones, secretary. Thomas F. Adams continued as treasurer as part of his three-year term of office.
1969

President: R. Clifford Yoder (University of Colorado)
Conference Site: Northeastern University (Massachusetts)

The 21st Annual Conference was attended by 491 delegates representing 237 member institutions. The total membership at that time was 427. The Host Committee reported a total registration of delegates and families of 807, which surpassed the attendance of any previous conference.

Student unrest and the accompanying disorders on university and college campuses prompted the Program Committee to structure a program based on various phases of confrontation and its relationship to educational institutions. The speakers at the five general sessions of the conference addressed themselves to the problems of confrontation, and their remarks were later reflected in many interest sessions involving the management and the operation of residence halls.

An ad hoc committee was appointed in 1969 to study the past, present, and future of ACUHO with Charles F. Frederiksen, Iowa State University, and Fred A. Schwendiman, Brigham Young University (Utah), serving as co-chairs. Committee members appointed to assist with this study were Ruth N. Donnelly, University of California-Berkeley; Robert C. Profitt, Pennsylvania State University; Lawrence E. Halle, University of Wisconsin; J. Terry Fleming, West Virginia University; Bruce E. Gurd, University of Houston (Texas); James C. Grimm, University of Miami (Florida); Chester Malanoski, University of Rochester (New York); Raymond A. Cunningham, Howard University (Washington, D.C.); and George L. Merrill, California State Colleges. The results of the committee’s work would be reviewed at the 1970 annual conference.

The Food Service Personnel Committee, in its program of on-the-job training for dietitians and supervisory food service personnel, reported that 32 trainees were accepted by 12 participating institutions. The trainees were selected from 14 member institutions that offer home economics and dietetic disciplines.

The Personnel Training Committee sponsored ACUHO management institutes at Pennsylvania State University, Michigan State University, and Stanford University (California). In addition, Pennsylvania State University offered an advanced housing institute to the membership.

A brochure, Consider a Career in the Housing Field, was published by the Professional Development Committee. Nationwide distribution was made through all the college and university placement offices. The committee cooperated with a COSPA committee in the development of a brochure describing the student personnel field.

The Research and Information Committee published and distributed to the membership the fourth edition of the ACUHO directory. Other publications of this committee included Student Housing Research, Graduate Housing Survey, and Survey of Housing and Food Service Organizations. Several other surveys were in the development stage for future publication.

Emery G. Foster, in accordance with the constitution and bylaws, progressed to the presidency. Donald R. Moore and Harold C. Riker were elected to the offices of first and second vice presidents,
respectively. Carl D. Jones, secretary, and Thomas F. Adams, treasurer, continued in their tenures of office.

1970

President: Emery G. Foster (Michigan State University)
Conference Site: Ball State University (Indiana)

A record 623 delegates representing 228 institutions attended the 22nd Annual Conference together with 193 spouses and children to bring the total attendance to 816. A total of 444 institutions held membership in ACUHO in July 1970.

The ACUHO Personnel Training Committee, under chair John Dombroski, coordinated with National Leadership Methods in presenting its first preconference workshop. The workshop was designed to emphasize "The Art of Leadership in Residence and Dining Operations" and was well received by the 72 registrants.

The theme chosen for the annual conference by the Program Committee was "AIM – Adapt, Innovate, and Market." Many general and interest sessions were devoted to learning more about students and their changing needs, discussing new ways to meet these needs, and determining ways in which present facilities and services could be marketed.

In 1969, an ad hoc committee was named with Charles Frederiksen and Fred Schwendiman as co-chairs to study the past, present, and future of ACUHO. This committee, since renamed the Evaluation Committee, presented its preliminary report to the Executive Committee in March, and the report was published in the April newsletter. The report recommended a redefinition of the purposes and goals of ACUHO and ways of broadening the opportunities for participation in the affairs of ACUHO. The recommendations of this committee were presented at the annual business session, and most were approved by the membership. Many of the changes were for the purpose of clarification of the association constitution.

Among the major changes were the following:

• The responsibilities of newsmagazine editor would be separated from the duties of the secretary. The newsmagazine editor would be appointed by the president and would serve as a non-voting, ex-officio member of the Executive Committee.
• The Executive Committee was enlarged to include two members-at-large to be elected for two-year terms in alternating years.
• The Nominating Committee was enlarged from five to ten members plus a chairperson. One member would be appointed from each of the 10 ACUHO districts.
• At least two persons would be nominated for the offices of second vice president, secretary, treasurer, and member-at-large.
• Institutional dues were raised from $30 to $60 per year.
• At the Installation Banquet, the association recognized Frank Shiel for his many contributions to the association and to the field of college and university housing and food service. Frank, a past president of the association and a longtime housing officer at the University of Michigan, was presented the association’s highest honor, the ACUHO Award.

• Certificates of appreciation for their services were presented to Clifford Yoder, immediate past president, and to Carl Jones, who resigned as secretary of the association. Donald Moore was elevated to the presidency in accordance with the constitution and bylaws, and Harold C. Riker and Charles F. Frederiksen were elected to the offices of first and second vice president, respectively. Thomas F. Adams was re-elected to a three-year term as treasurer, Chester Malanoski was elected to serve the remaining year in the term of the secretary, and Joan Mortell and Thomas Carr were elected as members-at-large for one- and two-year terms, respectively.
ACUHO-I HISTORY: 1971-1980

1971
President: Donald R. Moore (Tulane University)
Conference Site: Colorado State University

The 23rd Annual Conference of ACUHO was convened with 583 delegates in attendance. The total attendance of 1,067, including spouses and children, was the largest ever to attend an ACUHO conference. Two hundred sixteen of ACUHO’s 444 member institutions were represented.

"Sounds Around Us – Opportunities for Action" was the theme selected by the Program Committee, and general sessions and interest sessions were designed to stimulate discussion among the delegates on general areas such as housing and the education process, law and the university, and drug education.

A resolution was passed at the annual business session expressing the association’s deep sorrow at the untimely death at the conference of Brother Stephen Sheehy.

A resolution was passed expressing the sincere appreciation of the association to the Humble Companies Foundation for its funding of the two-and-one-half-day workshop immediately prior to the conference.
The delegates approved a change in the constitution of the association that set the membership
to be from September 1 to August 31, rather than July 1 to June 30. As a result of passage of a
motion to table a motion to permit commercial exhibits at the annual conference, an ad hoc
committee was appointed to study this question in depth and to submit a report at the next annual
conference.

One of the highlights of the year was the publication of the first issue of *The Journal of College and
University Student Housing*. A project of the Research and Information Committee, the *Journal* was
edited by William Klepper and published in July.

The association’s Development Committee was renamed the Public Relations-Membership
Committee, with its two principal responsibilities stated in the title.

The ACUHO Award for achievement and in appreciation for contributions in the field of college
and university housing and to ACUHO was presented to Ruth N. Donnelly of the University of
California-Berkeley. Ruth had served for five years as the first secretary-treasurer of ACUHO and
received her award at the Installation Banquet.

A certificate of appreciation from the association was presented to the immediate past president,
Emery G. Foster. Harold C. Riker progressed to the presidency in accordance with the constitution
and bylaws, and Charles F. Frederiksen and Chester J. Malanoski were elected to the offices of first
and second vice president, respectively. Robert G. Rudd was elected to a two-year term as member-at-large on the Executive Committee, and Welker Bishop was elected to a three-year term as
secretary. Thomas Carr (member-at-large on the Executive Committee), Thomas Adams (treasurer),
and Robert Underwood (newsmagazine editor) continued in office.

1972

President: Harold C. Riker (University of Florida)
Conference Site: Diplomat Hotel, Hollywood, Florida

The 24th Annual Conference, the first to be held at a commercial site rather than a college or
university campus, was attended by 734 people, 478 of whom were registered as delegates. Two
hundred twenty-six institutions, including eight which were non-members, were represented. The
total number of member institutions in July 1972 was 402.

Highlights of the 1971-72 year as reported at the conference included

- Establishment of a Research and Information Library in the Housing Department of the
  University of South Florida under the direction of Raymond C. King;
- Initiation of the *Prez-O-Gram*, a report from the president of ACUHO to the membership;
  and
- Addition of a feature in the newsletter, "ACUHO Spotlight," through which recognition was
given to outstanding people in housing.
During the annual business session, significant changes were made in the constitution and bylaws of the association. Among the major changes were:

- Modification of Article II to emphasize the association's purpose and posture with regard to the question of sex, race, color, creed, and national origin;
- Amendment to Article III to permit the association to receive into membership junior and community colleges that have housing operations;
- Change in the requirement for amendment to the constitution from a simple majority to a two-thirds vote and provision for a mail ballot as well as a vote at an annual conference; and
- Addition of Article XI to emphasize the intent of the association to remain nonprofit in nature to further ensure the association's tax-exempt status as a nonprofit association.

Other actions at the annual business session included approval of commercial exhibits at the annual conference and a change from district to regional organization.

The association's highest award, the ACUHO Award, was presented to Emery G. Foster of Michigan State University in appreciation for his contributions and achievements in the field of college and university housing and to ACUHO.

Donald Moore, immediate past president, was presented a certificate of appreciation from the association. The presidency of ACUHO was passed to Charles F. Frederiksen while Chester J. Malanoski and George L. Merrill were elected to the offices of first and second vice president, respectively. Margaret O. Dewell was elected member-at-large on the Executive Committee. Robert Rudd (member-at-large), Thomas Adams (treasurer), Welker Bishop (secretary), and Robert Underwood (newsmagazine editor) continued in office.

1973
President: Charles F. Frederiksen (Iowa State University)
Conference Site: University of British Columbia, Vancouver, Canada

The Silver Anniversary Conference of the Association of College and University Housing Officers, the first to be held in Canada, was enjoyed by 890 persons, 487 of whom were registered delegates. Delegates were present from 255 of ACUHO’s 425 member institutions. The theme of the Silver Jubilee was "Challenges and Choices in a Dynamic Environment."

The Research and Information Committee announced at the conference that it was cooperating in the preparation of a bibliography, Residence Halls in U.S. Higher Education. The publication was to be by the Iowa State University Library.

Several changes in the constitution and bylaws were approved at the annual business session. The major change would allow the treasurer’s report to be presented to the membership in the ACUHO News rather than at the annual conference. This amendment was needed because of the recent change in the membership year. The statement of receipts and disbursements for 1971-72 was printed in the
ACUHO News. Other amendments to the constitution and bylaws were intended to emphasize the association’s commitment to affirmative action.

Highlights of the year and of the conference included

- Presentation at the Welcome Banquet of a talking stick, a sign of authority carried when a meeting of chiefs is in session, by the University of British Columbia on behalf of the Canadian members of ACUHO (the stick, inscribed “Token of common heritage both to Canadians and Americans. A sign of friendship, July, 1973,” will be displayed at future conferences);
- The January publication by the Membership Committee of a membership brochure designed to inform non-member institutions of the many benefits of membership in ACUHO;
- The displaying of services and products by commercial exhibitors for the first time at an ACUHO conference; and
- Publication by the Research and Information Committee of a survey on residence hall occupancy trends.

Thomas F. Adams of Oregon State University and treasurer of ACUHO for the previous nine years was recognized at the Installation Banquet. He was presented the ACUHO Award for his many achievements and in appreciation for his contributions in the field of college and university housing and to ACUHO.

Certificates of appreciation for services to ACUHO were presented to Harold C. Riker, immediate past president; Thomas F. Adams, treasurer; and Robert G. Rudd, member-at-large. Belated certificates of appreciation were presented to Joan Mortell and Thomas Carr, the first members-at-large on the Executive Committee.

Chester Malanoski was elevated to the presidency of ACUHO in accordance with the constitution and bylaws, and George Merrill and James Hurd were elected to the offices of first and second vice president, respectively. Vernon Elsemore was elected to a three-year term as treasurer, and William Berner was elected member-at-large on the Executive Committee for a two-year term. Margaret Dewell (member-at-large), Robert Underwood (newsmagazine editor), and Welker Bishop (secretary) continued in office.

1974
President: Chester J. Malanoski (University of Rochester)
Conference Site: Duquesne University (Pennsylvania)

"Future Shock – Present Crises" was the theme when 526 delegates registered for the 26th Annual Conference of ACUHO. They brought with them 175 spouses and children, bringing the total attendance to 701. The delegates represented 241 of ACUHO’s 489 member institutions.

Highlights of the year and the annual conference included the following:
• Publication by the Personnel Training Committee of a directory of personnel responsible for staff training on member campuses;
• Outstanding work by the Membership Committee with Robert Rudd as chair in recruiting new schools, including a concerted effort to recruit more black schools which met with moderate success;
• Publication and distribution of a planning manual for hosting conferences by the Special Purpose Housing Committee; and
• A review by the Professional Development Committee of the use of the Professional Development Model in the Upper Midwest region of ACUHO.

During the annual business session, the following amendments to the constitution and bylaws were approved: (i) amendment of the bylaws to broaden the eligibility requirements for registration at the annual conference to allow local representatives of private housing and food service organizations to attend the conference upon written invitation from a member institution whose students the private organization serves and (2) amendment of the constitution to permit the treasurer to invest funds in U.S. Treasury notes and U.S. Treasury bills.

Milton R. (Jack) Shaw was given the ACUHO Award in recognition of his achievements and with appreciation for his contributions in the field of college and university housing and to ACUHO. Jack, a past president, served as the chief housing officer at Cornell University (New York).

Certificates of appreciation for service to ACUHO were presented to Robert Underwood, newsmagazine editor; Charles Frederiksen, immediate past president; Margaret "Peggy" Dewell, member-at-large on the Executive Committee; and Welker Bishop, secretary.

In accordance with the constitution and bylaws of the association, George Merrill advanced to the presidency, and James Hurd and Deanne Molinari were elected as first and second vice presidents, respectively. Jerry Quick was elected to a three-year term as secretary, and Nevada Blackburn was elected to a two-year term as member-at-large on the Executive Committee. Patrick Lattore joined the Executive Committee as the appointed newsmagazine editor for a three-year term. Vernon Elsemore (treasurer) and William Berner (member-at-large on the Executive Committee) continued in office.

**1975**

**President: George L. Merrill (California State University and Colleges)**  
**Conference Site: Kent State University (Ohio)**  

The 27th Annual Conference of ACUHO was called to order at Kent State University with 528 delegates in attendance. These delegates, representing 285 of the association’s 502 member institutions, were accompanied by 105 spouses and children, bringing the total attendance to 633. An excellent program based on the theme "Prospect 75 – Prices, Programs, and Predictions" was planned and presented by the Program Committee.
During the early part of the year, past president Chester Malanoski accepted employment outside the field of housing and found it necessary to submit his resignation to the Executive Committee. The president, with the approval of the Executive Committee, appointed Charles Frederiksen to fill the position for the remainder of the year.

Among the highlights of the year were as follows:

- A record 352 members along with 21 chairpersons served on ACUHO committees this year, contributing their time and resources toward achieving the objectives of the association.
- Institutional membership in the association exceeded 500 for the first time with 502 at conference time.
- A draft of a *Code of Ethics* for housing officers was presented at the annual conference for consideration by interested members. This proposed code would be published in an early edition of the *ACUHO News* for the consideration of the entire membership. The Professional Development Committee was charged with the refinement of the document.
- A motion was passed at the annual business session which directed that an ad hoc committee of five persons be established to study the possibility of establishing a housing operations internship program for a graduate student or students preparing to be housing officers.
- A Legislative Issues Committee was again established. The committee’s charge was to study new and pending legislation and to distribute appropriate information to the membership via the newsletter and other means.

During the Installation Dinner, the ACUHO Award for achievement and in appreciation for his contributions in the field of college and university housing and to ACUHO was presented in absentia to A. Thornton Edwards, former director of housing at Kansas State University and a former secretary of the association.

Certificates of appreciation for service to the association were presented to William Berner, member-at-large on the Executive Committee and, in absentia, to Chester Malanoski, former past president.

James Hurd progressed to the presidency in accordance with the constitution and bylaws, and Deanne Molinari and Welker Bishop were elected as first and second vice presidents, respectively. Larry Frelow was elected to a two-year term as member-at-large on the Executive Committee. Nevada Blackburn (member-at-large on the Executive Committee), Vernon Elsemore (treasurer), Jerry Quick (secretary), and Patrick Lattore (newsmagazine editor) continued in office.

**1976**

**President: James A. Hurd (Howard University)**

**Conference Site: University of Houston (Texas)**

"Exploring New Space: Mission '76" was the appropriate theme when the 28th Annual Conference of the Association of College and University Housing Officers convened in Houston,
Texas, the space capital of the world. Four hundred sixty-seven delegates, representing 222 of ACUHO’s 527 member institutions, were joined by 135 spouses and children in enjoying the superb hospitality of the University of Houston. More than 30 delegates enrolled in a preconference workshop on communications sponsored by the Personnel Training Committee.

Some of the highlights of the 1975-76 year and the 1976 conference were as follows:

- An ad hoc committee, charged with studying the feasibility of establishing a housing operations internship program, submitted its recommendations for such a program to the Executive Committee. A standing committee, the Housing Internship Committee, was appointed to establish the program, and funding was provided with the expectation that the program would begin in summer 1977.
- A statement of professional and ethical standards for housing officers was refined and submitted by the Professional Standards Committee and was accepted and approved by the Executive Committee as an official document of the association.
- The Research and Information Committee collected raw data as the first step in the development of a profile of ACUHO housing officers.
- A standing committee, composed of all regional presidents or chairpersons, was established in order to provide communications between the regional associations and ACUHO and to assure more input into Executive Committee deliberations.

A highlight of the program at the Installation Dinner was the presentation of the association’s highest award, the ACUHO Award, to Nevada Blackburn of the University of Texas-Austin and to Helen Townsend of Purdue University (Indiana). These awards were given in recognition of outstanding achievement and in real appreciation for their contributions to the field of college and university housing and to ACUHO.

Plaques were presented to outgoing members of the Executive Committee: Member-at-Large Nevada Blackburn, Treasurer Vernon Elsemore, and President James Hurd. Certificates of appreciation for service to the association were given at the annual business meeting to all committee chairpersons for the 1975-76 year.

Deanne Molinari was installed as president in accordance with the constitution and bylaws while Welker Bishop and James Condie were elected as first and second vice presidents, respectively. William Paleen was elected to a two-year term as member-at-large on the Executive Committee, and Richard Armstrong was elected to a three-year term as treasurer. Secretary Jerry Quick, Member-at-Large Larry Frelow, and Newsmagazine Editor Patrick Lattore continued in office.
1977

President: Deanne Molinari (State University of New York at Purchase)
Conference Site: University of Kentucky

A record-breaking 629 delegates responded to the "Call of Kentucky" in attending the 29th Annual Conference of the Association of College and University Housing Officers at the University of Kentucky-Lexington. These delegates, representing 243 of ACUHO's 533 member institutions, brought with them 158 spouses and children to share in the gracious hospitality of the host institution. Preconference workshops on alcohol and racism, sponsored by the Personnel Training Committee, attracted 65 registrants.

The notable achievements of ACUHO during the 1976-77 year and the 1977 conference were as follows:

- The constitution of the association was amended at the annual business meeting to permit associate (individual) memberships. These nonvoting memberships are open to any individual serving as a housing officer in an institution of higher education eligible for institutional membership in the association.
- The Housing Internship Committee in its first year of operation placed six interns in six participating training institutions: Brigham Young University (Utah), Colorado State University, Pennsylvania State University, Southern Methodist University (Texas), University of California-Davis, and University of South Florida. Plans were made to expand the program during the following year.
- The Personnel Training Committee sponsored three workshops on alcohol abuse in Minneapolis, Minnesota; Chapel Hill, North Carolina; and Atlanta, Georgia. Because of the success of these workshops and in response to a demand for more one-day workshops on various topics, a new committee to be called the Continuing Education Committee was approved and charged with developing a series of one-day workshops and sponsoring these in various locations throughout the school year.
- The Energy Committee was created in response to the need for coordinating the efforts of ACUHO with the Energy Task Force (ACE, APPA, NACUBO, and others). The charge to this committee included a request to gather information on current energy problems, develop energy conservation programs that could be adapted to individual campuses, and keep the membership informed of developments through the association’s publications.
- The National Association of College and University Food Services rejoined ACUHO in sponsoring the Food Service Personnel Internship Program.
- The association entered into an agreement with Peterson’s Guides of Princeton, New Jersey, to publish the ACUHO News, The Journal of College and University Student Housing, and the ACUHO directory.

J. Arthur Pringle, a past president of ACUHO and a recently retired director of housing and food services at the University of Washington, was recognized for his outstanding achievements in and
contributions to the field of college and university housing and food service and to ACUHO. In absentia, he was named the recipient of the association’s highest award, the ACUHO Award.

In appreciation for their contributions to the association, plaques were presented to the following members of the Executive Committee as their terms of office ended: President Deanne Molinari, Secretary Jerry Quick, Treasurer Richard Armstrong, Member-at-Large Larry Frelow, and Newsmagazine Editor Patrick Lattore. Certificates of appreciation for service to the association were given at the annual business meeting to all committee chairpersons for the 1976-77 year.

In accordance with the constitution and bylaws of the association, Welker Bishop progressed to the presidency while James Condie and Jerry Quick were elected as first and second vice presidents, respectively. Jane Holcombe was elected to a two-year term as member-at-large on the Executive Committee; Gary Schwarzmuller was elected to a three-year term as secretary; William Svrluga was elected to serve for two years as treasurer; and John Schuh was appointed as newsmagazine editor for the following three years. Member-at-Large William Paleen continued in office.

1978
President: Welker Bishop (Ball State University)
Conference Site: University of California-Davis

The beautiful campus of the University of California at Davis, the site of the 1978 ACUHO Annual Conference, was readied for the early arrival of delegates, spouses, and children, who began arriving on July 12 to participate in planned preconference activities. Included were a visit to the wine country, trips to San Francisco and to Lake Tahoe, and a preconference workshop on the topic of budgeting, which attracted approximately 35 registrants. Five hundred twenty-seven delegates representing 244 of ACUHO’s 530 member institutions brought with them 195 children, spouses, and guests to enjoy the conference activities and the delightful hospitality of the host school. Immediately following the conference, 50 delegates, spouses, and children flew to Hawaii to participate in a post-conference workshop arranged by the Host Committee and the University of Hawaii.

Some of the significant actions by the association during the 1977-78 year and the 1978 conference included the following:

- The dues structure of ACUHO was the subject of an evaluation by the membership. The Executive Committee recommended and the delegates approved at the annual conference a graduated dues scale ranging from $75 to $150 effective for the 1978-79 membership year. Associate membership dues were established at $30.
- Because of the increasing involvement of colleges and universities in providing housing and food services for summer conferences, a Conference Services Committee was established as a standing committee. The 2nd Annual Conference Services Workshop was held in October at Northern Illinois University with more than 90 in attendance.
• Members of the association acting individually were successful in convincing members of Congress to extend the College Housing Loan Program.

• The constitution of the association was amended at the annual business meeting to remove that section which prohibited attempts by the association to influence legislation.

• By action of the association at the annual business meeting, the title of newsmagazine editor was changed to publications coordinator/newsmagazine editor, and this person would have responsibility for coordinating all publications of the association.

• Special efforts were made during the year to improve communication with and involvement of the regional presidents in the association. Regional presidents expressed their appreciation for such efforts by presenting a special award to President Bishop.

John Forsberg, recently retired from his position as assistant chief, auxiliary and business services for the California State Universities and Colleges was presented with the ACUHO Award in recognition of his outstanding achievements in and contributions to the field of college and university housing and food service and to ACUHO.

At the Installation Banquet appropriate plaques and certificates were presented to those members of the Executive Committee whose terms of office ended: President Welker Bishop, past President Deanne Molinari, Treasurer William Svrluga, and Member-at-Large William Paleen. The appreciation of the association was expressed to each of those leaving the Executive Committee as well as to those who would continue to serve.

James Condie was installed as president of the association for the 1978-79 year, and Jerry Quick and Ed Hendricks were elected as first and second vice presidents, respectively. Annette Smith was elected member-at-large, and William Bierbaum was elected treasurer. Continuing in office were Secretary Gary Schwarzmueller, Member-at-Large Jane Holcombe, and Publications Coordinator/Newsmagazine Editor John Schuh.

1979
President: James D. Condie (University of North Carolina at Chapel Hill)
Conference Site: University of Vermont

July 22, 1979, found housing officers gathering in record numbers at the University of Vermont for the 31st Annual Conference. Enjoying a "Taste of Vermont" in Burlington were a record-shattering 706 delegates who brought with them 171 spouses and 110 children. These delegates represented 302 of the association’s 530 institutional members. In addition to a preconference workshop on decision-making with personnel from the National Training Laboratories, the Personnel Training Committee presented the first ACUHO College, with four attorneys serving as Professors-in-Residence for the Institute on Legal Issues. Forty-seven proud graduates were awarded certificates of completion by the president.

Significant developments during the year included the following:
The association approved and established an ACUHO Media Board, chaired by the publications coordinator, to review major publications such as monographs and management workbooks.

The new membership brochure was created and utilized in the recruitment of ACUHO member institutions and individuals.

The liaison between the Executive Committee and the ACUHO Archives and Information Center was established.

A constitutional change was approved at the annual business meeting which permits any employee or person enrolled in a graduate program at an institution of higher education that is eligible for membership in ACUHO to be eligible for associate membership.

The executive officers and the staff of Peterson's Guides worked closely together to organize a single directory listing in membership form.

The regional presidents held their first Regional Presidents Workshop and series of meetings at the annual conference. Reports from the meeting were very positive, and it was planned to continue to hold these meetings in the future.

The Continuing Education Committee was dissolved and its responsibilities channeled to other standing committees.

The association’s highest award was presented to two past presidents of the association, Joe Nye of Columbia University (New York) and Otto Mueller of the Pennsylvania State University, at the Installation Banquet. These awards were given in recognition of the outstanding contributions which these gentlemen have made, not only to their own institutions and to ACUHO, but to the field of college and university housing and food service.

Appropriate certificates and plaques were presented to all committee chairs and to President James Condie, Member-at-Large Jane Holcombe, and past President Welker Bishop, whose terms were completed. Jerry Quick was installed as president in accordance with the constitution and bylaws while Ed Hendricks and Gary North were elected first and second vice presidents, respectively. Harold Banks was elected to a two-year term as member-at-large on the Executive Committee. Secretary Gary Schwarzmueller, Treasurer Bill Bierbaum, Member-at-Large Annette Smith, and Publications Coordinator/Newsmagazine Editor John Schuh continued in office.
1980
President: Jerry Quick (Central Michigan University)
Conference Site: York University, Toronto, Canada

A record number of delegates gathered July 20-24, "In the Country by the City" at York University in Toronto, Ontario, for the 32nd Annual Conference – the second ACUHO conference held in Canada. Eight hundred and twenty-one delegates representing 313 of ACUHO’s 568 member institutions attended the conference. Besides the delegates, 321 spouses, guests, and children also were present, for a total conference attendance of 1,142. National Training Laboratories conducted a preconference workshop for first-line supervisors on supervisory skills. In addition, the second annual ACUHO College, a legal institute, convened prior to the conference. President Jerry Quick awarded certificates to the 20 proud graduates of the ACUHO College.

Some of the significant actions by the association during the 1979-80 year, including 1980, were as follows:

- The talking stick, presented originally to ACUHO by the University of British Columbia on behalf of the Canadian members of ACUHO, was repaired by Len Proctor of the University of Calgary and presented again to ACUHO.
- The "Guidelines for the Development of Professional Housing Officers" was completed by the Professional Standards Committee, approved by the Executive Committee, and distributed to graduate schools in addition to being published in the Connections.
• Members of the association, through their individual contacts with members of Congress, contributed to getting the College Housing Loan Program continued and funded.

• Due to requests for more placement services, especially from entry-level staff, a Placement Committee was established as a standing committee.

• The Evaluation Committee was charged with the responsibility of doing a complete self-study of the association to include the purposes and goals, organizational structure, services and programs, regional international relationships, and finances.

• The Executive Committee recommended and the membership approved a dues increase ranging from $15 to $25 for institutional members and $5 for associate members as follows:

  - Dues 1979-80 Dues Effective October 1, 1980
  - Up to 1,000 capacity — $75
  - 1,001-2,000 capacity — $100
  - 2,001-4,000 capacity — $125
  - More than 4,000 capacity — $150

• A liaison was established with the student personnel associations similar to the relationship with IMRG.

• Revised and expanded responsibilities for members-at-large on the Executive Committee were approved.

• An aggressive membership drive resulted in 73 new member institutions.

• Communication with the membership was strengthened by the utilization of the Prez-O-Gram. Communication with regions was also strengthened.

George Merrill, a past president who left the housing and food services field, was presented the ACUHO Award in recognition of his outstanding contributions to the field of college and university housing and food services.

At the Installation Banquet appropriate plaques and certificates were presented to the members of the Executive Committee whose terms ended: President Jerry Quick, past President James Condie, Secretary Gary Schwarzmueller, and Member-at-Large Annette Smith. The appreciation of the association was expressed to each of those leaving the Executive Committee as well as those who would continue to serve. Certificates of appreciation were given at the annual business meeting to all committee chairpersons who served for the 1979-80 year.

Ed Hendricks was installed as president for the 1980-81 year in accordance with the constitution and bylaws while Gary North and William Paleen were elected as first and second vice presidents, respectively. Lois Fariello was elected member-at-large, and James Grub was elected secretary. Continuing in office were Treasurer William Bierbaum, Member-at-Large Harold Banks, and Publications Coordinator/Newsmagazine Editor John Schuh.
ACUHO-I HISTORY: 1981-1990

1981
President: Ed Hendricks (University of California – Berkeley)
Conference Site: The University of Colorado-Boulder

The 33rd Annual Conference of the Association of College and University Housing Officers was held July 19-23, 1981, at the University of Colorado in Boulder. The conference was attended by 829 delegates, representing 350 of ACUHO's 577 member institutions. In addition to the delegates, 184 spouses and 135 children were in attendance, bringing total attendance to 1,148.

This year's conference, hosted by Dan Daniels and his staff at the University of Colorado, featured 123 small-group interest sessions provided by the Program Committee under the direction of Betty Harrah of Ball State University (Indiana). Topics included "Legal Issues Update," "Energy Conservation," "You Signed It – You're Responsible for It," "The Conference Scene," "Fast Food Services," "Stress Management," "A Step-by-Step Approach to Residence Hall Programming," "Training Housekeeping Staff," and many more.

At the first general session, the Evaluation Committee, headed by Carol Ditlevson, presented the results of the ACUHO self-study conducted the previous two years. Committee members discussed the 17 recommendations for change on various aspects of the association.

The second general session speaker was Morris Massey of Morris Massey Associates. He presented a contemporary model of human behavior – a unique way to look at how values, prejudices, and ways of reacting to change are programmed into different age groups.

At the annual business meeting the purposes of the association were updated, the goals of the association were stated for the first time, and the Association of College and University Housing Officers-International (ACUHO-I) was designated as the official name of the organization.

For the third year, the ACUHO College was conducted the weekend prior to the conference to introduce participants to many of the legal issues facing housing officers.

Ed Hendricks, 1980-81 ACUHO president, presided over the closing banquet and the installation of the following 1981-82 officers:

- President, Gary North, University of Illinois
- Vice President, William Paleen, Cornell University (New York)
- Second Vice President, Annette Smith, West Virginia University
- Secretary, James Grubb, University of Tennessee
- Treasurer, Carmen Vance, University of Connecticut
- Past President, Ed Hendricks, University of California-Berkeley
- Member-at-Large, Judy Spain, University of Wisconsin-Stout
- Member-at-Large, Lois Fariello, Stanford University (California)
Publications Coordinator/Newsmagazine Editor, Robert Cooke, University of Texas at Austin

Plaques and certificates were presented to members of the Executive Committee whose terms of office had ended: President Ed Hendricks, past President Jerry Quick, Treasurer William Bierbaum, Member-at-Large Harold Banks, and Publications Coordinator/Newsmagazine Editor John Schuh.

At the closing banquet, Bly Curtis, former director of housing at the University of Colorado, and Tommie Tomlinson, former director of food services at Colorado State University, were presented the ACUHO Award in recognition of their outstanding contributions to the field of college and university housing and food services.

1982
President: Gary B. North (University of Illinois)
Conference Site: The University of South Florida

The 34th Annual Conference was attended by 737 delegates representing 275 member schools. The host chair, Ray King, reported that 126 spouses, 130 children, and 13 guests brought the total attendance up to 1,006. Association membership for 1981-82 was 641 institutional members and 82 associate members for a total of 723.

An excellent preconference workshop attracted 73 people, and a well-balanced conference program featuring 142 interest sessions and three general sessions was presented for the membership.

The work of the Evaluation Committee culminated at the national conference with the approval of the self-study recommendations by the membership. Carol Ditlevson, committee chair, was given special recognition for her leadership on the project. Significant new directions for ACUHO-I included approval for the establishment of a Support Services Office, restructuring the committee organization, dropping the position of second vice president, and adding four district representatives to the Executive Committee in place of the members-at-large. A dues increase was passed to support the transition to the system. Other significant action at the conference included passage of a motion to establish the second week of October as an annual Alcohol Education Week in college and university residence halls.

Much effort was expended during the year to keep housing officers advised of the status of the College Housing Loan Program. Although slated for termination, a strong, coordinated lobby effort kept the program alive for another year.

The association expanded liaison efforts with other associations and renewed its membership in the American Council on Education.

The Conference Services Workshop held at the University of Illinois drew 160 participants.

Work continued with the Council of Standards to develop accrediting standards for the housing profession.
The Special Purpose Housing Committee Workshop in Family Housing was held at the University of Illinois.

The association’s highest award was presented to Sumner Cohen, former director of residential life at the University of Connecticut, at the Installation Banquet. The award was given in recognition of Cohen’s long years of service to the university and to the housing profession.

Certificates and plaques were presented to outgoing committee chairs, and recognition was extended to Lois Fariello and Ed Hendricks, outgoing members of the Executive Committee.

William Paleen was installed as president for 1982-83, and new officers were Annette Smith, first vice president; Jim Grimm, second vice president; James Grubb, secretary; Carmen Vance, treasurer; Judy Spain and Michael Hoctor, members-at-large; Gary North, past president; and Robert Cooke, publications coordinator.
1983
President: William P. Paleen (Cornell University)
Conference Site: The University of Washington-Seattle

The 1982-83 ACUHO-I year was one of transition. At the 1982 Annual Conference at the University of South Florida, the membership and the Executive Board adopted all major recommendations of the self-study completed by the Evaluation Committee. Extraordinarily broad and significant, these recommendations were a major influence in shaping the directions of ACUHO-I for many years to come.

The new composition of the renamed Executive Board began to be implemented. In spring 1983, three of the four new district representative positions were filled by mail ballots from member institutions within each respective district. Elected for two-year terms were Kent Sampson (Oklahoma State University) for the Southern District and Ron Gaber (Northeast Missouri State University) for the Central District. Ann Webster, George Washington University (Washington, D.C.), was elected to a one-year term for the Eastern District. Mike Hoctor, San Diego State University (California), who had one year remaining on his term as member-at-large, continued that
year representing the Western District. The newly elected district representatives joined the Executive Board at the meetings preceding the 1983 conference.

During 1982-83, preparations were finalized for implementation of the new combination coordinating board and committee structure designed to facilitate administration and improve coordination of association activities. The Housing Administration, Food Services, Educational Programs, and Annual Conference Coordinating Boards reported directly to the Executive Board and provided a coordinated structure for various committees which relate to each area. Staffing of these boards and committees was concluded in spring 1983.

The decision to establish a Central Support Services Office was made in spring 1983, and the decision to locate that office at The Ohio State University was concluded at the July Executive Board meeting. Also concluded were the definition of the key position of manager of Central Support Services and the decision to proceed with recruitment to fill the position as soon as possible.

The decision to replace the ACUHO-I News with a more frequently published and broadly distributed newsmagazine style publication was concluded. The new publication, the Talking Stick, allowed for short-copy deadlines and was projected to be a less extensive publication.

The annual conference hosted by the University of Washington-Seattle was, as always, the premier event of the association’s year. The Personnel Training Committee sponsored two preconference workshops, a Management Development Institute for senior housing officers and an Institute of Legal Issues, under the auspices of the ACUHO-I College. Both were well attended. Under the chairmanship of Dan Adams, University of Utah, the program featured three full days of provocative, professional presentations.

The keynote address by Lee Knefelkamp was "The Deliberate Developmental Community: Can (Will) We Meet Our Creative Obligations?" Newell J. Smith, who had just recently been named director of housing emeritus at the University of Wisconsin-Madison, provided another highlight in his "last lecture" which surveyed his more than 40 years as a housing professional.

Delegates, their families, and guests were treated to a special evening trip across Puget Sound and a salmon barbecue on a gorgeous evening which seemed designed for the event. Host Chair Bill Kingston, his entire organization, and the University of Washington administration pulled together a thoroughly memorable 1983 conference.

Two distinguished contributors to the history of ACUHO-I were recognized as recipients of the ACUHO-I Award. Betty Arnsman, Purdue University (Indiana), received her award from her long time colleague Jack Smalley, and Cliff Yoder from the University of Colorado-Boulder was presented his award by ACUHO-I past President Gary North.

Culminating the year’s activity was the installation of Annette Smith, West Virginia University, as the association’s second woman president. Jim Grimm, University of Florida, became the association’s first president-elect, reflective of another change in the Executive Board organization. Karen Frank, The Ohio State University, was elected to a three-year term as secretary. Those who were recognized for the conclusion of their excellent contributions and services as members of the Executive Board were Past President Gary North, University of Illinois at Urbana-Champaign;
Member-at-Large Judy Spain, University of Wisconsin-Stout; and Secretary Jim Grubb, University of Tennessee-Knoxville.

It was a year with many changes and new directions that clearly were built on the foundation of broad membership participation and contributions, a legacy from the very beginning of the association that must remain as its hallmark.

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1984
President: Annette K. Smith (West Virginia University)
Conference Site: Rutgers University (New Jersey)

"A Touch of Classic" was the appropriate theme when the 36th Annual Conference of the Association of College and University Housing Officers - International convened July 15, 1984, on the Cook College campus in the midst of the reenactment of a Revolutionary War encampment and battle.

Eight hundred and nine delegates, representing 384 of ACUHO-I’s 685 member institutions, were joined by 91 spouses/guests and 90 children to enjoy the hospitality of the Rutgers’ conference staff. More than 40 delegates enrolled in preconference workshops on management development and computer and information services which were sponsored by the Personnel Training Committee.

Highlights of the 1983-84 year were as follows:

• Rhea Dawn Smith, Support Services Office manager, began working for ACUHO-I on January 16, 1984, as the first paid employee.
• The ACUHO-I Central Support Services Office was officially opened April 12, 1984, on The Ohio State University campus. Sixteen hundred square feet of Jones Graduate Tower housed the archives and other pertinent business of ACUHO-I.
• ACUHO-I operated the full year under the recommendations of the self-study report. The Talking Stick replaced the newsmagazine and was edited and published by Robert P. Cooke at the University of Texas-Austin eight times throughout the year.
• A dues increase ranging from $20 to $40 for institutional members, depending on total beds available, and $10 for associate members was recommended by the Executive Board and approved by the membership.
• The "Conference Proceedings" was replaced by an "Annual Report" to the membership.
• An ACUHO-I Statement of Standards was adopted, and steps were taken to copyright the document.
• A Recognition and Awards Committee was established.
• The Resolutions Committee was dissolved, and the regional presidents assumed the responsibilities of that committee.
• The Special Purpose Housing Committee was renamed the Apartments and Special Purpose Housing Committee.

• A record number of 55 exhibitors paid $600 for 66 booths at the annual conference.

• Food service committees expanded under the guidance of Mike Hoctor, Western District representative, and Annette Smith, first ACUHO-I president from food service administration. At this point, food service-related committees included Internship, Programs and Training, Commercial Demonstrations, and Housing Interface and Communications.

At the opening banquet, Newell J. Smith was recognized for his many contributions to the association and to the field of college and university housing food service. As a past president of the association and a longtime housing officer at the University of Wisconsin-Madison, Newell was presented the association’s highest honor, the ACUHO-I Award.

A certificate of appreciation from the association was presented at the Installation Banquet to the immediate past president, William Paleen. Plaques were presented to Carmen Vance, who served as treasurer for three years; Mike Hoctor, who served one year as the last member-at-large and one year as the Western District representative; Ann Webster, who served one year as the Eastern District representative; and Annette K. Smith, president. James Grimm was installed as president, while William Bierbaum was chosen president-elect, Doris Collins as treasurer, David Stephen as Western District representative, and Richard Collins as Eastern District representative. Continuing in office was Central District Representative Ron Gaber, Southern District Representative Kent Sampson, Secretary Karen Frank, and Publications Coordinator Robert Cooke.

1985
President: James C. Grimm (University of Florida)
Conference Site: University of Wisconsin-Milwaukee

The 37th Annual Conference of the Association of College and University Housing Officers-International was convened on the University of Wisconsin-Milwaukee campus on July 23, 1985. The theme of the conference blended the Milwaukee Summer Festival and the ideas that professionals exchange to create "A Festival of Ideas."

Of the 673 registered ACUHO-I institutional members, 326 were represented at the 1985 conference. Attending were 786 delegates, 154 spouses, and 85 children for a total of 1,025. The Personnel Training Committee arranged two preconference workshops. Robert Rodgers, The Ohio State University, facilitated a one-day workshop for 28 delegates on staff evaluations. Tom Champoux, of The Effectiveness Institute, presented a two-day leadership seminar at the ACUHO-I College for 1985. Mr. Champoux’s program was evaluated by its 48 participants as one of ACUHO-I’s most exciting preconference programs in recent years.

The 1984-85 year was busy and productive for our association. The most significant single accomplishment was the approval and publication of the ACUHO-I Statement of Standards. Our
members had been working on standards for the association for almost 15 years. The final publication of this document represented the efforts of nearly 50 people. These standards provided a document that demonstrated to other higher education administrators the professionalism of our association. This publication can be considered a milestone for the association. We were strong enough and established enough that we were able to set the standards for the entire profession.

Many other events of significance occurred during the 1984-85 year. A constitutional change of the election procedures for the Executive Board was approved. Board members would now be elected by mail ballot rather than by voting at the annual conference business meeting. The further development of the Central Support Services Office in Columbus, Ohio, under the direction of Rhea Dawn Smith, proved to be of service to our membership as more and more inquiries were directed to that office. The further development of archives and resource files assisted our members in their day-to-day operations.

The recommendations of the Self-Study Committee were finalized. After two years of functioning under the recommended changes, the committee’s organizational structure was permanently changed to reflect those recommendations. A two- to five-year support plan for ACUHO-I goals and objectives was published and provided future direction for the association. Also of significance was the establishment of a formal relationship between ACUHO-I and NACURH (National Association of College and University Residence Halls). A joint resolution was passed for the exchange of ideas and programs between these two primary housing organizations.

Four association special task forces were appointed this year: one to review the focus of the annual conference, one to review the concerns of minorities and women in the housing profession, a third to review programs and relationships with international organizations, and a fourth to propose a workshop for computer education for housing officers. The task forces continued to function into 1986 as they began to define and propose solutions for the problems they identified.

The highlight of the opening banquet was the awarding of the 1985 ACUHO-I Award to John C. Smalley of Purdue University (Indiana). Jack, the 1966-67 ACUHO president, served ACUHO and the entire housing profession in a most distinguished career. Jack was a true professional who gave much to our field.

At the Installation Banquet, appreciation certificates and plaques were presented to the following: past President Annette Smith, retiring Central District Representative Ron Gaber, outgoing Southern District Representative Kent Sampson, retiring Publications Coordinator Robert Cooke, Host Committee Chair Elmer Hamann, and outgoing President James Grimm.

William Bierbaum was installed as president, while James Grubb was chosen as president-elect. The Executive Board reluctantly accepted the resignation of Karen Frank as the association’s secretary. The entire membership extended its appreciation to Karen for a job well done. Carol Kontos was confirmed as the new secretary. John Schuh was confirmed by the Executive Board as the publications coordinator for a two-year term. Dan Hallenbeck and W. Garry Johnson were elected to the Board as Southern and Central District representatives, respectively. Continuing on the Board were Treasurer Doris Collins, Western District Representative David Stephen, Eastern District Representative David Kohr (Kohr replaced Dick Collins as Eastern District representative at the
spring Executive Board meeting), and past President James Grimm. Rhea Dawn Smith remained as an ex-officio member of the Board and Central Support Services Office Manager.

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1986
President: William R. Bierbaum (Washington State University)
Conference Site: Western Carolina University

The 38th Annual Conference of the Association of College and University Housing Officers-International was a "Peak Experience" convening on the campus of Western Carolina University of Cullowhee among the mountains of western North Carolina, July 20, 1986. Randy Rice and his staff were conference hosts.

In attendance were 932 delegates, representing 323 member colleges and universities of ACUHO-I's 705 institutional members. Also attending were representatives from 51 other institutions. Delegates were joined by 198 spouses and 147 children, resulting in a total attendance of 1,277.

Two successful two-day ACUHO-I College preconference programs were held, one for those interested in teaching others in the development of effective people skills and a second presenting legal issues and legislation related to housing programs. Sixty delegates participated in these outstanding sessions.

Highlighting the conference's opening banquet was the presentation of ACUHO-I Awards to Harold C. Riker, University of Florida, past president (1971-72); and Fred A. Schwendiman, Brigham Young University (Utah), past president (1960-61). Harold Riker's philosophy and points of view formed the basis of many housing decisions while Fred Schwendiman extended the influence of our profession around the world.

During the annual business meeting, the first ACUHO-I Leadership and Service Awards were presented to Betty Harrah, Ball State University (Indiana), and Charles Frederiksen, Iowa State University, in recognition of their dedication, leadership, and service to ACUHO-I and to the housing profession. Special recognition was also given to Larry Halle, University of Wisconsin-Madison, who had been continually active in ACUHO-I and was retiring after over 44 years of service to the university.

Some of the significant developments of the year included the following:

• A dozen schools completed self-studies, using the Statement of Standards as their evaluative basis. Five models became available at the Central Support Services Office for others wishing to undertake similar studies. The Grimm-Blansett model was published and distributed to the membership.

• A major recruitment effort by the Membership Committee resulted in 41 new institutional members and 18 new associate members. Extensive emphasis was also placed on reaching campuses with predominantly minority populations.
• Workshops were offered in three special fields: Conference Services, Family Housing, and Computer Utilization in Housing and Food Service.

• With the additional support of a strong letter-writing campaign to congressional members from ACUHO-I members, the College Housing Loan Program was extended at least through the year with an increase of $19 million in funds available, a total of $59 million.

• 71 entry-level professionals filled internships in food service and housing.

• Liaison relationships with other associations extended across the border to Canada with the establishment of relations with the Canadian Association of University Business Officers.

• The four (district) New Professional Fee Waiver Scholarships to the annual conference were increased to nine regional scholarships to become available beginning summer 1987.

• Association bylaws were changed to permit the locations for the annual conferences to be selected more than two years in advance.

• The Statement of Purposes, Goals, and Action Plans of ACUHO-I was updated and reissued.

• One full-time person was added to assist the CSSO manager in meeting the increased activity of the CSSO; development at the CSSO of the computerized database format was undertaken; and the CSSO financial information program was completed.

• Three special task forces were established: one to work with the American College Health Association in developing recommendations and guidelines concerning the housing of college and university students with Acquired Immune Deficiency Syndrome and/or related diseases (AIDS Task Force), the second to examine items needing to be addressed when carrying out cooperative projects with other related associations (Inter-Association Cooperation Task Force), and the third to examine insurance needs of the association and the CSSO and to propose appropriate coverage (Insurance Task Force).

• The name of the Apartments and Special Purpose Housing Committee was changed to the Apartments Committee.

At the Installation Banquet appreciation plaques were presented to members of the Executive Board whose terms of office ended: past President James Grimm, Secretary Carol Kontos, Eastern District Representative David Kohr, Western District Representative David Stephen, and outgoing President William Bierbaum, with a special appreciation certificate presented to Randy Rice, Host Committee chair. James Grubb was installed as president for 1986-87 in accordance with the constitution and bylaws. The following persons were elected by the first use of ACUHO-I mail ballots: President-Elect Carmen Vance, Secretary Nancy Murphy-Chadwick, Eastern District Representative Chuck Waldie, and Western District Representative Dan Adams. Continuing on the Board were Treasurer Doris Collins, Central District Representative W. Garry Johnson, Southern District Representative Daniel Hallenbeck, Publications Coordinator John Schuh, and past President William Bierbaum. Rhea Dawn Smith, Central Support Services Office manager, continued as an ex-officio member of the Board.
1987

President: James J. Grubb (University of Tennessee – Knoxville)
Conference Site: University of Southern California

The 39th Annual Conference of the Association of College and University Housing Officers-International was held on the beautiful campus of the University of Southern California in Los Angeles, July 12-16, with Bill Thompson serving as the host chair. The theme of the conference was "Spotlight on Renewal."

A record-setting attendance of 985 delegates from 391 institutions was recorded for the conference. In addition, some 450 guests, spouses, and children attended, bringing the total attendance to 1,435.
Catalina Island was the setting for a preconference retreat designed to provide a renewal experience for senior housing officers. Ray King presented an on-campus preconference program on renovation and new construction of facilities that was very well attended. For the first time a workshop was built into the conference schedule, with the topic being health-related issues, presented across town at UCLA. In all, some 164 program sessions were offered during the conference by the Program Committee under the leadership of Paul Oliaro of the University of Vermont. Audiotapes were made of selected sessions and offered for sale to the delegates.

The prestigious ACUHO-I Award was presented to Ed Hendricks, a past president of ACUHO-I who retired from the University of California-Berkeley. The first S. Earl Thompson Award was presented to Francis "Mickey" Finn, former executive director of the National Association of College and University Business Officers (NACUBO). A highlight of the conference was having S. Earl Thompson, ACUHO-I’s first president, in attendance to present this award named in his honor.

At the annual business meeting, the second annual ACUHO-I Leadership and Service Awards were presented. Welker Bishop of Ball State University and the late Bill Sweet of the University of Wisconsin-Madison were honored for excellent service and contributions to ACUHO-I and to the housing profession.

Highlights of the 1986-87 year included the following:

- A record number of 712 institutional members and 89 associate members was achieved.
- International activities were expanded by increasing international membership and sponsoring a study tour of American institutions for Mary Holding of the United Kingdom, and excellent workshop programs were sponsored by the Conference Services and Apartments Committees and the Computer Task Force.
- The ACUHO-I Archives was established at Bowling Green State University (Ohio).
- An updated comprehensive Housing Bibliography was completed with significant support from the University of Florida.
- New Professional Fee Waiver Scholarships were expanded to include one person from each ACUHO-I region.
- The Time and Placement Committee completed the process of selecting a conference site three years in advance, for the first time, to implement bylaw revisions.
- The association secretary assumed responsibility for coordinating all liaison activity with other professional and related groups.
- Approximately one-half of the funds available from the new College Facilities Loan Program were allocated for college housing projects.
- The Central Support Services Office continued to expand the services available to members and completed preparations to assume all membership records and dues responsibilities for 1987-88.
- A liaison relationship was established with the American College Personnel Association and the National Orientation Directors Association.
Recognition was given at the Installation Banquet to Executive Board members completing their terms. Plaques were presented to Publications Coordinator John Schuh, Treasurer Doris Collins, Central District Representative W. Garry Johnson, and past President Bill Bierbaum. A special plaque was presented to Bill Thompson and the University of Southern California Host Committee. Newly installed President Carmen Vance presented a plaque to outgoing President Jim Grubb.

Other newly installed officers included President-Elect Dan Hallenbeck, Treasurer Gary Schwartz, Central District Representative Paul Jahr, Southern District Representative Chuck Werring, and Publications Coordinator John Sautter. Continuing on the Executive Board were past President Jim Grubb, Secretary Nancy Murphy-Chadwick, Western District Representative Dan Adams, Eastern District Representative Chuck Waldie, and Central Support Services Office Manager Rhea Dawn Smith as an ex-officio member.
1988

President: Carmen L. Vance
Foundation Chair: Carmen Vance (University of Connecticut)
Conference Site: University of Maryland–College Park

The 1987–88 year was a productive year for ACUHO-I. Membership increased by 39 institutions over the previous year bringing the total to 743 institutions. Associate memberships also increased from 89 to 104.

Thanks to the activity of the International Task Force, we saw more international involvement and more exchange of information with international colleagues. In addition to sending a representative to the Conference of University Administrators in England, the ACUHO-I president attended the Fifth International Meeting of Tertiary Educational Administrators in Sydney, Australia. Several representatives from Australia had indicated an interest in creating a new region in the South Pacific. At their July meeting, the Executive Board approved changing the International Task Force to a permanent committee.

As with most associations, the Executive Board wrestled with the issue of money during the year. For the first time, dues were projected for three years and submitted to the membership in a mail ballot. The proposed increases in the dues were approved by the membership by a large majority.
Although no one likes to see dues increased, the vote demonstrated the membership’s commitment to quality service.

The Board recognized the reality that dues cannot continue to be the only source of revenue. Therefore, it took two actions: the Evaluation Committee was charged with investigating other sources of revenue, and the Board established the ACUHO-I Research and Educational Foundation. The Foundation was incorporated in Ohio and was established to be a fund-raising arm of the association. The money raised would be used to support research and professional development activities that cannot be supported out of the operating budget.

The Central Support Services Office came a long way since its original inception. The paid staff continued to increase services offered to the general membership and to the volunteers. Membership records are being kept there, and for the first time paid staff began taking a leadership role in the publication of the *Talking Stick*. The number of paid staff was increased to four: a manager, a secretary, a clerk, and one student personnel assistant (part-time graduate student). Also, in recognition of the changing duties, the title Central Support Services Office Manager was changed to Central Support Services Manager.

There were more than 400 volunteers during the year who did much of the work of the association through their involvement on boards and committees. The Evaluation Committee spent the previous year looking at the committees and Board structure. Based on feedback from the membership, the Evaluation Committee recommended a realignment of committees, a change in the makeup of coordinating boards, and the renaming of coordinating boards. These recommendations were accepted at the mid-winter meeting, and the volunteers were organized accordingly for 1988-89.

This year was the first year that the travel to regional meetings and other conferences was formally shared by the president and president-elect. A resolution had been passed by the membership establishing this as an expectation of both offices. The arrangement proved satisfactory.

The highlight of the association’s activities was the 40th Annual Conference hosted by the University of Maryland-College Park, July 10-14. The theme of the Conference was "Chart Your Own Course." Delegate attendance for the conference was at a new high of 1,049 delegates from 391 institutions. In addition, there were 160 guests, spouses, and children bringing the total to 1,209.

At the opening banquet, the association gave two ACUHO-I Awards. The first was given to R. B. Stewart, retired from Purdue University (Indiana). Stewart, who had been ill for some time, passed away prior to the conference. The second ACUHO-I Award went to John Storey, retired from the University of Georgia. The S. Earl Thompson Award, presented to someone outside the profession, was given to Charles Griffith, director of the Division of Higher Education Incentive Programs, U.S. Department of Education, for his work with the College Housing Loan Program.

For the first time that anyone could recall, there was not a quorum for the annual business meeting. One hundred ninety voting delegates were in attendance out of the 207 needed. Some speculated that since officers were elected and dues were approved through mail ballots, delegates saw no pressing need to attend. The parliamentarian declared it an "emergency" situation so that the site for the 1991 conference, the University of British Columbia, could be approved.
During the annual business meeting, Chuck Waldie from Rutgers University (New Jersey) and Bill Paleen from Cornell University (New York) were each presented with an ACUHO-I Leadership and Service Award for their service and contributions to ACUHO-I.

During the Installation Banquet, plaques were presented to outgoing Executive Board members: past President Jim Grubb, Eastern District Representative Chuck Waldie, and Western District Representative Dan Adams. Dan Hallenbeck, newly installed president, presented a plaque and a miniature talking stick to outgoing President Carmen Vance. Special plaques were presented to Host Chair Pat Mielke and Program Chair Marylu Noonan.

Newly installed officers included President Dan Hallenbeck, President-Elect Kenneth Stoner, Eastern District Representative Chuck Lamb, and Western District Representative Harry Le Grande. Continuing on the Executive Board were past President Carmen Vance, Secretary Nancy Murphy-Chadwick, Treasurer Gary Schwartz, Central District Representative Paul Jahr, Southern District Representative Charles Werring, Publications Coordinator John Sautter, and CSS Manager Rhea Dawn Smith.
1989
President: Daniel A. Hallenbeck (University of Georgia)
Foundation Chair: Carmen Vance (University of Connecticut)
Conference Site: Western Illinois University

ACUHO-I ‘89, our 41st Annual Conference, was held at Western Illinois University in Macomb, Illinois. "A Harvest of Ideas," the conference theme, was particularly appropriate for this setting. There were 847 delegates from 361 institutions in attendance. In addition to the delegates from the United States and Canada, there were two delegates from Mexico, one from England, and one from Australia; total attendance was 1,066.

The third annual S. Earl Thompson Award was given to Don Gehring, professor of administration and higher education at the University of Louisville. Since Don was out of the country on a teaching assignment, past President Don Moore accepted the award for Gehring. The ACUHO-I Award was presented to Betty Harrah, formerly of Ball State University. Two Leadership and Service Awards were given, one to John Schuh, associate vice president for student affairs at Wichita State University (Kansas), and the other to Gary Schwarzmuller, director of housing at Georgia Institute of Technology.
A highlight of the conference was a teleconference held among members of the Executive Board, the International Committee, the Association of Principals and Wardens in the United Kingdom, and the Australian Association of Heads of Colleges and Halls in Australia. This was the first time this had been attempted, and it was exciting to talk to colleagues in England and Australia over the speaker phone. Thanks went to Jim Grimm, past president and chair of the International Committee, for arranging our participation in this teleconference.

The fifth anniversary of the opening of the Central Support Services Office was celebrated with an open house during the Executive Board’s April meeting in Columbus, Ohio. Many of the year’s highlights centered around the growth of the central office and the services provided to our membership. The Talking Stick and directory were published from the central office, and the sale of advertising was moved from Peterson’s Guides to the central office. Plans have been solidified for moving the responsibility for publishing The Journal of College and University Student Housing from Peterson’s to the central office in January 1990. A communications specialist was hired to work in the central office to ensure the high quality of publications that our membership has come to expect and enjoy.

The ACUHO-I Research and Educational Foundation was established, and the Campaign for Excellence, our first fund drive, was initiated and kicked off at the annual conference. T.O. Allan of Collegiate Products, Inc., was chair of the Corporate Fund Drive, and Chuck Werring and Chuck Frederiksen were the co-chairs of the individual drive. Approximately 70 individual and three corporate members contributed and/or pledged at the annual conference. Past President Carmen Vance served as chair of the Foundation Board in 1988-89 and would continue in that role for 1989-90.

At the Installation Banquet, plaques of appreciation were given to Executive Board members whose terms of office had ended, and new officers of the association were installed. Individuals receiving plaques were Secretary Nancy Murphy-Chadwick, Central District Representative Paul Jahr, Southern District Representative Charles Werring, and past President Carmen Vance. The following individuals were installed: President Ken Stoner, President-Elect Doris Collins, Secretary Virginia Arthur, Central District Representative Patrick Bradley, and Southern District Representative Randy Rice.

We were honored to have members of our Central Support Services Office in attendance at the annual conference. In addition to Central Support Services Manager Rhea Dawn Smith, those who attended were Secretary Rita Compston, Communications Specialist Mary Ellerbrock, and Student Personnel Assistant Ric Weibl. It was particularly beneficial for the membership to meet these individuals and for the staff to get a "feel" for ACUHO-I.
1990

President: Kenneth L. Stoner (University of Kansas)
Foundation Chair: Carmen Vance (University of Connecticut)
Conference Site: University of Georgia

This year signaled the sixth year of operation for the Central Support Services Office. Publication of *The Journal of College and University Student Housing*, previously the responsibility of Peterson’s Guide, was moved to the central office.

Beginning in 1990, the Executive Board agreed to rotate the fall Executive Board meeting among the three workshops (Apartments, Conference Services, and Information Systems). Doing so strengthened the ties with the workshops.

The position of multicultural affairs consultant was added to the Executive Board. Visits were made to Australia and Canada to support internationalization initiatives within the association.

The University of Georgia staff hosted the annual conference on their campus. "Grand Traditions: New Experiences" was the theme for the 42nd conference. There were 921 registrants representing 379 institutions, 39 guests, and 62 exhibitors. Major speakers were Sharon Whitaker, Ernest Boyer, and John Gardner. Special events included a trip to Stone Mountain and Atlanta. ACUHO-I Colleges were offered on these topics:

- Preventive maintenance,
- Ethics in the housing profession,
- Unlearning racism through residence education,
- Legal issues and security,
- Creating a supportive environment for gay, lesbian, and bisexual persons, and

In an attempt to better involve historically black colleges and universities in ACUHO-I, 117 historically black institutions were invited to the conference.


Association membership consisted of 752 educational institutions, plus 130 affiliates.

1991
President: Doris B. Collins (Louisiana State University)
Foundation Chair: Carmen Vance (University of Connecticut)
Conference Site: University of British Columbia, Vancouver, Canada

Doris Collins’ presidency in 1990-91 focused on restructuring and strategic planning. The title of the Central Support Services Office was changed to the ACUHO-I central office. Advertisements were placed for the first ACUHO-I executive director, starting January 1992. And, for the first time since 1972, the Executive Board entertained a bid for the 1994 ACUHO-I Annual Conference away from a college or university campus. ACUHO-I Standards were revised for publication.

The annual conference was hosted by the University of British Columbia on campus. There were 792 registrants from 348 institutions and 75 exhibitors. Preconference Colleges included

- Take the Fear Out of Publishing,
- Beyond Tolerance: Creating a Supportive Environment for Gay, Lesbian, and Bisexual Persons on Campus,
- The Residential Freshman Year Experience,
- Stress Management for Supervisors,
- Assessment and Evaluation in College and University Housing Programs, and
- Selecting and Purchasing Residence Hall Furnishings.

Catharine Stimpson, Lawrence McCrorey, and Richard Hansen were major speakers for the conference. There were 164 interest sessions held. A salmon barbecue was the special event for the conference.

A Strategic Planning Committee was formed which would focus on an action plan for the year 2000 and beyond. And a Regional Relationships Task Force was formed to further study the relationship between ACUHO-I and the regions.

Constitutional amendments were passed which provided for runoff elections and established guidelines for campaigning for Executive Board positions. Another amendment emphasized the institutional nature of membership to eliminate confusion in membership categories and also added an Emeritus Affiliate category. A fourth amendment was passed which emphasized the commitment of ACUHO-I to valuing diversity and ensuring ethnic representation with the privilege of the vote on the Executive Board for the multicultural representative and the publications coordinator.

The ACUHO-I Foundation President Carmen Vance announced contributions of $38,220, bringing the two-year balance to $76,000.

A formal relationship was established with the Australian Association of Heads of Colleges and Halls. An Australasian region was discussed but not acted upon. The first workshops were offered and were attended by over 100 members. The Would-be wRiters Assistance Program (WRAP) was
established to assist authors, especially new authors, with the publication of their scholarly materials and research efforts.

The membership brochure was translated into Spanish. The association agreed to co-publish, in conjunction with John Gardner and the National Resource Center for the Freshman Year Experience, the monograph *Residence Hall Programs and the Freshman Year Experience*.

Association membership consisted of 760 educational institutions, plus 152 affiliates.

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**1992**

President: Michael B. Hoctor (San Diego State University)  
Foundation Chair: Jim Grimm (University of Florida)  
Conference Site: Boston College and Northeastern University (Massachusetts)

President Michael Hoctor characterized the year as one which implemented the executive director position while maintaining the active volunteer nature of ACUHO-I. Gary Schwarzmueler was hired as the association’s first executive director. In addition, the marketing and accounting positions were upgraded. A $45,000 investment was made to expand the office computer technology.

The Australasian Association of College and University Housing Officers was recognized in April 1992 as the first non-North American region of ACUHO-I.

The first color version of the *Talking Stick* appeared in June 1992. The content was reworked, and for the first time, theme issues of the *Talking Stick* were published. The revised ACUHO-I Standards Ethics Statement and Self-Assessment Guide were published and distributed. Two new monographs, *Residence Life Programs and the First-Year Experience* and *Residence Hall and Apartment Housing Safety and Security*, were approved for publication. And an energy conservation manual and a handbook for staff training were published.

The James A. Hurd Award was created and awarded by the Multicultural Committee for significant contributions to multiculturalism in ACUHO-I. The Presidential Service Awards were established to recognize a member institution and an individual member that have served the association long and well as "unsung heroes."

International study tours to Sweden and Denmark and to Australia were sponsored. A record 73 interns were in the Food Service Management Internship program. Programming and networking were sponsored to support women in the association.

Boston College and Northeastern University (Massachusetts) hosted the 44th Annual Conference. Its theme was "A Revolutionary Experience." The conference had 890 registered participants from 409 institutions and 120 exhibitors in attendance.

Preconference workshops, held at Northeastern University, offered information and training on five important topics:

- Creating a Multicultural Residence Hall Environment,
• Violence, Vandalism, and Verbal Harassment: Victimization in Residence Halls,
• Strategic Marketing for Your Residence Halls,
• Recycling: It Can Happen in the Halls,
• HIV and the College Community, and
• Residence Hall Safety and Security.

The major speakers included Charles Willie, a noted sociologist from Harvard University (Massachusetts), who spoke about challenges regarding the need to increase multiculturalism within the context of the college or university as a community; Karen Thompson, St. Cloud State University (Minnesota), who challenged participants to actively pursue social justice on our campuses; and Will Keim, a lecturer and consultant, who combined humor and insight to offer ideas about six major challenges facing our students. Susan Komives served as a faculty Consultant-in-Residence.

The opening banquet was held at Boston College in the Carney Dining Room of McElroy Commons. The Lexington Minutemen and a magician added a festive air to a traditional Thanksgiving dinner. Thirteen past presidents of the association were recognized. A clambake was held Monday night under a large tent, with lobster as the featured entrée.

The ACUHO-I Foundation, under the leadership of Foundation President Jim Grimm, reached a new high in fund-raising at the conference. Including pledges and gifts, a total of $17,599 was raised for research and educational projects benefiting the association. The Foundation provided funds for research grants and educational programs on the subjects of violence in residence halls, alcohol abuse/addictive behavior, facilities and deferred maintenance, and safety and security.

Membership for the year was 765 educational institutions plus 178 affiliates.

1993
President: W. Garry Johnson (Western Illinois University)
Foundation Chair: Jim Grimm (University of Florida)
Conference Site: The Ohio State University

The association’s efforts to have residential life staff excluded from the Campus Crime Prevention and Safety and Security Act were rewarded, thereby protecting the important and confidential relationships that exist between residential life staff and students. In partial response to safety concerns, the association promoted the Residence Hall and Apartment Safety and Security Environmental Assessment Checklist developed by Jim Grimm and Bernie Pleskoff.

The Executive Board engaged itself to develop a "strategic vision" for ACUHO-I for the next decade. The planning process was coordinated by six strategic planning task forces:

• Marketing (Bernie Pleskoff, chair),
• Assessment (Rita Moser, chair),
• Finances (Bob Cooke, chair),
• Member Involvement (Mike Segawa, chair),
• International Role and Scope (Keith Guy, chair), and
• Regional Relationships (Chuck Lamb, chair).

A member needs survey was initiated by Rita Moser to solicit feedback from members in the critical areas of service and professional development.

The association approved funding for the addition of a Canadian representative to the Executive Board, with selection of the representative to be determined during fall 1993. The length of term of the publications coordinator was increased from two to three years.

The annual conference was held at The Ohio State University with 802 people registering, representing 379 institutions. There were 281 exhibitors representing 88 companies. Special events included an evening at the Center of Science and Industry and an outdoor picnic with the Columbus Pops Orchestra. Major speakers included Susan Komives, Don Gehring, and Bill Demby, and there were 136 interest sessions. The Faculty-in-Residence program was continued featuring Nancy Evans. Preconference ACUHO-I Colleges included

• Putting the ACUHO-I Standards to Work in Evaluation,
• Total Quality Management in Residence Halls,
• Americans with Disabilities Act,
• The Multicultural Campus: Creating Organizational Changes, and

The association reacted to the passage of Amendment II to the Colorado Constitution, which served to eliminate protection against discrimination under Colorado law for gays, lesbians, and bisexuals. The membership voted on a recommendation from GLACUHO to move the 1995 Annual Conference from the University of Colorado-Boulder in protest of the passage of the amendment. The new location was Las Cruces, New Mexico. A safety and security workshop scheduled for April 1993 also was moved to Oshkosh, Wisconsin, as support of the boycott.

Two monographs were published: Family Housing edited by Vennie Gore and Successful Management of Facilities in College and University Residence Halls and Apartment Housing edited by Jim Grimm and Bob Mosier. In addition, a new series of resource papers for housing professionals, Project 2000, was established to assist professionals with critical issues facing them as they approach the new century. Two papers were funded for the immediate year. Bob Mosier was appointed editor.

The Foundation raised approximately $38,000 during the 1992-93 campaign.

Association membership consisted of 773 educational institutions, plus 233 affiliates.
1994
President: Charles Lamb (University of Vermont)
Foundation Chair: Jim Grimm (University of Florida)
Conference Site: San Antonio, Texas

Keith Guy, Internationalization Role and Scope Task Force chair, presented a report regarding a broader interpretation of the "internationalization" of the association. This was coupled with initial negative reaction by regional associations for having a Canadian representative. There was concern that having a Canadian representative would draw away from Canadian participation in regional associations. The Canadian district representative was added as an elected position to the association's Executive Board. In doing so, ACUHO-I reinforced its district model.

The Women's Issues Task Force was given full association committee status, signaling additional support for and focus on the concerns and issues of association women and the women served by the association.

Dues were linked for the first time to the Higher Education Price Index (HEPI). A finance subcommittee, chaired by the treasurer and including the president-elect, executive director, and one district representative, was established to oversee the investment of association assets.

Funds were approved to move the central office, previously housed in a former hall director apartment in Jones Tower on The Ohio State University campus, to a more adequate office facility.
As a result of recommendations from the strategic planning committees, steps were taken to implement a chair-elect process to ease the transition between incoming and outgoing committee chairs. A marketing publication was developed.

The association discussed becoming part of the National Association of College and University Business Officers’ (NACUBO) benchmarking efforts and sent a representative to the discussions. The association reaffirmed its commitment to send a representative to an Australian meeting annually, alternating between the HEADS meeting and the Australasian regional meeting. When possible, the association also agreed to send a representative to the AUA meeting in England.

The work of the strategic planning committees was finalized, and a report was distributed at the annual conference business meeting, ACUHO-I and the Decade Ahead: A Vision for the Future.

Trinity University, University of Texas at San Antonio, Our Lady of the Lake University, Incarnate Word College, and St. Mary’s University hosted the annual conference in San Antonio, Texas. This was only the second time in the history of the association that a non-campus site was used. In attendance were 823 registrants representing 376 institutions and 543 exhibitors representing 88 companies. One hundred and forty interest sessions were held. Major speakers were Carlos Cortez, Franklyn Jenifer, and Charles Ogletree, who facilitated a Socratic Dialogue. The Faculty-in-Residence was Kathleen Manning. Special events were an opening barbecue at the Institute of Texan Cultures and a festival evening at the historic La Villita (little town) area of San Antonio.

Preconference Colleges included

- A Bold Future for Women with Children,
- Getting Serious About Writing for Publication: A Writer’s Workshop,
- Setting Directions – Making New Connections,
- Marketing to the MTV Generation, and
- The Team Approach to Solving Problems in Residence Hall Facilities.

The Project 2000 resource papers were expanded to include papers on the following topics: contract-managed food service, new construction and renovations, the role of student housing in retention, marketing operations, cultural diversity and student housing, and creating a residential learning environment.

Association membership consisted of 770 educational institutions, plus 268 affiliates.
1995

President: Harry Le Grande (University of California – Berkeley)
Foundation Chair: Jim Grimm (University of Florida)
Conference Site: New Mexico State University

The central office was relocated to Riverwatch Tower adjacent to The Ohio State University campus. Two central office positions were added: Kathy Froilan was hired as professional development coordinator and Deb Bean as accountant, to help support the increased services provided by the central office.

A change from a cash accounting system to an accrual accounting system was approved to begin July 1, 1995. The Executive Board also approved transferring the association’s financial resources to the Fifth Third Bank of Ohio.

Issues raised by the International Committee occupied much discussion time for the Executive Board. As a result of discussions, the Board unsuccessfully looked into software to translate its publications into other languages. The association agreed to continue recruiting international members, continue representing ACUHO-I at annual meetings of other non-United States-based relevant professional associations as funds were available, continue to provide opportunities for international member exchanges, and continue the work of the International Committee. Annual conferences would continue to be held in North America. However, the Program Committee was directed to look into electronically recording conference sessions for those who could not attend the conference.
Institutional membership was given to College Housing Northwest, a milestone because the university did not own the housing.

The Small College Task Force was established to find ways to better meet the needs of the many small college members. A committee also was established to plan celebrations for the association’s 50th Annual Conference and subsequent anniversary.

The Executive Board adopted a domestic partnership statement (for students and staff) submitted by the Gay, Lesbian, and Bisexual (GLB) Issues Committee. A GLB consultant was added to the Executive Board.

New Mexico State University hosted the annual conference on campus. There were 729 registrants representing 347 institutions; 231 exhibitors represented 77 companies. Major speakers included Nadine Strosser, Harold Hodgkinson, and Jacqueline Fleming. The Faculty-in-Residence was Keith Miser. Special events included an evening at Old Mesilla and a concert by John Denver.

Publications included an update of the *ACUHO-I Standards* to include an evaluation chapter, the 1995 *Apartments Survey*, the 1995 *Directory of Entry-Level Positions*, and five new *Project 2000* resource papers on outcomes assessment, domestic partners, strategic planning models, special interest housing, and technology trends.

The Foundation was active again with a $50 x 5 campaign, asking members to contribute $50 each year for five years.

Association membership consisted of 777 educational institutions, plus 374 affiliates.

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**1996**

President: Virginia C. Arthur (Iowa State University)

Foundation Chair: Bernard Pleskoff (Loyola University – Chicago)

Conference Site: Providence, Rhode Island

The budget was a source of concern for the year. Costs were reduced in a number of ways. Instead of the Executive Board traveling to the host site for the winter meeting, the Board conducted business via email and conference calls. The move saved money but was ineffective in providing the visionary leadership expected of the Board. The email venue for conducting business became established to conduct necessary business between meetings.

Money also was temporarily suspended for travel outside the United States. Due to funding from Iowa State University, the president was able to honor an invitation to attend the European Council on Student Affairs Conference on housing and the Australasian regional conference.

The Executive Board reaffirmed the international nature of ACUHO-I by changing the name of the International Committee to the Committee to Internationalize ACUHO-I.
Three task forces were formed: one to review the structure of the Executive Board with Doris Collins appointed as chair, a second to review the dues structure, and a third to propose a plan for a recently created ACUHO-I world wide website.

A new logo was approved for ACUHO-I which would be used for association stationery, publications, clothing sales, and related materials.

Two annual Chief Housing Officer (CHO) Training Institutes were established, one each for new and seasoned CHO's.

Privatization of housing was also a concern. The Executive Board took the position of identifying issues for consideration rather than taking a stand to support or not support the concept.

Bernie Pleskoff assumed the position of chair of the Foundation Board from Jim Grimm. Fundraising for the Foundation exceeded one quarter of a million dollars from individuals and corporate sponsors.

The annual conference was held at Providence, Rhode Island, and was hosted by the University of Rhode Island, Rhode Island College, Salve Regina University, Bryant College, Roger Williams University, Rhode Island School of Design, and Johnson and Wales University. There were 839 registrants representing 326 institutions, and there were 512 exhibitors representing 132 companies.

Major speakers included Samuel Betances and Patt Schwab. The Socratic Dialogue, successful two years previously, was repeated by popular demand. Gary Pavela facilitated. The Faculty-in-Residence was Lou Stamatakos. There were 123 interest sessions. Special events included an evening in Newport. Preconference ACUHO-I Colleges were

- Supervision,
- Redevelopment in the 90s,
- Senior Housing Officers Renewal,
- College and University Housing Policy, the First Amendment and Campus Crime, and
- ACUHO-I and the World Wide Web: Applications and Implications for College Housing Programs.

Publications included a book, College and University Housing Construction: Designs and Cost Data for the 1990s by Jim Grimm, and a resident assistant workbook, Building a Strong Involving Community (BASIC) by Claudia Kahni and George Thompson. Three final Project 2000 resource papers were published on privatization, creating community in the residence halls, and benchmarking. A decision was made to discontinue the series due to lack of authors and topics.

Association membership consisted of 828 educational institutions, plus 287 affiliates.
1997
President: Patricia L. Mielke (University of Maryland at College Park)
Foundation Chair: Bernard Pleskoff (Loyola University – Chicago)
Conference Site: Minneapolis, Minnesota

The first New Chief Housing Officer Institute was held at Texas Woman’s University. Thirty-three new CHOs and 10 faculty/moderators attended. A symposium on privatization of housing was co-sponsored with NACAS in San Diego.

A revised dues structure was adopted which made it more feasible for small institutions to participate. The new structure better distributes dues by institutional size.

A comprehensive strategic planning process for the association was begun. Three reports were completed that formed the basis for a strategic planning process for the association: a report from the Executive Board Restructuring Task Force, a Comprehensive Member Satisfaction and Needs Assessment survey, and a Peer Review Report completed by a team of external reviewers from the American Society of Association Executives.

Five new strategic planning task forces were created:

• Financial Task Force,
• Programs and Services Task Force,
• Communications (and Marketing) Task Force,
• Governance Task Force, and
• Management Task Force.

Through the assistance of Bob Kearns, central office finance and administration manager, the ACUHO-I website came into being in the central office.

ACUHO-I discontinued participation in the benchmarking project of NACUBO. A relationship with a private firm, Educational Benchmarking, Inc. (EBI), was begun to conduct benchmarking on housing.

The annual conference was held in Minneapolis, Minnesota, and was hosted by the Associated Twin Cities Housing Administrators (ATCHA), with leadership from the University of St. Thomas, the College of St. Catherine, St. Olaf College, Concordia College, the University of Minnesota-Twin Cities, and Augsburg College. There were 827 registrants representing 400 schools and 390 exhibitors representing 130 companies. Major speakers included Art Levine, Barbara Blake, and Lauren Woodhouse. Patricia King was the Faculty-in-Residence. One hundred and twenty-seven interest sessions were held. Special events included dinner at the Minnesota History Museum and a night on the town at the Mall of America.

How to Teach Your Students to Recycle – An Educational Companion Manual for Your Recycling Program, written and compiled by Connie Fuess, was published.

Association membership consisted of 826 educational institutions, plus 308 affiliates.
1998
President: Bob Mosier (University of Wisconsin – Stevens Point)
Foundation Chair: Bernard Pleskoff (Loyola University – Chicago)
Conference Site: Charlotte, North Carolina

The strategic planning process was carried out under the leadership of Pat Mielke. Six task forces carried out planning during the year, including

- Fiscal Planning Task Force, chaired by Jack Collins;
- Communications Task Force, chaired by Don Whalen;
- Governance Task Force, chaired by Harry Le Grande;
- Management Task Force, chaired by Rita Moser (which began work after the other task forces had completed their work);
- Annual Conference and Related Services Task Force, chaired by Bob Hartman; and
- Benchmarking Task Force, chaired by Dave Butler.

Don Norris, a consultant on strategic planning, carried out an "External Environmental Audit Report" of the association for the Executive Board. The audit focused on

- Characteristics of successful associations in the knowledge age;
- Political, environmental, social, and technological factors affecting ACUHO-I and associations;
- Analysis of the college and university housing industry;
- A market share analysis of ACUHO-I; and
- An analysis of our potential collaborators and competitors.

This audit aided in the strategic planning process for the year. Norris also consulted with the Executive Board and stakeholders at the strategic planning session during the October Board meeting.

Harry Le Grande and the Governance Task Force worked closely with the regional presidents/officers during the year. A joint meeting of the ACUHO-I Executive Board and the regional presidents/officers was held to discuss the affiliation of regions with ACUHO-I.

The Product Development Team on Benchmarking, led by Dave Butler, in partnership with Educational Benchmarking, Inc., offered the first Benchmarking Survey.

- In the first year, 90-100 institutions signed up.
- A number of dimensions of residential living were examined.
- In addition, longitudinal comparisons were possible on individual campuses, as well as with peer institutions, by tracking student perceptions across a period of years.
Jack Collins was heavily involved in the development of the benchmarking survey. In addition, Jim McMahon, Mike Eyster, Carole Henry, Mary Ann Ryan, and Graham Brown provided ideas and leadership in support of benchmarking assessment.

Norbert Dunkel led the development of increased services in career development and placement through a new Product Development Team. Diane Porter, the ACUHO-I Career Development and Placement Committee (chaired by Ron Kochendorfer), and a task force under the direction of John Conneely assisted him.

Doug Gruenewald chaired a new Academic Initiatives Committee to coordinate efforts in this area, including research on living-learning programs. Phil James, Beth Sylvester, and Paula Hulick developed a model for an academic initiatives workshop that could be conducted by different interested groups. Phil, Beth, and Paula provided leadership of the Residential College Task Force and the Residential First-Year Experience Task Force.

Jack Collins, with the assistance of Gary Schwarzmueller, developed a new investment policy for the association. An independent CPA firm carried out a successful audit of the association’s finances.

The association, with major assistance from Gary Schwarzmueller and the central office, continued to find ways to advance technologically in support of member service.

Partnerships with other associations led to the development of symposia and conferences, such as the ones on construction and renovation and privatization with NACAS.

The Foundation, under the leadership of Bernie Pleskoff, was very active. The new Foundation of Excellence and the Silent Auction at the annual conference were well received. The Foundation funded the first large commissioned research grant, focusing on residentially based academic programs. The Foundation also established a bequest program. They supported a number of publications, including *College and University Housing Construction*, *B.A.S.I.C.*, and *Advice for Advisors*.

The association experienced strong levels of membership due to the partnership between Andy Matthews and the Membership Committee and the ACUHO-I Central Staff. As of June 19, 1998, there were 863 educational member institutions. In addition, there were 160 sustaining affiliate (corporate) members.

Grant Sherwood coordinated the development of the first Senior CHO Institute. In addition, training opportunities were offered by the four committee-sponsored workshops, NHTI, and the ACUHO-I colleges.

The annual conference was held in Charlotte, North Carolina, celebrating the association’s 50th conference anniversary. Jackie Simpson, chair, and the staff of the University of North Carolina-Charlotte carried out the hosting responsibilities. The theme was "A Crowning Achievement: The 50th Conference." There were 813 total delegates, with 704 full-time paid delegates. There were 400 institutions represented. There were 132 companies represented, with 350 exhibitors, and 166 booths sold. Special events at the conference included the celebration of the association’s 50th conference anniversary at the opening banquet and an evening at the Charlotte Motor Speedway. Keynote speakers were Gary Pavela, University of Maryland-College Park, who spoke on legal issues; Maura Cullen, an educational consultant, who presented on diversity issues; and Nikki Giovanni, professor of
English at Virginia Tech, who spoke on the messages in her book of poetry *My House* as they applied to celebrating community.

ACUHO-I published Norbert Dunkel and Cindy Spencer’s (Eds.) *Advice for Advisors* (2nd ed.).

1999
**President: Randy Rice (Clemson University)**
**Foundation Chair: Jack Gibbons (University of California Los Angeles)**
**Conference Site: Vancouver, British Columbia**

Bob Mosier coordinated the strategic planning process during the year. Sixty volunteers were involved in the strategic planning process for the previous two years.

There were five task forces:

- Governance Task Force, led by Harry Le Grande;
- Financial Task Force, led by Jack Collins;
- Communications Task Force, led by Don Whalen;
- Programs, Activities, Services-Evaluation Task Force, led by Bob Hartman; and
- Management Task Force, led by Rita Moser.

At the fall meeting, over 45 action items were voted on from the work of the task forces to move the association forward.

At the winter Board meeting, the Executive Board made decisions for moving the work of each of the task forces forward.

Examples of these decisions were to

- Continue to move forward with the Leadership Assembly;
- Continue to move forward with the plan for a first vice president, president-elect, and president;
- Continue to move forward with regional affiliation;
- Move more resources toward the continuing development of the ACUHO-I website;
- Move forward with a new Marketing Product Development Team;
- Support publishing the directory online; and
- Support the recommendation to continue to find ways for underrepresented groups to meet and interact at conferences and workshops.

Allen Liff from Ronin Marketing consulted with the Executive Board about strategic planning at the spring Board meeting. He had conducted a "Knowledge Age Transition Audit," sharing his results with the Board to help the association move forward.

The Board identified four major strategic planning themes at the spring 1999 meeting:
• First, ACUHO-I provides visionary leadership to the housing field.
• Second, ACUHO-I can increase the competence of the housing practitioner through education and services.
• Third, ACUHO-I will increase utilization of technology and the Internet to provide services and information to the membership.
• Fourth, ACUHO-I will emphasize flexibility and speed in developing new programs and services for members.

Also at the spring meeting, the Board identified high, medium, and low priorities for each of the task forces. Decisions were made about a number of items related to these identified priorities. This also led to each of the task forces having clear goals for the actions they needed to take in the following year.

Dave Butler continued to move the benchmarking project forward, in partnership with Educational Benchmarking, Inc. Jack Collins and Gary Schwarzmueller supported this effort. The benchmarking service participation doubled since the previous year. The new Administrative Benchmarking survey will appear in the fall.

Jack Collins, treasurer, reported on financial operations. The association had a full-time audit conducted and approved by the auditors. Dues were restructured, a transition to an accrual accounting system was made, benchmarking moved forward, and investment strategies were approved.

Dale Tampke and Bob Burgess did a fine job with the Member Needs Assessment Survey.

The Foundation, with Jack Gibbons as chair, set the goal of a million dollars to be raised from the inception of the Foundation up to 2000. The campaign was called "Million by the Millennium," and fundraising strategies were successful.

ACUHO-I joined in partnership with the Association of Higher Education Facilities Officers (APPA) to form an alliance to provide facilities management training, as well as to work together on other mutual plans. The partnership leveraged the strengths of ACUHO-I to develop programs, products, and services that would better serve our membership and also provided a clear exchange of information regarding facilities management and construction practices.

Norbert Dunkel and Pam Schreiber planned the first Leadership Assembly at the annual conference with the regional presidents/officers. Merrily Dunn assisted with the facilitation.

The annual conference was held in Vancouver, British Columbia, at the University of British Columbia. The host chair was Mary Riseborough, assisted by the University of British Columbia staff. The theme was "Point of View." There were a total of 852 delegates, with 812 full-time paid delegates from 365 institutions. There were 141 booths representing 120 companies. The first keynote speaker was Father William J. Byron, S.J. The second keynote was presented by SST Communications and focused on cultural diversity on campus. The third keynote speaker was Kathy Humphrey, who delivered an inspirational and uplifting message. There were approximately 115 programs offered.

ACUHO-I published Jim Grimm and Norbert Dunkel’s Campus Housing Construction: An Analysis of Cost and Design, Deborah Casey-Powell’s (Ed.) College and University Apartment
The History of ACUHO-I

Housing, and John Schuh’s (Ed.) Educational Programming and Student Learning in College and University Residence Halls.

ACUHO-I had 905 members and 166 sustaining member affiliates.

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2000

President: Patrick Bradley (Central Missouri State University)
Foundation Chair: Jack Gibbons (University of California Los Angeles)
Conference Site: Pittsburgh, Pennsylvania

The 2000 annual conference was held in Pittsburgh, Pennsylvania and was hosted by chair Sharon Goedert, Duquesne University, and other schools in the Pittsburgh area.

For the year 1999-2000, Rita Moser led strategic planning, a major focus for the Board meetings during the year and a topic that focused on a "turning inward" to evaluate how the Board could more effectively operate.

At the July 1999 meeting, planning occurred for the next phase of the strategic planning process. The Board saw strategic planning as an ongoing process.

At the fall 1999 meeting, Central Staff members were included in the planning process. A decision was also made for future meetings to be held in Columbus, so that Central Staff members could continue their involvement in the planning process.

Three task forces were developed:

- Vision/Compelling Agenda Task Force,
• Board Transition Work Group, and
• Board/Staff Collaboration Group.

The task forces on vision/compelling agenda, board culture, and board/staff collaboration continued their planning. New central office positions for technology and membership were discussed. An expeditionary product development team was approved on staff recruitment/retention under the direction of Nick Nicklaus. A series of other proposals were discussed, and speed and flexibility in meeting new challenges were emphasized.

At the winter 2000 meeting, the Board approved hiring a central office staff member for membership and marketing; engaged in planning activities of environmental scanning updates, scenario planning, and prioritizing items from the strategic planning; and conducted an environmental scan with the Program Committee.

At the spring 2000 meeting, the Board moved ahead with strategic planning initiatives, and Gary and the Central Staff moved ahead with selecting an information technology person.

At the summer Executive Board meeting, the three task forces – Vision/Compelling Agenda, Board Culture, and Board/Staff Collaboration – reported on their work for the year. The Vision/Compelling Agenda Task Force, under the leadership of Tim Johnson, developed a compelling vision story for the association that appeared in the December 1999 *Talking Stick* and made recommendations about where the energy of the association needed to be focused over the next several years.

The Board Culture Task Force reported the following activities:

• Conducted a thorough self-assessment of the association mission, Executive Board members’ performances, etc.;
• Revised the methodology of training and orientation for new Board members; and
• Established the new ad hoc task forces for the 2000-01 year.

The Board/Staff Collaboration Task Force reported that key central office staff members participated in the strategic planning activities in the fall, winter, spring, and summer meetings and that future Board meetings would be held near the central office, except for the summer meetings during the annual conference.

The following outcomes occurred related to strategic planning for the annual conference:

• Compressing the conference to 2.5 days,
• Having two keynote speakers instead of three, and
• Eliminating the opening banquet for the opening reception. Electronic registration occurred for the Pittsburgh conference.

Rita Moser led the planning for the creation of three task forces for the year 2000-01: the Strategic Planning Task Force, chaired by Joanie Schmidt; the Ideas and Information Task Force, chaired by David Stephen; and the Marketing Task Force, chaired by Dima Utgoff.
Bob Mosier facilitated strategic planning with the Executive Board at the fall and summer meetings in 1999-2000.

The association moved toward stronger alliances between ACUHO-I and the regions through the adoption of the Regional Affiliation Statement. Ten regions that addressed the Regional Affiliation Statement approved the statement.

The Executive Board made the transition from the old model of president-elect, president, and past president to a vice president, president-elect, president model.

The Executive Board established a Staffing Product Development Team to address the issues of a decline in the number of people entering the housing profession. Nick Nicklaus chaired the team.

Alan Hargrave and Michael Coakley began an evaluation of the Foundation, which would take 12-18 months.

A second successful Leadership Assembly was held with leaders from committees, regions, the Executive and Foundation Boards, and the central office staff.

ACUHO-I received a positive financial audit and received high marks on policies and procedures in the fall and also for following through on previous recommendations.

Under the leadership of Joanie Schmidt, a joint conference of the Apartments, Conference Services, Information Technology, and Marketing groups, called the Millennium Magic Conference, was held at the Coronado Springs Resort at Walt Disney World. Bill Jenkins was the keynote speaker. Grant Sherwood, Colorado State University, who spoke at the closing luncheon, was recognized for his work in developing three of the original groups.

The association collaborated with NACAS on a symposium on New Construction and Renovation and co-sponsored a Campus/Corporate Partnership Forum with 14 other CHEMA associations.

The creation of two new awards was approved: the Herstory Award, recognizing an outstanding woman professional from the housing field, and the ACUHO-I Judy Spain Award, recognizing the contributions of a dedicated housing professional who has contributed to the greater understanding and acceptance of GLBT issues.

The Foundation collected over $1 million since being founded. Jim Chitwood, the chair, focused on achieving goals of breadth and depth of giving, obtaining funds from large corporations, seeking more major donors, and making it easier for other institutions to become a major donor.

The annual conference was held in Pittsburgh, Pennsylvania, hosted by chair Sharon Goedert, Duquesne University, with assistance from a number of schools from the Pittsburgh area. The theme of the conference was "Confluence of Visionary Ideas: Flowing into the Future." There were 793 delegates, with 670 full-time paid delegates. There were 421 schools represented at the conference. A record number of 185 exhibitor booths were sold to 143 companies. Freeman A. Hrabowski, president of the University of Maryland Baltimore County, was the opening keynote speaker and spoke on leadership and change. Christine Holton, the second keynote speaker, spoke about communication and stress management. Merrily Dunn was the Scholar-in-Residence. Many delegates chose to attend the baseball game on Saturday evening between the Pittsburgh Pirates and the Minnesota Twins. The
opening reception was held at the Carnegie Museum of National History and the Carnegie Museum of Art.

ACUHO-I had 912 institutional members and 166 sustaining affiliates.
**ACUHO-I HISTORY: 2001-2010**

**2001**

**President: Rita Moser (Florida State University)**

**Foundation Chair: Jim Chitwood (University of Wisconsin Oshkosh)**

**Conference Site: Kansas City, Missouri**

Rita Moser provided direction and a charge for the different groups involved in strategic planning for the year during the fall 2000 meeting.

Joanie Schmidt was very active in planning during the year, leading the Strategic Planning Task Force and the Board self-assessment review.

Three strategic planning task forces received their charge from President Moser at that meeting:

- Strategic Planning Task Force, led by Joanie Schmidt;
- Marketing Task Force, led by Dima Utgoff; and
- Ideas and Information Task Force, led by David Stephen.

At the winter meeting of the Executive Board, as part of strategic planning efforts, the three strategic planning task forces gave their reports. Rita Moser, Joanie Schmidt, and Gary Schwarzmueller did an excellent job of preparing a series of planning exercises, providing the framework for the meeting.

Bob Mosier facilitated strategic planning discussions at the winter meeting. The task forces continued their work throughout the year.

The Strategic Planning Task Force, led by chair Joanie Schmidt, reported on their work on developing the following:

- Vision statement,
- Mission statement,
- Association slogan, and
- Association imperatives, strategies, and goals.

The Marketing Task Force, chaired by Dima Utgoff, shared the following goals:

- Market the association to members and potential members;
- Make the membership application and renewal process as easy as possible, including electronic processes;
- Identify to members and potential members the services and programs we offer;
- Provide information and resources to members; and
- Improve the timeliness and quality of our services.

The Ideas and Information Task Force, under the leadership of David Stephen, agreed on the following goals:
• Utilize the INFO POLL ANALYZER to develop an e-based questionnaire Beta site targeting membership registration and renewal, housing stock, and staff profiling;
• Establish a Product Development Team to continue the development of the ACUHO-I website and Web-based services;
• Provide both quantitative and qualitative information to members through research;
• Determine the feasibility of "search engine" options for membership data; and
• Determine the shelf life for archived publications.

The planners at the winter meeting also reviewed current and past expeditionary product development teams’ work, including the following:

• Benchmarking Product Development Team,
• Career Planning and Development Team,
• Staff Retention/Recruitment Product Development Team,
• Fire Safety Product Development Team, and
• Reslife.net partnership.

Another major area of strategic planning was to make the work of committees a central focus. With volunteers being the heart of ACUHO-I, including 31 standing committees and over 300 committee members, the Executive Board wanted to better understand committee members’ experiences.

A Committee Evaluation Survey was carried out about perceptions of committee experiences, from which much valuable information was received. The responses were generally very positive. When asked what they most enjoyed about their committee experience, the two most common responses were that they valued the opportunity to make a contribution to the profession and they valued the networking and interaction with other committee members. The results of the survey were shared in Rita Moser’s "Letter from the President" in the February 2001 issue of Talking Stick.

Another focus for planning centered on generational distinctions and their meaning to our profession. By anticipating ways to capture the interest and energy of current and future students, housing professionals stand a better chance of recruiting them to the profession and meeting their needs and interests.

At the summer Executive Board meeting, a Board self-assessment review, carried out by Joanie Schmidt, was shared with the Executive Board. The new Board members were encouraged to review the document as part of their orientation.

During the fall, the last regional association signed the regional affiliations statement.

The Executive Board approved the realignment and renaming of several committees – the Multicultural Committee; Gay, Lesbian, Bisexual, and Transgender Issues Committee; the Women’s Issues Committee; and the Small Colleges Committee – as networks that represent the issues of these constituencies.
For several years, the Professional Standards Committee had worked toward revising the ACUHO-I Standards. Chair Susan Grant had the final draft approved. The revised Standards were posted on the ACUHO-I website.

A study tour of Australia was carried out in April. Eight uniquely different institutions were visited, taking in two states and Australia’s Capital Territory. Bill McCartney of the University of Mississippi coordinated the study tour.

The James Hurd Scholarship was created.

The ACUHO-I Foundation, chaired by Jim Chitwood, raised funds of $61,293 over the course of the annual conference. Funds were used for scholarships, research, awards, and support for grants and stipends. Other fund-raising activities included the “Building Tomorrow Today” individual campaign, Corporate Partner program, Foundation of Excellence recognition program, institutional and regional support, major donor opportunities, and planned giving programs.

The annual Leadership Assembly, comprised of committee chairs, regional presidents and presidents-elect, Foundation Board members, central office staff, and Executive Board members, met in Kansas City. Tony Esposito and Susan Grant coordinated the assembly, with the theme of "Putting the Pieces Together."

The annual conference was held in Kansas City, Missouri. Chuck Werring was the host, and the theme was "Visions of Courage, Heart, and Wisdom." There were 796 delegates. There were 145 booths, with 197 companies represented. The opening reception was at Science City at Union Station in Kansas City. The Negro Leagues Baseball Museum was made available for delegates to tour on Monday evening. The opening keynote speaker was Lee Bollinger, president of the University of Michigan, who spoke on the importance of affirmative action. Glenda Horton Manning, founder of Touch, Inc., was the keynote speaker on Tuesday and spoke on public service and leadership. The Scholar-in-Residence was Phyllis McCluskey-Titus.

ACUHO-I published Jim Conneely’s (Ed.) Planning a Career in College and University Housing.

ACUHO-I had 915 institutional members and 187 sustaining affiliates.

2002

President: Joan Schmidt (Central Michigan University)
Foundation Chair: Jim Chitwood (University of Wisconsin Oshkosh)
Conference Site: Disney World, Lake Buena Vista, Florida

In 2001-02, David Stephen led the strategic planning process during the year. The Executive Board divided itself into three strategic planning subcommittees:

• Ideas and Information, including the use of technology in delivering services and information to members;
• Marketing; and
• Strategic Planning and Public Relations.

The committees developed short- and long-term plans to enhance services to members and to promote the field of housing.

David Stephen provided information about progress on the strategic planning process at the spring meeting of the Executive Board.

• The Ideas and Information subcommittee, under the leadership of David Stephen, reported that an electronic template for use in an online membership renewal process and profile database collection is being developed.

• The Marketing subcommittee, under the leadership of Dima Utgoff, identified membership expansion strategies including faculty and student memberships. Additionally, outreach to historically black postsecondary institutions was identified for recruitment efforts.

• The Strategic Planning and Public Relations subcommittee created a series of media announcements and position papers on a wide variety of topics.

A new Product Development Team focusing on workforce development initiatives was created.

• In October 2001, the Executive Board appointed a Strategic Planning subcommittee specifically focused on the question of workforce development needs/initiatives to better address the dearth of persons entering the SCP graduate programs and consequently student affairs and the housing profession.

• A number of initiatives were identified and carried out during the year. One of these initiatives was a proposal by David Stephen for a workforce development initiative in conjunction with the NACURH conference that year.

• The result was a Careers in Housing program track at NACURH with 250 students attending various workshop sessions.

Jill Eckardt, Tom Ellett, Jeannine Bessette, Kathy Krajnak, and Joanie Schmidt worked to put together the recommendations of the Staffing Think Tank into practice.

Joshua McIntosh, Eric Nestor, and Mariana Lebron, Syracuse University, developed a survey for ACPA and ACUHO-I to help better understand concerns with the recruitment and retention of staff members. The information from the survey was very useful in planning for the future.

ACUHO-I joined with a number of other associations to deal with mutual concerns. ACUHO-I was a partner in the ACUI-sponsored symposium "Hate Crimes and Violence on Campus" in June. ACUHO-I assisted SCUP in planning its first-ever webcast, "Housing Trends on Campus." ACUHO-I partnered with NACAS and ACPA on a videoconference, "The New College Student: Trends, Values, and Priorities."

The New CHO and Seasoned CHO events were combined into a single entity, which was the CHO Institute.

The Publications Committee was reorganized to include five subcommittees: Web-Based Publications, Talking Stick, Journal Board, Media Board, and Commissioned Research.
Expanded use of technology resulted in the first online directory, the first Web-only election of Executive Board officers, online registration for the annual conference, and solicitation of programs online for the annual conference. The completed program was available online in a searchable database.

Deb Boykin and the Professional Standards Committee developed the Ethical Hiring Practices for Housing Professionals, which was approved in March 2002.

The partnership with Reslife.net was expanded to include a new Judicial Educator offering.

The ACUHO-I Commissioned Research Committee, led by chair Dave McKelfresh, requested proposals for four research projects:

- The Resident Assistant (one-year project),
- Technological Communities (one-year project),
- Assessment of Student Learning and Development in the Residence Halls (three-year project), and
- The Impact of Living-Learning Environments on Student Learning and Development (four-year project).

The Foundation, led by chair Jim Chitwood, funded the four research projects. The Foundation introduced its new theme, "Building Tomorrow Today."

The Foundation, under the leadership of Jim Chitwood, had a strategic planning session at their spring meeting. Bob Mosier facilitated the strategic planning. A major outcome of the planning was specific goals for fundraising for various stakeholders. The operations of the Foundation were streamlined into two major areas: Administration and Campaigns.

Joanne Goldwater and Jon Conlogue volunteered to write a manual for regions to use in creating their own Regional Entry-Level Institute. They based their work on the program done in this area by Joanne and Tom Ellett.

The annual conference was held at Disney World in Lake Buena Vista, Florida. The co-hosts were Sue Beebe, Florida International University, and Diane "DP" Porter, the University of Florida, along with a number of Florida Institutions. The theme was "Dream Believe Dare Do." There were 909 delegates. There were 206 booths and 148 companies represented. Winston Scott, former astronaut, was the opening keynote speaker and spoke on space exploration and multiculturalism. The second keynote speaker was actor B.D. Wong. The Scholar-in-Residence was Larry D. Roper of Oregon State University.

ACUHO-I published Norbert Dunkel and Paul Jahr's (Eds.) *Peak Experiences*.

ACUHO-I had 205 sustaining affiliates.
2003
President: David Stephen (California State University Chico)
Foundation Chair: Connie Carson (Wake Forest University)
Conference Site: Las Vegas, Nevada

In 2002-03, Joanie Schmidt led strategic planning. Contracting the services of a consultant, Brent Ruben, executive director of Rutgers University Center for Organizational Leadership and Development, enhanced strategic planning. Structured discussions and brainstorming focused on

- Leadership, planning,
- Needs assessment,
- Organizational processes,
- Climate/culture,
- Desired outcomes, and
- Success as defined by the Executive Board.

The Executive Board developed the following to enhance the strategic planning process:

- ACUHO-I mission statement,
- Vision statement, and
- Core values.

An environmental scanning exercise identified the top 10 most critical needs for the next two to five years. A strategic planning model was identified by which Membership Needs Assessment and Membership Satisfaction Survey data could be framed.

The ACUHO-I Council was created in the fall 2002 meeting, consisting of the ACUHO-I Executive Board, Foundation Board, and central office staff. The Council’s function was to establish meaningful avenues of communication and collaboration among those three groups. The Council yielded strong communication and collaboration among the three groups.

The ACUHO-I Council identified six essential elements of ACUHO-I’s strategic vision:

- Collaborative leadership;
- Review and clarification of roles and relationships between and among the Executive Committee, Foundation Committee, and the central office;
- Communication;
- Definition of council and association success measures;
- Integrated plans; and
- Outreach marketing and communication.

During the winter meeting, the ACUHO-I Council and consultant Brent Ruben identified the organization’s strategic goals and priorities. Once the strategic priorities were identified, the Executive Board developed project descriptions and action items for each priority.
A comprehensive Membership Needs and Satisfaction Survey was carried out in March 2003. The results contributed to the strategic planning process and were shared with the membership.

Throughout the year, members of the Executive Board conducted focus groups at each regional conference and workshop. The results were useful in the strategic planning process.

The ACUHO-I Institutional Database (AID) was made available to members in March 2003. AID is a relational database search engine for reviewing the institutional profile data of a single student housing program and/or running cross tabulations on any number of database variables.

Environmental scanning by the Executive Board was expanded by the creation of a listserv called ECHO (Electronic Central Housing Officer). The listserv polled housing officers on topics of current interest.

With respect to professional development, the workshop committees held conferences, including the Apartments Conference (Lori Patterson), the Information Technology Conference (Kathryn Courtney), the Housing Marketing Strategies Conference (Holli Drewry), the Conferences Services Workshop (Rita Houg), and the ACUHO-I/APPA Housing Facilities Conference. In addition, the association co-sponsored the Living-Learning Conference with the American Council on Higher Education.

The association completed the transition to a calendar-year fiscal year beginning in January 2003.

With respect to the Foundation, the Parthenon Award came into being this year. Connie Carson, chair, did a fine job with the Foundation to advance the educational and research agenda of the association. The Foundation offered financial support for the James Hurd Scholarship Endowment.

David Holmes, treasurer, reported that ACUHO-I was on solid footing, based on a report by the audit firm partner Mike Dickey. The association completed the transition to a calendar-year fiscal year, beginning January 2003.

Chuck Werring, Kansas State University, was instrumental in the development of the STARS College, which made its debut at the annual conference.

- The STARS College consisted of a two-day educational experience for approximately 40 student leaders at the annual conference.
- With approximately 13 faculty mentors, STARS College participants learned about career paths in housing, graduate school programs, résumés, placement opportunities, and other topics.
- The Foundation provided funding for the STARS College.

The annual conference was held in Las Vegas, Nevada, with John Capaccio, Humboldt State University, serving as host chair. A number of Western District institutions participated on the host committee. The theme was "An Oasis of Opportunity." There were 1,099 full-time delegates and 117 one-day paid delegates, for a total of 1,216 total delegates. There were 224 booths sold to 172 companies, with 64 exhibitors. The opening keynote speaker was Bill Grace, the closing keynote speaker was John Schuh of Iowa State University, and the Scholar-in-Residence was Margaret Jablonski.
ACUHO-I published Norbert Dunkel and Jim Grimm’s (Eds.) *Campus Housing Construction and Renovation* and Jon Coleman’s *RA Types.*

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2004
President: John E. Collins (University of Illinois at Urbana-Champaign)
Foundation Chair: Connie Carson (Wake Forest University)
Conference Site: Montreal, Quebec

The first executive director of ACUHO-I, Gary Schwarzmueller, attended his last ACUHO-I annual conference, before retiring in August 2004. Gary attended 33 annual conferences in his career in housing and with the association. With a master’s degree in higher education administration from Indiana University, Gary began his career in 1969 as an assistant dean of students for housing and student activities at Kentucky Southern College. Later, Gary became the director of housing at Georgia Tech, where he enjoyed a lengthy career stay of 23 years. Gary welcomed the opportunity to apply for the new position as executive director of ACUHO-I in 1992. After being chosen as the executive director, he brought a strong sense of ethics, professionalism, and administrative skills to the position. He recognized the importance of a strong working relationship and good communication between the volunteers, the Executive Board, the central office, and the Foundation. He saw many changes in the housing profession and helped to move ACUHO-I forward to meet new expectations. Gary and his wife Beth are committed to helping change lives, previously through professional careers, and, in retirement, working as volunteers for homeless services, against domestic violence, and other important issues.

The new executive director of ACUHO-I, Sallie Traxler, officially took over her responsibilities in August 2004. Sallie earned a B.A. and M.A. in communication from Morehead State University in Kentucky, graduating with honors with both degrees. In the future, she will be working toward an M.B.A. at The Ohio State University. Sallie has been active in national and international association management for 14 years. Previously, she had served as the executive director of the Council of Development Finance Agencies and as director of development and strategic alliances for the National Business Incubation Association. While living in Athens, Ohio, with her husband, Jack, and their two children, Sallie was active in community services such as Big Brothers Big Sisters, Rural Action, and Buckeye Hills Hocking Valley Development District Private Industry Council. She envisions a strong working relationship with the association’s staff and volunteers to achieve the critical goals of serving members and stakeholders. Sallie brings a strong set of administrative skills, experience with association management, work with many levels of an association, and a strong vision of how to assist ACUHO-I in developing excellent customer service, access to cutting-edge information, and networking opportunities for housing professionals at all levels.

In 2003-04, with respect to strategic planning, Jack Collins stated that the strategic goals of the association were as follows:

- Clarify the purposes and audiences of ACUHO-I,
• Enhance and improve the leadership and effectiveness of ACUHO-I,
• Clarify members’ needs and expectations,
• Address those needs as the association becomes aware of them, and
• Continuously assess the effectiveness of ACUHO-I.

To work toward these goals, actions were taken under the coordination of Eddie Hull:

• Deb Grandner, publications coordinator, worked with the central office staff to examine the look and feel of *Talking Stick*. Recent color covers contributed to an improved look for the magazine, along with other changes.
• Michel Ouellette led the charge to better define who was a member of the association. It is important to connect with professionals at all stages of their careers, particularly those in entry-level and mid-level positions.
• Alan Hargrave and Michael Coakley led an evaluation of the ACUHO-I Foundation. Their work took 12-18 months to complete.
• Eddie Hull worked on how the organization appoints committee chairs, chairs-elect, and committee members. He identified policies and procedures for these areas.
• Katie Boone led the work on issues related to placement.
• Peter Rosenberg, Michel Ouelette, and David Holmes led a discussion on district representative rotations, learning more about each other’s districts and member needs.

At the fall meeting in October 2003, the ACUHO-I Council, made up of the Executive Board, Foundation Board, and the central office staff, met for a day to discuss strategic planning. They focused on a number of issues including continuing to define membership, evaluating the Foundation, and evaluating *Talking Stick*.

A technology audit of the central office was carried out in February. It was very helpful in moving forward with needed technology changes in the office. An initial implementation of the technology plan took place.

As an outgrowth of strategic planning, the topic of committees was the focus for the Leadership Assembly at the annual conference.

Work continued with strategic planning throughout the year, in addition to carrying over issues into 2004-05:

• Define and implement steps to be made for the next Member Needs Assessment,
• Finalize the new look and feel of *Talking Stick*,
• Ensure the effectiveness of Executive Board meetings,
• Continue evaluation of the Foundation,
• Initiate a strategic alliance with NASPA for residence life and housing activities, and
• Explore options for possible vendor programs during the annual conference.

The Foundation, under the leadership of chair Connie Carson, continued the "Building Tomorrow Today" campaign to replace the "50 x 5" campaign of several years ago. The Foundation
also developed a new program called Foundation Ambassadors. The Foundation granted scholarships to

- NHTI (10),
- CHO Institute (5),
- Scholarships to attend the annual conference for new professionals and regional best presenters (23),
- Committee conferences (3), and
- The Robert P. Cooke grant (1) and the James Hurd Scholarship (1).

The Foundation raised funds through:

- The "Building Tomorrow Today" campaign,
- The Parthenon Society,
- Corporate Partner program,
- Institutional and regional support,
- Annual conference Silent Auction,
- Major donor opportunities,
- Foundation of Excellence recognition program, and
- The annual conference Grab 'N Go.

ACUHO-I and Educational Benchmarking, Inc. worked together on research on the Resident, Apartment, and RA Assessment benchmarking surveys. The results of the research produced evidence of a positive relationship between the student housing experience and academic experience and performance. Improvement over time for academic-themed questions has been documented for both the Apartment and Resident Study. Since 1998, more than 1,300,000 residence hall and apartment residents, as well as nearly 30,000 RAs, have participated in the assessments. Along with Dave Butler and EBI staff, Jack Collins has been involved in its development since its beginning in 1998.

A team of researchers was awarded an ACUHO-I-Commissioned Research grant to study several issues central to recruitment and retention of entry-level staff. Tom Ellett led the team of researchers. The Foundation, under the leadership of chair Connie Carson, provided funding.

Changes occurred to the ACUHO-I Professional Standards, under the leadership of the chair of the Professional Standards Committee, Brian Dusbiber:

- The section on Education/Programming was substantially changed.
- The legal section was changed to better reflect international housing programs needs, as well as U.S. needs.
- There was an increased focus on internationalizing the language of the Standards.

The annual conference was held in Montreal. Michel Blanchette, Laval University, and Flo Tracy, McGill University, co-hosted the conference, along with staff from McGill University. The theme was "Celebrating the I in ACUHO-I." There were 750 delegates, and 210 booths were sold. Craig Kielburger, founder of the "Free the Children" organization and a 2001 Nobel Peace Prize nominee,
was the first keynote speaker. The Honorable Lise Thiabault, the lieutenant governor of Quebec, was a second keynote speaker. The Scholar-in-Residence was Margaret Patterson from the University of Calgary.

ACUHO-I had 915 institutional members and 46 sustaining affiliates.

2005
President: Eddie Hull (Duke University)
Foundation Chair: Michael Coakley
Conference Site: Milwaukee, Wisconsin

In 2004-05, strategic planning, under the leadership of Alan Hargrave, focused on a number of initiatives:

- Working toward the development of a certification program,
- Developing a Placement Exchange with NASPA,
- Developing a master plan for internationalization,
- Developing a comprehensive communication plan for the association,
- Implementing the Information Technology Plan, and
- Conducting a structural audit of the central office.

Examples of other initiatives included

- Developing strategic alliances with other organizations,
- Reviewing the construct of the Executive Board,
- Reviewing membership dues and benefits structures,
- Revising the committee structure,
- Engaging regions more effectively and more often in the work of ACUHO-I,
- Developing a membership campaign to raise membership each year, and
- Determining the role and protocols for association engagement in political issues.

Regarding the development of a Placement Exchange with NASPA, beginning in 2008, the plan was to be inclusive of all levels of housing jobs, to offer career services all year, to have a low cost for candidates, and to plan for other placement needs.

The planning for the Certificate Program focused on identifying career paths and skill sets needed in the housing profession, providing the program globally, examining resources needed, and enhancing the marketability of members, among other needs.

The planning for greater internationalization of ACUHO-I focused on issues such as

- Connecting with people in similar programs in other countries,
• Engaging in mutual sharing of programs and practices,
• Working closely with the Membership Committee and the Committee to Internationalize, and
• Participating in a global society.

With respect to developing a comprehensive communication plan, Norbert Dunkel, publications chair, and Sallie Traxler, executive director, teamed to produce a four-phased communication plan to provide needed information to members and other stakeholders. They used the information from the Member Needs Assessment of 2003 and the strategic planning results of the Executive Board.

• The first phase was an audit of information technology resources needed for a strong foundation.
• Phase two involved implementation of the information from the information technology audit. The central office converted from Macs to PCs, with all the changes in hardware, operating systems, servers, and software required. The central office also acquired an association management program that is specifically geared toward non-profit organizations. One database serves all association and Foundation records.
• Phase three led to an enhancement of the ACUHO-I brand. This effort resulted in a new brand, positioning statement, and logo. In addition, the Talking Stick was redesigned, moving to six issues per year. The editorial content and writing styles were changed, as well as the look and feel of the publication. The Foundation Board, led by chair Michael Coakley, provided funding for the redesign of the Talking Stick.
• Phase four involved a complete overhaul of the website. A new database management system was purchased.

The central office conducted a structural audit to determine how well staffing and other resources support association priorities. As a result, the central office was restructured. Three positions were eliminated, and three new positions were added. The new positions were a director of communications and marketing, a research and information specialist, and a director of finance and administration. Another position, the director of education and certification, was proposed.

The ACUHO-I Foundation, under the leadership of chair Michael Coakley, provided development funds for the ACUHO-I online library. The online library, coupled with the staff position of the corporate librarian, has been instrumental in accessing available information, identifying potential new resources, and making the information and resources available to members.

The ACUHO-I Foundation raised more than $45,000 at the annual conference in Milwaukee. Attendees at the conference embraced the "Believe" campaign; for $5, an attendee could write about why a co-worker or colleague inspired them and would then leave the card on a message board for that colleague.

The 21st Century Project, with major funding from the Foundation, began during the summer of 2005, under the leadership of Michael Coakley. This was a multifaceted initiative to understand and build a state-of-the-art residence hall facility that would be the benchmark of residence hall design
and construction. Phase one consisted of selecting the participating experts and was completed in mid-August.

Indiana University, under the leadership of Patrick Connor, hosted the eighth conference on Living-Learning Programs and Residential Conferences. Throughout the conference, there were opportunities to share strategies and successes of bringing together the in- and out-of-the-classroom experience.

When Hurricane Katrina hit, the central office staff of ACUHO-I were on the phone for days, coordinating efforts to find housing for displaced Tulane University students on campuses in neighboring states. A number of housing programs provided aid to victims of Hurricane Katrina, including Duke University, Texas A&M-Commerce, St. Louis University, Louisiana State University, North Carolina State University, Purdue University, and the University of Nebraska, along with many others. The outpouring of support by so many people connected to housing programs was superb.

Jim McMahon, Marquette University, hosted the annual conference in Milwaukee, Wisconsin. The theme was "Navigate, Discover, Gather." There were 1,069 delegates. There were 463 individual institutions represented at the conference. More than 600 exhibitors, representing 174 companies, had 250 booth spaces. The opening keynote speaker was N. Scott Momaday. The Tuesday general session keynote speaker was Mary-Beth A. Cooper. Gerald Tice was the Scholar-in-Residence. The opening reception was held at the Milwaukee Public Museum.

2006
President: Alan Hargrave (Ball State University)
Foundation Chair: Michael Coakley (Northern Illinois University)
Conference Site: Atlanta, Georgia

With respect to strategic planning, under the leadership of Connie Carson, the highlights of the year included progress in planning in a number of areas. Throughout the year, strategic planning was at the forefront of discussions in Board meetings.

First, the Executive Board reviewed the vision statement, mission statement, and brand promise to make decisions about where ACUHO-I was going, the purpose of the association, and outcomes to be achieved, with perceived benefits to members and with the guidelines to be nimble, flexible, and fluid.

Second, the joint ACUHO-I/NASPA Placement operation continued in a positive direction. The first joint Placement Exchange was planned for 2008.

Third, planning for the implementation of a Continuing Education/Certification program for the housing profession continued. Sandi Scott-Duex was appointed to head up the effort.

Fourth, a commitment to multiculturalism was made, focusing on a number of initiatives. These initiatives included having more diversity on committees, enhancing the James Hurd Award and the Judy Spain Award, and having more diversity in the publications.
Fifth, commitment to be an international association, with particular attention given to addressing the real issues surrounding this area, continued. ACUHO-I welcomed the Residence Life Professionals Association (RLPA), located in western Canada, and the New Zealand Association of Tertiary Educational Accommodation Professionals (NZTEAP) into the association. ACUHO-I was invited to the first-ever housing conference in South Africa in the spring and worked with an interim committee of colleagues from South African universities to establish a housing association that would likely be a closely aligned chapter of ACUHO-I.

Sixth, planning for the future continued with the 21st Century Project, under the leadership of Michael Coakley. The planning began with a summit of 100 higher education professionals who gathered to envision the future of collegiate housing.

Futurist Glen Heimstra urged participants to look for trends, evaluate information, and then envision where the profession would be 25-30 years in the future. The 21st Century Project moved into phase two, the summit of the experts, February 5-8, 2006, in Chicago. The experts defined key elements of the prototype residential facility and experience.

The Foundation provided funding for the 21st Century Project. The Foundation was very active and effective during the year. Eight people were inducted into the Parthenon Society. Over $50,000 was raised at the annual conference and exposition.

The ACUHO-I Foundation, under the leadership of Michael Coakley, and NASPA collaboratively funded the second phase of research that put the outcomes of living-learning communities on the map for the student housing profession.

There were continued improvements to the central office, under the leadership of Sallie Traxler:

• Positions were reconfigured, and a new organizational chart was implemented.
• This resulted in the creation of three primary areas: member education services, finance and administration, and communications and marketing.
• A director of education and a corporate librarian position were added.
• A new association management system was in place for over a year.

Jack Collins and the Membership Committee did a fine job of maintaining a strong level of membership in the association.

The association held discussions with APPA about ways of working more closely on issues related to facilities.

Representatives from ACUHO-I, ACUI (Association of College Unions International), AFA (Association of Fraternity Advisors), ACPA (College Student Educators International), NACA (National Association of Campus Activities), NIRSA (National Intramural-Recreational Sports Association), and NASPA (Student Affairs Administrators in Higher Education) met and addressed several projects. A practitioner’s handbook on the mutual support of academic life and student life, Learning Reconsidered II, was published. Participants discussed how to apply the ideas in the book to their organization. Another area of discussion was the new ACUI info-benchmarking database, similar to that of ACUHO-I.
ACUHO-I joined the Higher Education Associations Sustainability Consortium, which allowed ACUHO-I to stay involved in sustainability efforts, as well as providing important information to the membership.

The STARS College was held at the annual conference and exposition, with 38 students in attendance.

The ACUHO-I Annual Conference, officially renamed as the ACUHO-I Annual Conference and Exposition, began using its new title in 2006. The annual conference and exposition was held in Atlanta, Georgia. Andrea Trinklein was the host chair. There were 1,067 delegates, and 449 individual institutions were represented at the conference. There were 174 booths sold. The keynote speaker was David Callahan, author of *The Cheating Culture*. Featured speakers were Roelf Visser and Tshego Neeuwfan (“Dealing with Difference”) and Jason Hamilton (“The Quest for a Sustainable World”). The Scholar-in-Residence was Patrick Love of Pace University. The opening reception was at the Georgia Aquarium.


**2007**

**President:** Connie Carson (Wake Forest University)  
**Foundation Chair:** Suzy Campbell (University of Colorado emeritus)  
**Conference Site:** Seattle, Washington

In 2006-07, the Executive Board focused on four primary strategic charges, under the leadership of David Holmes.

- The first, the internationalization of the association, was addressed through creation of the Internationalization Strategies Task Force. Phase II of the association’s globalization, under the leadership of Peter Galloway and the Internationalization Strategies Task Force, continued to explore ways to expand internationally and better serve non-U.S. members. Plans for the Global Housing Summit in Hong Kong and a Study Tour in China continued.
- The second primary strategic charge was the review of the association’s governance structure. A task force delivered a report in October on a proposed plan to restructure the Executive Board from being region-based to knowledge-based. The Executive Board reviewed the recommendations and developed a communication plan to brief members on proposed changes and to gather input on possible constitutional revisions.
- The third primary strategic charge was the development of a Mid-Managers Institute. A work group investigated the feasibility of developing a mid-level training institute for housing officers who have been in the field for 7-10 years.
• The fourth primary strategic charge was the formation of an ACUHO-I accreditation and certification program. ACUHO-I continued to research this program, with the goal of creating a program from within the association.

A continuing strategic initiative, the 21st Century Project, with Michael Coakley as chair, held a design showcase competition with eight finalists. Jonathan Levi Architects presented the winning design. The winner was awarded $25,000, and future phases of the project were built around their entry. Southern Illinois University-Edwardsville and Mackey Mitchell Associates of St. Louis won a special "Compelling Commitment to Community" award and a "People's Choice" award.

With respect to another continuing strategic initiative – the issue of placement for housing professionals – ACUHO-I entered into a partnership with NASPA to address the growing needs of placement related to hiring and retaining staff.

ACUHO-I, along with NASPA, ACPA, ACUI, NACA, and NIRSA, sponsored a Learning Reconsidered Institute in June 2007. Richard Keeling and Susan Komives were keynote speakers.

The ACUHO-I Housing Internships program had record-breaking numbers of participants and host sites this year. Committee chair, Jenna Fisher Hyatt, had a very successful year, along with her committee.

The website, under the leadership of Sallie Traxler, was redesigned. The main goal was to create a site that allowed ACUHO-I members to be more successful in their work.

• The site reflected the ACUHO-I brand, while also streamlining navigation.
• The Resources tab provided a link to tools such as the online membership directory, the online bookstore, and online library.
• The ACUHO-I online resource library was made available to members.
• Meeting minutes, articles, presentations, and websites of interest are contained in the library, along with a number of other features.
• The Foundation provided funding for the re-creation of the website.

The Foundation, under the leadership of chair Suzy Campbell, raised $71,556 at the annual conference in Seattle, with $37,750 in new pledges, $12,350 in existing pledge payments, $14,205 at the Silent Auction, and $8,447 at the Give, Grab, Go. The Foundation provided funding in support of the re-creation of the ACUHO-I website, for publications and the online library, and for awards and scholarships, research, the ACUHO-I Southern Africa Chapter, the STARS College, and professional development.

The Board of Directors of the National Association Publications (SNAP) awarded the EXCEL Award for the Talking Stick July/August 2006 feature story, "Leveling the Field" by Julie Phillips. The article was chosen as the Best and the Brightest in the Magazines-Feature Article, 10,000 or fewer category.

The annual conference and exposition was held in Seattle, Washington. The host chair was Vennie Gore, from the University of Washington. There were 1,373 delegates, with 944 full-time U.S. registrants and 99 full-time international registrants. There were 546 individuals and 158 companies
represented. The general session speaker was Neil Howe, speaking on the Millennial generation. The featured speaker was Debra Rowe, speaking on "Sustainability in Higher Education." The Scholar-in-Residence was Kathleen Manning from the University of Vermont.

ACUHO-I published James Baumann’s (Ed.) *The 21st Century Project Design Showcase.*

2008

President: David Holmes (La Trobe University)
Foundation Chair: Suzy Campbell (University of Colorado emeritus)
Conference Site: Coronado Springs Resort, Orlando, Florida

In 2007-08, strategic planning, under the leadership of Norbert Dunkel, focused on a number of strategic initiatives:

- The Placement Exchange,
- ACUHO-I governance structure,
- Central office organizational structure,
- The Internationalization Task Force,
- ACUHO-I brand development,
- Revitalization of the ACUHO-I *Talking Stick, Journal,* and other books/monographs,
- Partnership with the Governmental Consortium and the HEASC,
- The ACUHO-I Southern Africa Chapter and South African training delegations,
- Campus Housing Crisis Management, Workforce Development, SCUP, and 21st Century Project webinars,
- Phase One of the ACUHO-I web page construction,
- The e-resource library,
- The online directory,
- The Credentialing Task Force and Knowledge Summit,
- Development of the Mid-Manager Institute Task Force,
- Committees, networks, and task forces,
- Issue advocacy (FLSA, fire reporting, FERPA),
- The tremendous increase in press and media contacts,
- Sustainability initiatives and participation internationally, and
- The 21st Century Project.

With respect to the strategic initiative of a change in the governance structure, members approved the proposal to change from a region-based structure to a knowledge-based structure, with an 86 percent approval rating.
The new governing structure consists of

- The president, president-elect, vice president,
- The finance and corporate records officer,
- The business practices and enhancement director,
- The facilities and physical environment director,
- The globalization director,
- The inclusion and equity director,
- The knowledge enhancement director,
- The regional affiliates director,
- The residence education director,
- The workforce development director, and
- The executive director (ex officio).

This restructuring will allow each member to be a leader in a designated field. These fields range from facilities and physical environment, workforce development, and globalization to residence education, inclusion and equity, and business practices and enhancements.

In the area of internationalization, the first chapter affiliation agreement was signed with South Africa, and a presentation of a replica of the talking stick, a speaker’s staff, was made to finalize the chapter agreement. A training delegation of eight members visited Southern Africa to offer training opportunities at 16 institutions. The ACUHO-I Foundation, led by chair Suzy Campbell, provided major funding for the ACUHO-I Southern Africa Chapter.

The Global Initiatives Award was developed.

ACUHO-I planned to host a housing summit in Hong Kong.

The second design showcase for the 21st Century Project was held, the next step being to participate in the RFP. The Foundation provided major funding for this event.

The IT Task Force, led by Azfar Mian and Hitesh Girdhani, presented a detailed report on their work on an assessment of the association’s staffing and hardware and software needs. Immediate attention was placed on encryption and back-up strategies.

The 2008 National Placement Exchange, a partnership between NASPA and ACUHO-I, was held in Boston. Katie Boone reported that ACUHO-I has experienced great growth in the Placement Exchange. In partnership with NASPA, approximately 10,500 interviews were conducted, with 510 housing positions posted.

Tom Ellett, project coordinator and principal investigator of an ACUHO-I-commissioned research grant, issued a report on the findings of the project, "Recruitment and Retention of Entry-Level Staff in Housing and Residence Life."

The central office made significant progress on the operations calendar, to align operations around key dates and activities of the central office, Executive Board, and the Foundation.
Financially, an unqualified clean audit of the association was held. A new investment policy will be implemented. The Finance Committee reviewed, updated, and aligned the association’s investment policy and practices.

Suzy Campbell, chair of the Foundation, reported on a very positive year. The Foundation Board began looking at Board restructuring.

The annual conference and exposition was held in Orlando, Florida. Co-hosts were Sue Beebe, Florida International University, and Diane "DP" Porter-Roberts, the University of Florida, representing 10 Florida institutions. There were 1,359 attendees at the conference and exposition. There were 553 individual institutions and 193 companies in attendance. Approximately 150 interest sessions were offered. The Disney Institute conducted two general sessions. The Scholar-in-Residence was Tony Cawthon of Clemson University.

ACUHO-I published William Zeller, Dorothy Fidler, and Betsy Barefoot’s (Eds.) *Residence Life Programs and the First-Year Experience* (3rd ed.).

ACUHO-I had 920 institutional memberships and 295 sustaining affiliates.
In 2008-09, strategic planning, led by President-Elect Mike Schultz, focused on revisions in the existing strategic plan.

Several days prior to the Strategic Planning Retreat, Josh Goldman, central office senior director, planned the development of the ACUHO-I Learning and Knowledge Summit. The summit focused on how to best serve the evolving learning needs of the housing profession.

The ideas and thoughts from the summit were used in the Strategic Planning Retreat. Thirty key stakeholders met to advance the strategic plan. Glen Tecker, from Tecker and Associates, led the strategic planning discussions. Information from this session, along with interviews with members, led to the formation of the strategic plan for the year.

ACUHO-I leadership developed the following guidelines for strategic plans:

- 10-20 years: envisioned future, with the core ideology, purpose, and values;
- 5-10 years: critical factors, with assumptions, trends, and conditions;
Three to five years: strategic planning, with long-range goals and mega-issues; and

1 to 2 years: action planning.

Examples of critical questions that were raised for study are as follows:

• How do we efficiently and effectively develop resources?
• How do we effectively encourage professionals to engage in ACUHO-I?
• What is the best method of collecting and disseminating member data?
• How do we bring clarity to key roles and responsibilities in light of recent refinements to ACUHO-I’s governance structure?
• How do we increase funding for the organization?
• How do we become an indispensable resource for members?

Through strategic planning, the Executive Board generated an envisioned future; a big audacious goal; conditions, trends, and assumptions; and long-range goals. The long-range goals were designed for outcomes in the next three to five years. The goals focused on the expertise of ACUHO-I; higher education’s role of housing in retention, recruitment, and academic success; training and development; human resources; and relationships with experts. Each of these long-range goals had objectives, high priorities, and medium priorities.

With respect to globalization strategic planning, Ana Hernandez, ACUHO-I globalization director, coordinated planning for the China Study Tour, which had 26 members from five countries, and the Global Housing Summit in Hong Kong, which involved 85 individuals from 11 countries.

The Foundation provided major funding for the China Study Tour and the Global Housing Summit.

Mike Schultz and Sallie Traxler were invited to the Arabian Gulf Region Housing Meeting. An ACUHO-I Study Tour preceded the conference.

The ACUHO-I Credentialing Task Force, led by Sandi Scott-Duex and Josh Goldman, continued to move toward a release for a pilot program on assessment.

The Placement Exchange Committee, led by Patrick Call, hosted the Seattle, Washington, exchange. There were 359 positions offered, 5,070 interviews scheduled, and 730 candidates in attendance.

The 21st Century Project Steering Committee, led by Michael Coakley, will hold a "Beginning a Better Dialogue" mini-summit at three institutions.

This was the first year of operationalizing the new governance structure. All members of the Executive Board performed very well in their roles. Of special note was the work of Regional Affiliations Director Jacque Bollinger, who provided a high level of coordination and information to regional affiliates.

The Sustainability Committee, led by Lynne Deninger, established work groups for conservation, recycling, facilities and maintenance, education, resources, renovation, and design. In addition, the committee coordinated articles and developed new guidelines.
The Foundation, led by chair Cindy Felice, continued to fund strategic initiatives of the association through the contributions of members and corporate partners. The Foundation has been instrumental in moving the association forward with the identified goals of the strategic plan. This financial support has included

- The China Study Tour,
- The Global Housing Summit,
- The 21st Century Project, and
- The Journal of College and University Student Housing.

*The Journal of College and University Student Housing* received a 2009 Gold SNAP Award in the "Scholarly Journals-Most Improved" category for the Society of National Association Publications (SNAP) 29th Annual EXCEL Awards, recognizing the best and brightest in association media and publishing.

Patricia Martinez, financial and corporate records officer, monitored the impact of the economy on housing operations during the year, after developing the budget. An adjustment was made to the budget later in the budget cycle, reflecting the realities of the economic situation.

ACUHO-I’s aggressive membership marketing recruitment, along with an active retention plan, allowed ACUHO-I to include 901 institutional members (806 from the U.S. and 95 from outside the U.S.). Members come from 16 countries and territories. ACUHO-I enjoyed a 93 percent retention rate.

The central office, under the leadership of Sallie Traxler, performed very well. New staffing was added to better respond to important needs for members, along with the development of an annual operational calendar.

The annual conference and exposition was held in Baltimore, Maryland. Kim Leisey was the local arrangements chair for the conference. The Local Arrangements Committee had 13 members from seven institutions. This was the first year of the transition from a host committee to a local arrangements committee. There were 1,092 registrants. There were 496 individual institutions represented at the conference, as well as 157 companies, with 192 booths. There were approximately 150 program sessions. The keynote speaker was Robert Kennedy, Jr., speaking on the environment. Featured speakers included George Kuh, Indiana University, speaking on student success, and a panel including Gwen Dungy, Carolyn Graves Holladay, and Jamie Wilhelm, dealing with current issues in higher education. Susan Komives was the Scholar-in-Residence. There were 143 programs slotted. The opening picnic and reception were held at Camden Yards, followed by an Orioles vs. Nationals baseball game.

ACUHO-I had 929 institutional memberships and 266 sustaining affiliates.
2010

President: Michael Schultz (Southern Illinois University Edwardsville)
Foundation Chair: Beth McCuskey (University of Wyoming)
Conference Site: Austin, Texas

In 2009-10, Jill Eckardt, president-elect, led the Executive Board in strategic planning. The Executive Board identified 13 high-priority goals to examine and then determined appropriate next steps. From these 13 goals, four task forces were formed and charged.

- First, the Relational Database Task Force, chaired by Michael Griffel, provided insights, guidance, and expertise in advising ACUHO-I about what information the association should capture in a relational database, creation of an accessible and useful online knowledge center, and other concerns.

- Second, the Operational Process Program Committees Operating Task Force, chaired by Jeff Novak, examined all conferences focusing on solicitation of programs, delivery methods, and other issues.
• Third, the Membership Task Force under Patrick Bradley examined who is a member of ACUHO-I and what different members are eligible to participate in with respect to the association.

• Fourth, the United States Community College Task Force, chaired by Abbie Dickinson, focused on analyzing and evaluating this rapidly growing aspect of higher education and the role housing is playing on campuses.

Other goals were assigned to working groups as well. An example was a charge to Knowledge Enhancement Director Tony Cawthon to link work groups and committees into programming or research opportunities.

Finally, the Executive Board charged all committees with creating leadership manuals, meeting expectations of liaisons, and providing additional resources for chairs.

ACUHO-I joined NASPA’s Student Affairs Consortium to coordinate and connect campus-wide assessment data and benchmarking data. Residence life was the primary area of study during the 2010-11 year.

Phyllis McCluskey-Titus completed her term as editor of *The Journal of College and University Student Housing*. During her tenure, she led a number of improvements to the Journal, including creation of the "super journal" format.

The Credentialing Task Force, led by Sandi Scott-Duex and Josh Goldman, developed the ACUHO-I Assessment Certificate. The three online modules – the first written by Bob Mosier, the second by Gavin Henning, the third by Nancy Lange, and the capstone experience developed by Joan Hirt – offered the most comprehensive educational experience ever undertaken by the association.

Kay Chitwood, an independent technology consultant, guided the subject matter experts, was instrumental in the design document, and aided in the choice of appropriate online learning activities.

The ACUHO-I Conference Series was offered in Columbus in October. The new stand-alone ACUHO-I Business Operations Conference was very successful, along with the ACUHO-I/APPA Housing Facilities Conference and the ACUHO-I Living-Learning Programs Conference.

Beth McCuskey, chair of the Foundation Board, led a restructuring of the Board to a smaller governing board with additional volunteer opportunities. There are eight trustees, including individual and corporate members. A total of $208,000 was contributed to ACUHO-I to support the organization’s strategic initiatives.

ACUHO-I boosted its online education and connectivity, in the form of webinars, virtual meetings, and online credentialing courses. In addition, there was the ACUHO-I online network, listservs, blog, library, and website (as well as platforms like Twitter and Facebook).

The membership of ACUHO-I remained strong. As of June 1, 2010, there were 922 member institutions, 104 of which were located outside of the United States. ACUHO-I maintained a 93 percent retention rate.

Patricia Martinez, financial and corporate records officer, developed a budget with six months expense coverage. Sheila Meyer was hired in the central office as the director of finance. During the
year, ACUHO-I’s fiscal processes were studied, as well as the possibility of funding a number of strategic initiatives.

The first Student Housing African Summit was hosted at Stellenbosch University and brought together three university presidents, the Higher Education Commission, and the Education Consortium in May 2010.

Jenna Hyatt led the Placement Exchange Committee to host the Chicago, Illinois, Placement Exchange. There were 417 positions listed, 8,754 interviews scheduled, and 1,165 registered candidates.

Cindy Felice and Deb Grandner were honored for their exceptional work for the past 10 years of hosting the National Housing Training Institute at the University of Maryland. The University of Georgia, under Gerry Kowalski and Keener Scott, will host NHTI beginning in June 2011.

The annual conference and exposition was held in Austin, Texas, with D’au Green as the local arrangements chair. There were 1,107 registrants, with 868 full registration participants and nine sponsors. There were 481 individual institutions represented at the conference. Exhibits encompassed 220 booths representing 161 companies. Bertice Berry was the keynote speaker. Michael Wood spoke on connecting with Millennials. Fred Fortis, Emily Galindo, and Vennie Gore were on the featured expert panel, speaking on housing’s response to financial impacts. The Scholar-in-Residence was Mary Howard-Hamilton. A study tour was carried out, with a visit to 10 sites, and 143 sessions were held, coordinated by the Program Committee. The opening night event was held at the University of Texas campus.

ACUHO-I had 930 institutional memberships and 259 sustaining affiliates.
ACUHO-I HISTORY: 2011-

2011
President: Jill Eckardt (Florida Atlantic University)
Foundation Chair: Joan Schmidt (Central Michigan University)
Conference Site: New Orleans, Louisiana

Alma Sealine, ACUHO-I president-elect, coordinated strategic planning efforts. In October 2010, the Executive Board, Foundation Board, and central office staff met with Glenn Tecker of Tecker Consultants to engage in strategic planning. A new major goal for ACUHO-I was created: to be the leading global network and U.S. expert on college and university housing, providing access to knowledge and resources.

Membership was a major planning initiative. Patrick Bradley chaired a Membership Task Force to provide information about member needs to the Board. Five small work groups of the Executive Board and the central office were re-created to address the following:

- Corporate membership access to membership
- Privatized housing professional development interests
- Resources (who gets them and how they are accessed by members)
- Benchmarking our membership services to sister organizations
• Determining what different groups within ACUHO-I are looking for from the association.

The Executive Board worked on making the strategic plan a flexible document. Throughout the year, the Board amended conditions, trends, and assumptions within the plan. This review resulted in a much more current and accurate strategic plan.

• Examples of amended conditions were increased regulations and increased growth of for-profit and online institutions.

• Examples of trends were increased level of complexity of issues that students bring to school, increased commercialization of services, and an increased focus on career specialization and technical skills.

• An example of an assumption was the continuation of specialized populations on campus.

Strategic planning decisions about financials for ACUHO-I, with leadership from Patricia Martinez, financial and corporate records officer, and support from Sheila Meyer and the central office staff, along with the Finance Committee, resulted in monetary support for

• Expanding certificate programs,

• Investing in a new association management system,

• Instituting a community service project at ACE 2011,

• Providing faculty support for the South African Housing Training Institute, and

• Continuing strategic planning for the Board.

The ACUHO-I Credentialing Task Force, under the leadership of Sandi Scott-Duex and Josh Goldman, continued to move credentialing opportunities for housing professionals forward.

• Some members of the assessment certificate program were approaching the capstone experience.

• A second certificate program on occupancy management would begin in October 2011.

• A third certificate program on foundations of housing and residence life was in the research stage.

• The work created by the task force moved into the Credentialing Board, chaired by Mike Schultz.

ACUHO-I expanded other online offerings as well, to include webinars and online short courses that provided in-depth examination of specific housing topics.

The Body of Knowledge Task Force, under the leadership of Pam Schreiber and Tony Cawthon, worked on determining what constitutes our profession’s body of knowledge. The final report was expected in October.

The first Student Housing Training Institute, held in conjunction with the Southern Africa Chapter of ACUHO-I at Stellenbosch University, had 44 housing professionals in attendance. Norbert Dunkel and Pieter Kloppers were the co-directors of the institute. This was the fifth anniversary of the ACUHO-I Southern Africa Chapter.
The Placement Exchange, in the third year of operation, celebrated a record-breaking year with 10,463 interviews, 1,200 registrants, and 518 open positions.

The ACUHO-I/EBI Assessment Award was begun in 2011.

The Foundation, under the leadership of Joanie Schmidt, developed a series of major goals:

- Continue work to restructure financial arrangements with Merrill Lynch,
- Continue to improve reducing operating expenses of the Foundation,
- Study all giving levels to ensure that they are meeting the needs of a changing association,
- Continue the good work of the Major Donor Committee,
- Continue to develop strong partnerships with members, regions, and corporate partners,
- Use the October Board meeting to plan strategically and develop high-reaching goals,
- Write the history of the Foundation for the 25th anniversary,
- Organize a golf tournament to provide a fundraiser for the Foundation, and
- Work to encourage and increase the number of members for leadership positions on the Board.

The Foundation, through funding of ACUHO-I strategic initiatives in 2011, supported housing members’ professional activities, including

- 494 openings in the Housing Internship program,
- 32 participants in the first Southern Africa Training Institute,
- 42 individuals receiving cash awards to pursue professional development opportunities, and
- 56 STARS College graduates.

In addition, 110 NHTI attendees since 2000 have received scholarships, and 576 individuals have taken an ACUHO-I course online.

The virtual roundtable series, developed by Tom Ellett and coordinated on behalf of ACUHO-I, hosted free one-hour virtual roundtables geared to a housing audience.

Affiliation agreements were signed with the College and University Business Officers association of the United Kingdom and the Chinese Association of Real Estate Management in Higher Education.

The annual conference and exposition was held in New Orleans, Louisiana. Celena Trahan was the local arrangements chair. There were 1,336 registrants. There were 570 individual institutions represented at the conference. There were 120 delegates from other countries. There were 167 companies represented, with 220 booths in the exhibit hall. The keynote speaker was Roland Fryer, and the Social Media Expert-in-Residence was Eric Stoller. The featured speaker was Marvin Worthy. The Scholar-in-Residence was Maureen Wilson, from Bowling Green State University. The number of interest sessions offered was 178. New this year was the ACUHO-I Community Service Project. The opening banquet was held at Generations Hall, with the Hot 8 Brass Band.

ACUHO-I published Claudia Kamhi and George Thompson’s (Eds.) B.A.S.I.C.: A Journal for Building a Strong Involving Community (9th ed.).
ACUHO-I had 956 institutional memberships and 247 sustaining affiliates.
HIGHLIGHTS IN ACUHO-I HISTORY

1951

• The association was officially founded with S. Earl Thompson elected as the first president.

1952

• Annual dues were established at $20 for each member institution.

1958

• The Research Committee conducted the first report on student housing organizations, and a comprehensive bibliography was printed.

1959

• Membership broke 200, for a total of 223 members.

1960

• The Food Service Personnel Committee established a successful eight-week pilot program for training supervisory food personnel. This program was conducted at the University of Illinois.

1962

• The ACUHO conference at the University of Wisconsin broke 300, with 345 delegates in attendance.

1964

• The ACUHO Award was established. This award is the highest honor that ACUHO can bestow upon a former member. It symbolizes outstanding achievements in and contributions to the field of college and university housing, food service, and the association. S. Earl Thompson was the first recipient.

1965

• Conference attendance exceeded 500, with 556 delegates at Pennsylvania State University.

1966

• A resolution urging those in power to provide $1.1 billion for the College Housing Program was endorsed and sent to President Lyndon B. Johnson.

• The first official ACUHO directory was distributed. Three personnel training institutes were held on member campuses.

1969
Conference attendance surpassed all previous records, with 807 reported at Northeastern University. The conference had five general session speakers addressing the major campus concerns of the era, "Student Unrest, Violence, and Confrontation."

1970

- The first preconference workshop was presented as part of the Ball State University meeting.
- Dues were raised to $60 per year.

1971

- *The Journal of College and University Student Housing* was first published with William M. Klepper as founding editor. The name selected emphasized that "students" were the priority and focus of our profession.
- Conference attendance surpassed 1,000, with 1,067 attending at Colorado State University.

1972

- This was the first conference held on commercial property, at the Diplomat Hotel in Hollywood, Florida.

1973

- A talking stick, known as a sign of authority carried by Indian chiefs while meetings were in session, was presented to ACUHO by the University of British Columbia on behalf of the Canadian members. It is inscribed "Token of common heritage both to Canadians and Americans. A sign of friendship, July 1973."
- This was the first conference held outside of the United States, at the University of British Columbia.
- This was the first conference with commercial exhibits.

1975

- Membership passed 500 for the first time, with 502 institutional members.
- The *Code of Ethics* for housing officers was established.

1976

- The first Conference Services Workshop was held in Ypsilanti, Michigan.

1977

- Deanne Molinari from State University of New York Purchase was the first female president elected to ACUHO.
- The Housing Internship Program was initiated with six interns at six campuses.
- Individual or associate memberships were new member categories included in the constitution.
1978

- The association dues structure was evaluated, resulting in the development of a graduated scale based on housing capacity.
- The first Student Family Housing Conference was held at Colorado State University.

1979

- The ACUHO logo was selected by the Public Relations Committee.
- The association included, for the first time, student memberships.
- The first Regional Presidents' Workshop was held.

1980

- A self-study was concluded by the Evaluation Committee, which resulted in numerous changes. One major change was the addition of "I" to the ACUHO name, indicating emphasis on international expansion.

1983

- The first issue of the *Talking Stick* was printed by editor Robert P. Cooke. The change from the *ACUHO News* was to provide members with up-to-date information on a regular basis.

1984

- The association took a giant step in establishing the Central Support Services Office and hiring the first ACUHO-I employee, Rhea Dawn Smith. The suite of offices was located on the campus of The Ohio State University.
- The association adopted and printed the *Statement of Standards*, a show of commitment to further professionalize the field of student housing administration/education.

1985

- The ACUHO-I logo became a registered trademark.
- The first ACUHO-I Information Systems Workshop was conducted by the Computer Task Force at Colorado State University.

1986

- The Leadership and Service Award was established, recognizing members who have unselfishly served ACUHO-I and the housing profession with outstanding leadership and dedicated service. Charles Frederiksen and Betty Harrah were the first recipients.
- The S. Earl Thompson Award was established for non-members in recognition of their contributions toward the advancement of the housing/food service profession. Francis "Mickey" Finn was the first recipient.

1988

- The ACUHO-I Research and Educational Foundation was established.
OF NOTE: THE ACUHO-I FOUNDATION IS FORMED

By Jim Chitwood

The first formal discussions about the possibility of creating an ACUHO-I Foundation occurred at the spring Executive Board meeting in 1987. Prior to the meeting, Gary North, who was director of housing at the University of Illinois, had proposed the idea to ACUHO-I President James Grubb.

There was a growing sentiment among many association members that the housing profession had evolved to the point where there was an escalated need for more in-depth, research-based information related to residence life, as well as increasing requests for enhanced professional development programs and educational opportunities for the membership.

Realizing that revenue from membership fees could not support and sustain these new activities, the Foundation was formed through the early efforts of ACUHO-I stalwarts Carmen Vance, Dan Hallenbeck, Nancy Murphy-Chadwick, Gary Schwartz, Jim Grubb, Paul Jahr, Charles Waldie, Dan Adams, Charles Werring, Ken Stoner, Harry Le Grande, and Chuck Lamb.


1989

- ACUHO-I held its first teleconference with members of the Executive Board, the International Committee, the Association of Principals and Wardens in the United Kingdom, and the Australian Association of Heads of Colleges and Halls in Australia.

1990

- A multicultural consultant position was added to the Executive Board.
- Publication of The Journal of College and University Student Housing, previously the responsibility of Petersen’s Guide, was moved to the central office.

1991
• A formal relationship was established with the Australian Association of Heads of Colleges and Halls.
• The Would-be wRiters Assistance Program (WRAP) was established.

1992
• Gary Schwarzmueller was hired as the association's first executive director.
• The James Hurd Award was created for significant contributions to multiculturalism in ACUHO-I.
• Institutional and individual Presidential Service Awards were established.

1993
• A strategic planning initiative to set directions for the next decade was established.

1994
• The Canadian district representative was added as an elected position to the Executive Board.
• The Women’s Issues Task Force was given full association committee status.
• Dues were linked for the first time to the Higher Education Price Index (HEPI).

1995
• The central office was relocated to Riverwatch Tower adjacent to The Ohio State University campus.
• Two central office positions were added: professional development coordinator and accountant.
• The accounting system was changed from a cash system to an accrual system.
• The Small College Task Force was established.

1996
• A new logo was approved for ACUHO-I.
• Two annual Chief Housing Officer Training Institutes were established, one each for new and seasoned CHOAs.

1997
• A revised dues structure was adopted which made it more feasible for small institutions to participate in ACUHO-I.
OF NOTE: ACUHO-I PARTNERS FOR BENCHMARKING PROGRAM

By Dave Butler

In May of 1997 the ACUHO-I Board, responded to the membership’s expressed need for tools to assistant in the successful management of on-campus living. Facing a drive to adopt business practices including zero based budgeting and continuous quality improvement, there was a need for evidence of the sound management and the positive impacts of on campus living programs. The Board committing the organization to a major benchmarking project and immediately appointed a Benchmarking Team to manage the development of needed assessment tools.

Early in the development process, the association was approached by Education Benchmarking, Inc. (EBI), a private company specializing in higher education assessment. The ACUHO-I/EBI partnership agreement was signed in October 1997. The Benchmarking Team and EBI leadership worked quickly offering ACUHO-I/EBI Resident Student Assessment in January 1998.

In January 1999 the Resident Assessment was updated and the ACUHO-I/EBI RA Assessment was introduced. The following August the Custom Statistical Analysis option was added and for the first time participant professions could pinpoint areas in which improvement would most enhance the student experience.

The ACUHO-I/EBI College Housing Administrative Benchmarking Study was first offered in November 1999. Schools gained the ability to compare many administrative functions providing a new perspective and encouraging a dialogue about effective practices. The ACUHO-I/EBI Apartment Assessment was added in 2000.

To date 675 college housing program have participated in the Resident, Student Staff, and/ or Apartment assessment. Over 8.1 million resident students, 213,000 student staff members and 546,000 residents of apartments have been surveyed. From the beginning the benchmarking project has proven very beneficial to the college housing profession and to ACUHO-I. The assessments continue to provide
significant aggregate data about the on-campus living and learning experience and offers a longitudinal view of changes in the student experience. The focus on the continuous improvement of the student and staff experience is vital to the profession.

Aggregate findings have confirmed the importance of peer interaction to the quality of the student on-campus living experience, the personal competence gained through experience as a student staff member and the importance of the lease agreement to apartment residents.

ACUHO-I has continued to benefit from the financial support provided by the ACUHO-I/EBI partnership.

**1998**

- Dave Butler, in partnership with Educational Benchmarking, Inc. with Joe Pica, offered the first benchmarking survey through ACUHO-I’s Product Development Team on Benchmarking.
- Jack Collins, with the assistance of Gary Schwarzmueller, developed a new investment policy for the association.
- Don Norris, a consultant on strategic planning, carried out an "External Environmental Audit Report" of the association for the Executive Board.
- Partnerships with other associations led to the development of symposia and conferences, such as the ones on construction and renovation and privatization with NACAS.
- Grant Sherwood coordinated the development of the first Senior CHO Institute.
- Norbert Dunkel led the development of increased services in career development and placement through a new Product Development Team in that area.

**1999**

- The ACUHO-I Foundation, under the leadership of chair Jack Gibbons, announced the goal of $1 million dollars raised from the time of the Foundation’s inception to 2000. The campaign is called "Million by the Millennium."
- Norbert Dunkel and Pam Schreiber carried out the first Leadership Assembly at the annual conference in Vancouver. Merrily Dunn assisted with the facilitation.
- Allen Liff from Ronin Marketing consulted with the Executive Board about strategic planning at the spring Board meeting. He had conducted a "Knowledge Age Transition Audit," sharing his results with the Board to help the association move forward.
The History of ACUHO-I

• ACUHO-I joined in partnership with the Association of Higher Education Facilities Officers (APPA) to form an alliance to provide facilities management training, as well as other mutual plans.
• Dale Tampke and Bob Burgess carried out a Member Needs Assessment Survey.

2000

• ACUHO-I moved toward stronger alliances with the regions through the adoption by regions of the Regional Affiliation Statement.
• Under the leadership of Joanie Schmidt, the Millennium Magic Conference was held, joining the fall conference workshops together in one location and time period.
• Two new awards were developed: the Herstory Award and the Judy Spain Award.
• Based on member need preferences and to save expenses for conference attendees, the association transitioned from the traditional Sunday–Wednesday format to a new Sunday–Tuesday format beginning with the 2000 ACUHO-I Conference.
• The Executive Board made the transition from the old model of president-elect, president, and past president to a vice president, president-elect, and president.
• Jim Grimm, Norbert Dunkel, and Pam Schreiber were honored for their work in developing and coordinating the National Housing Training Institute for 10 years at the University of Florida.

2001

• The association held a study tour of Australia in April.
• Joanie Schmidt carried out an Executive Board self-assessment review.
• A Committee Evaluation Survey was conducted about perceptions of committee experiences, from which much valuable information was obtained.
• The Executive Board approved the realignment and renaming of several committees – the Multicultural Committee; Gay, Lesbian, Bisexual, and Transgender Issues Committee; Women’s Issues Committee; and Small Colleges Committee – as workgroups that represent the issues of these constituencies.
• The Foundation supported the creation of the James Hurd Scholarship.
• For several years, the Professional Standards Committee worked toward revising the ACUHO-I Standards. Chair Susan Grant had the final draft of the standards approved.

2002

• The New CHO and Seasoned CHO Institutes were combined into a single entity, the CHO Institute.
• Expanded use of technology by the ACUHO-I central office resulted in the first online directory, the first Web-only election of Executive Board members, online registration for the annual conference, and other measures.
• ACUHO-I joined with a number of other associations to deal with mutual concerns. ACUHO-I was a partner in the ACUI-sponsored symposium "Hate Crimes and Violence on Campus" in June. ACUHO-I assisted SCUP in planning its first-ever webcast, "Housing Trends on Campus." ACUHO-I partnered with NACAS and ACPA on a videoconference, "The New College Student: Trends, Values, and Priorities."

• Joshua McIntosh, Eric Nestor, and Mariana Lebron, Syracuse University, developed a survey for ACPA and ACUHO-I to help better understand concerns with the recruitment and retention of staff members. The information from the survey was very useful in planning for the future.

• A new Product Development Team focused on workforce development initiatives.

• Deb Boykin and the Professional Standards Committee developed "Ethical Hiring Practices for Housing Professionals." It was approved in March 2002.

2003

• A comprehensive Membership Needs and Satisfaction Survey was carried out.

• The ACUHO-I Institutional Database (AID) was made available to members.

• As a byproduct of a comprehensive strategic planning initiative that was begun this year, a process structure was created, and direction identified, from which the Association Council was formed, comprised of the Executive Board, the Foundation Board, and the central office staff members, with a commitment for the Association Council to meet twice each year.

• An environmental scanning exercise identified the top 10 most critical needs for the next two to five years. A strategic planning model was identified by which the Membership Needs Assessment and Membership Satisfaction Survey data could be framed.

• A "Careers in University Housing" program track was introduced at the 2002 NACURH Conference at the University of Minnesota.

• The Foundation announced a new award, the Parthenon Award.

2004

• Gary Schwarzmueller, the first ACUHO-I executive director, retired. Sally Traxler was hired as the new executive director.

• Chuck Werring led the development of the new STARS College, held in conjunction with the annual conference.

• A technology audit of the central office was carried out in February. It was very helpful in moving forward with needed technology changes in the central office. An initial implementation of the technology plan took place.

• Alan Hargrave and Michael Coakley led an evaluation of the ACUHO-I Foundation. Their work took 12-18 months to complete.

• The Foundation, under the leadership of chair Connie Carson, began the "Building Tomorrow Today" campaign to replace the "50 x 5" campaign of several years ago. The Foundation also developed a new program called Foundation Ambassadors.
• Under the leadership of chair Brian Dusbiber, positive changes occurred to the ACUHO-I Professional Standards.

OF NOTE: ACUHO-I EXECUTIVE BOARD TRANSITIONS ITS GOVERNANCE STRUCTURE

By Glen Weppler

It was a major step for the association when the decision was made to change the Executive Board structure from a geographic focus to a knowledge-based focus.

The governance structure transition of the ACUHO-I Executive Board occurred in five phases. Phase One ran from 2004 to October 2006, with the creation of a task force to assess the governance structure. The highlights of the task force report submitted in October 2006 were as follows:

• The presidential cycle would remain the same.
• The treasurer and secretary positions would be combined.
• The Executive Committee would consist of the vice president, president-elect, president, and finance and corporate records officer.
• Eight directors would comprise the rest of the Executive Board, consisting of the business practices and enhancement director, the facilities and physical environment director, the globalization director, the inclusion and equity director, the knowledge enhancement director, the regional affiliates director, the residence education director, and the workforce development director.
• The directors’ terms in office would vary in length.
• The directors would be experts in their area.
• The executive director would serve in an ex officio capacity on the Executive Board.

Phase Two operated from October 2006 to January 2007. The Executive Board working group implemented the following recommendations on the new governance structure and its transition. They developed a transition timeline, created
constitutional and bylaw changes, created qualifications for the positions, and reassigned liaison relationships.

Phase Three ran from January 2007 to August 2007, educating members for the August 2007 new governance structure vote by developing responses to frequently asked questions, writing a Talking Stick magazine article, developing an extensive website, developing a display at the annual conference and exposition, printing publications, and giving presentations during the annual conference and exposition.

Phase Four, which operated from August 2007 to October 2007 after a successful vote of 86 percent approval by the membership, planned the transition to the new governance structure. The Executive Board, Foundation Board, and central office identified 27 issues to address and questions to answer which were categorized as

- Recruitment, nomination, and election
- Being on the Board
- Managing committees and liaisons
- Board business
- Conference responsibilities
- Membership education
- Issues to manage
- Future conversations

Phase Five, from October 2007 to June 2008, began implementation of the transition plan. Five Executive Board working groups worked on creating guidelines for the Nomination Committee, continuing membership education for the spring 2008 vote, determining the impact of changes on the Foundation Board, forming an Executive Board Orientation Committee, and providing liaison transition and committee chair orientation.

With the completion of the Executive Board orientation and liaison/committee chair orientation taking place at the annual conference and exposition in 2008, the work of the governance transition group was finished. In 2008-09, the new Executive Board structure was successfully operationalized.
2005

• The 21st Century Project, under the leadership of Michael Coakley, made its debut.
• Under the guidance of Norbert Dunkel and Sallie Traxler, a four-phased communication plan was carried out, including the redesign of the Talking Stick.
• With respect to developing a comprehensive communication plan, Norbert Dunkel, publications chair, and Sallie Traxler, executive director, teamed to produce a four-phased communication plan to provide needed information to members and other stakeholders.
• Regarding the development of a Placement Exchange with NASPA, beginning in 2008, the plan was to be inclusive of all levels of housing jobs, to offer career services all year, to have a low cost for candidates, and to plan for other placement needs.
• ACUHO-I released a new logo to enhance the ACUHO-I brand.
• Indiana University, under the leadership of Patrick Connor, hosted the eighth conference on Living-Learning Programs and Residential Conferences.
• In 2005, the ACUHO-I Executive Board approved a strategic goal that would serve as the impetus for beginning discussion on how credentialing might serve the organization. Initially, the thought was to create an "on the road" type of educational program that would serve mid-level housing professionals by offering some sort of certificate in mid-level management for the housing professional. A task force was formed, and Sandi Scott-Duex, appointed by the Executive Board as chair, was charged with exploring the feasibility of such a program. In the ensuing months, Josh Goldman was hired in the central office to assist the task force with their charge.
• In 2006, regional representation was added to the task force. Certification was identified as a major strategic initiative of ACUHO-I. Task force membership was finalized. In addition to Sandi and Josh, members included Cathy Bickel, Lisa Diekow, Paul Jahr, Lyn Redington, Pam Schreiber, Michael Schultz, Shannon Staten, and Glen Weppler.
• One of the important early educational outcomes for the task force was understanding the distinct differences between certification, certificate, and accreditation. Utilizing the assistance of an external consultant, Mickie Rops, the task force explored the differences and the various credentialing options. After a literature review and market research, including both focus groups and surveys, the task force recommended to the ACUHO-I Executive Board that the priority for the task force be the development of certificate programs.
• With the assistance of The Ohio State University Center for Training and Development and the monetary support of the ACUHO-I Foundation, the task force began the work of creating the first credentialing opportunity offered by ACUHO-I, a certificate in housing assessment. The Certificate in Housing Assessment was released to the membership in the spring of 2010. Approximately one year later, the Certificate in Occupancy Management was also released. Plans are currently underway to release a third certificate program in Foundations in Housing and Residence Life.

2006
• ACUHO-I joined the Higher Education Associations Sustainability Consortium.
• The ACUHO-I Foundation and NASPA collaboratively funded the second phase of research focusing on outcomes of living-learning centers.
• The 21st Century Project, under the leadership of Michael Coakley, began with a summit of 100 higher education professionals who gathered to envision the future of collegiate housing.
• Representatives from ACUHO-I and six other organizations supported the publishing of *Learning Reconsidered II*.
• ACUHO-I welcomed the Residence Life Professionals Association (RLPA), located in western Canada, and the New Zealand Association of Tertiary Educational Accommodation Professionals (NZTEAP) into the association.
• ACUHO-I was invited to the first-ever housing conference in South Africa in the spring and worked with an interim committee of colleagues from South African universities to establish a housing association that would likely be a closely aligned chapter of ACUHO-I.
• The ACUHO-I Annual Conference was renamed the ACUHO-I Annual Conference and Exposition.

**OF NOTE: THE ACUHO-I SOUTHERN AFRICA CHAPTER IS FORMED**

By John Collins

As the relationship between the Association of College and University Housing Officers-International (ACUHO-I) and ACUHO-I Southern African Chapter (SAC) reaches its five-year anniversary, it is appropriate to chronicle its history as part of the formal history of ACUHO-I. During the ACUHO-I annual conference and exposition in Milwaukee, Wisconsin, a delegation from the Tshwane University of Technology, made up of the late Marechal Rabie, Patson Sibanda, and Eric Sebokedi, had a chance meeting with Sallie Traxler, executive director of ACUHO-I. Many topics were discussed during this meeting, and the outcome was important.

Sallie Traxler and Jack Collins (2004 ACUHO-I president) were invited to attend the first Student Housing Conference in March 2006 at the Nelson Mandela Metropolitan University in Port Elizabeth, South Africa. During this meeting, two formal processes were initiated: the development of a relationship between ACUHO-I and ACUHO-I SAC and the identification of an interim executive committee headed by Roelf Visser from the University of Pretoria. The executive committee was to organize future conferences and develop a constitution for ACUHO-I SAC.
Over the course of the next few years, regular exchanges occurred, including Professor Visser’s and ACUHO-I SAC leadership’s attendance at the ACUHO-I ACE. In 2007, a memorandum of agreement was signed by Connie Carson (2007 ACUHO-I president) and Professor Roelf Visser (ACUHO-I SAC interim president). In addition, both groups looked for opportunities to help provide support for housing professionals in South Africa. In 2008, Eric Sebokedi attended the National Housing Training Institute (NHTI) at the University of Maryland. This contact resulted in the launch of the Student Housing Training Institute in April at Stellenbosch University in South Africa in 2011. The first elected ACUHO-I SAC executive committee took office in May 2009. The first chief housing officer forum occurred in October 2009 in Cape Town, South Africa.

Further, in May 2010, the first ACUHO-I SAC training institute for student leaders was held in Cape Town, South Africa. Also in May 2010, at Stellenbosch University, the first Student Housing African Summit was held and attended by many representatives from South Africa, other African countries, and ACUHO-I leadership, including Michael Schultz. There were three university presidents, the Higher Education Commission, and the Education Consortium in attendance.

Since it was founded in March 2006 at the Nelson Mandela Metropolitan University in Port Elizabeth, ACUHO-I SAC has grown to be the leading student affairs association in Southern Africa. During 2011, the fifth anniversary year, several important events occurred:

- A gala dinner hosted by ACUHO-I SAC Eastern Cape Region on Thursday, March 24, 2011
- The ACUHO-I SAC Private Accommodation and Food Services Seminar held March 23-25, 2011, at the Nelson Mandela Metropolitan University Auditorium in Port Elizabeth
- Launch of the Student Housing Training Institute at Stellenbosch University on April 2, 2011
- The Student Housing Training Institute at Stellenbosch University, April 3-8, 2011
- Launch of the ACUHO-I SAC Head Offices at the University of Pretoria on April 11, 2011
- Launch of the Green Campus Campaign at the Tshwane University of Technology in Pretoria on April 12, 2011
• Student Housing/Affairs Seminar at the Tshwane University of Technology in Pretoria on April 12, 2011
• Student Leadership USA Study Tour in the states of Illinois and Missouri, May 10-25, 2011
• RezLife and Leadership Convention at the Tshwane University of Technology in Pretoria, July 2-6, 2011
• Placement Seminar at the University of Botswana, Gaborone, on August 23, 2011
• Student Housing Annual Conference in Grand Palm Resorts in Gaborone, Botswana, August 24-27, 2011
• Chief Housing Forum in Victoria Falls in Zimbabwe, October 22-25, 2011.

2007

• The ACUHO-I website was re-created. The online resources library was made available to members.
• ACUHO-I entered into partnership with NASPA to address the growing needs of placement for hiring and retention.
• The ACUHO-I Housing Internships program had record-breaking numbers of participants and host sites this year. Committee chair, Jenna Fisher Hyatt, had a very successful year, along with her committee.
• The Board of Directors of the National Association Publications (SNAP) awarded the EXCEL Award for the July/August 2006 Talking Stick feature story "Leveling the Field," by Julie Phillips. The article was chosen as the Best and the Brightest in the Magazines-Feature Article, 10,000 or fewer category.
• ACUHO-I, along with NASPA, ACPA, ACUI, NACA, and NIRSA, sponsored a Learning Reconsidered Institute in June 2007.

OF NOTE: ACUHO-I ENVISIONS THE RESIDENCE HALL OF THE FUTURE

The 21st Century Project, led by Michael Coakley, held a design showcase to pick a winning design in the competition. Jonathan Levi Architects won the competition.
The 21st Century Project was launched by ACUHO-I to explore the future of collegiate student housing. Through the 21st Century Project, housing professionals examined the ways housing can aid student growth and learning in sustainable, thoughtful, and technologically forward-thinking communities. This initiative has resulted in four books on the issues and ideas generated, and innovative ideas produced, by the top student housing architecture firms. Colorado College, Indiana University, and Baylor University have been selected to build student housing based on the winning facility designs. Many ACUHO-I donors, including the ACUHO-I Foundation, supported the 21st Century Project.

2008

- The National Placement Exchange, a joint partnership with ACUHO-I and NASPA, was held in Boston.
- The first Chapter Affiliate agreement was signed with South Africa.
- The IT Task Force, led by Azfar Mian and Hitesh Girdhani, presented a detailed report on their work on an assessment of the association's staffing and hardware and software needs. Immediate attention was placed on encryption and back-up strategies.
- The Global Initiatives Award was developed in 2008.
- The 2008 National Placement Exchange, a partnership between NASPA and ACUHO-I, was held in Boston. Katie Boone reported that ACUHO-I had experienced great growth in the Placement Exchange. In partnership with NASPA, approximately 10,500 interviews were conducted, with 510 housing positions posted.
- Tom Ellett issued a report on a commissioned research grant project, "Recruitment and Retention of Entry-Level Staff in Housing and Residence Life."

2009

- ACUHO-I carried out a China Study Tour, with 26 members from five countries.
- This was the first year of operationalizing the new Executive Board structure, which moved from a region-based structure to a knowledge-based one.
- The Global Housing Summit, offered in Hong Kong, under the coordination of Ana Hernandez, involved 85 individuals from 11 countries.
- The Sustainability Committee, led by Lynne Deninger, established work groups for conservation, recycling, facilities and maintenance, education, resources, renovation, and design. In addition, the committee coordinated articles and developed new guidelines.
- Mike Schultz and Sallie Traxler were invited to the Arabian Gulf Region Housing Meeting. An ACUHO-I Study Tour preceded the conference.
• The Foundation, led by Cindy Felice, continued to fund strategic initiatives, including the China Study Tour and the Global Housing Summit.

OF NOTE: PUTTING THE I IN ACUHO-I

The Global Housing Summit took place January 11-15, 2009, in Hong Kong. Eighty-five college and university housing and student development professionals from all over the world gathered to discuss issues in housing and residence life. To facilitate discussion, Jon Hockman, executive coach and organizational development consultant, helped guide the conversation. Participants focused on issues of cultural understanding, such as housing students from other countries and strengthening worldwide connections with each other. Participants were asked to envision an ideal future for global campus housing, as well as to consider how this might be achieved. This event and the resulting report to the membership was supported by many organizations and individuals, including the ACUHO-I Foundation.

2010

• Beth McCuskey, chair of the Foundation Board, led a restructuring of the Board.
• The new stand-alone ACUHO-I Business Operations Conference was successful, along with the ACUHO-I/APPA Housing Facilities Conference and the ACUHO-I Living-Learning Programs Conference.
• The Relational Database Task Force, led by Michael Griffel, provided guidance on a number of issues related to moving forward with information technology services for members.
• The first Student Housing African Summit was hosted at Stellenbosch University in South Africa, where it brought together three university presidents, the Higher Education Commission, and the Education Consortium in May 2010.
• The ACUHO-I Credentialing Task Force, under the leadership of Sandi Scott-Duex and Josh Goldman, put into operation the Assessment Certificate program.
• Cindy Felice and Deb Grandner were honored for exceptional work in coordinating NHTI for the past 10 years at the University of Maryland.

OF NOTE: ACUHO-I FOUNDATION BOARD UPDATES STRUCTURE
By Cindy Felice

In 2008, after several years of discussion by the Foundation regarding the Board’s size and structure and its ability to successfully raise the needed funds for the association, a consultant was hired to examine the board’s structure, role, and fundraising ability. After 20 years, changes were necessary in order to raise the additional funds needed to meet the goals of the association. It was also a challenge to find trustees with the fundraising skills and time to serve a three-year term. Lastly, without a staff member committed full time to supporting the Board with prospect development, training, and other details, it was difficult to meet deadlines and attend to small and large details due to the volunteer nature of the Board.

After the consultant presented his findings at the 2008 fall Board meeting, a task force was charged to propose a new Board structure. The task force based their work on the following assumptions with regard to a new Board structure:

• At minimum, one member from a college or university campus;
• At minimum, one member from a corporation;
• Does not have to be a member of the association;
• Must be able to raise funds for the Foundation.

The task force recommended a smaller, leaner structure to the full Foundation Board in January 2009. There were three significant characteristics of the new structure: a smaller Board of Trustees, numerous fundraising committees, and maintaining the relationships with the regions.

This smaller Board of Trustees (BOT) would be composed of nine voting members: chair, chair-elect, past chair, secretary, treasurer, two vice chairs, Executive Board vice president, and executive director. The term of office for each position would be one year with the exception of the treasurer, who would hold the position for two years. An open and transparent call for membership on the Board and its committees was also proposed.

The previous Foundation Board was designed to include regional representation. While it ensured regional involvement, it was often difficult to find a regional trustee that had donated to the Foundation, was interested in a three-year term, and had
interest and/or experience in fundraising. The new proposal created a Foundation Cabinet, chaired by a Board vice chair, to oversee and coordinate fundraising in the regions. Members would represent the Foundation Cabinet from each ACUHO-I region. Members would be selected by the region and appointed by the Board chair.

The new structure also included a Development Committee whose purpose was to oversee and coordinate all fundraising activities/committees of the Foundation. The fundraising committees include Foundation Cabinet, Annual Conference to solicit gifts at the conference, Silent Auction, Corporate to solicit unrestricted annual corporate gifts, Board to solicit annual gifts from all Board members, Major Gifts to oversee and solicit major gifts, and Annual to solicit annual gifts through means not used by any other committee.

After further discussion and a vote, the new structure was approved and took over the operation of the Foundation in January 2010.

2011

- The Body of Knowledge Task Force, under the direction of Pam Schreiber and Tony Cawthon, began work on what constitutes the housing profession’s body of knowledge.
- Membership was a major planning initiative. Patrick Bradley chaired a Membership Task Force to provide information about member needs to the Board.
- The ACUHO-I Credentialing Task Force, under the leadership of Sandi Scott-Duex and Josh Goldman, was moved under the Credentialing Board, chaired by Mike Schultz.
- Affiliation agreements were signed with the College and University Business Officers Association of the United Kingdom and the Chinese Association of Real Estate Management in Higher Education.
- The Placement Exchange, in the third year of operation, celebrated a record-breaking year with 10,463 interviews, 1,200 registrants, and 518 open positions.
- The first Student Housing Training Institute, held in conjunction with the Southern Africa Chapter of ACUHO-I at Stellenbosch University, had 44 housing professionals in attendance. Norbert Dunkel and Pieter Kloppers were the co-directors of the institute.
- The ACUHO-I/EBI Assessment Award was begun in 2011.

OF NOTE: ACUHO-I ANNUAL CONFERENCE CONTINUES TO GROW

By Sue Beebe
ACUHO-I has experienced an increase in delegate registration at the annual conference and exposition (ACE) over the past decade. There are several factors contributing to this growth: destination, globalization, conference program and schedule, and the exhibit hall.

**Destination:** Over the past decade, the association moved from college and university campuses to attractive conference sites with convention centers and numerous meeting facilities. The economic value of ACE continues to be viewed as positive, with conference registration at a reasonable cost. Participants believe they are getting a high return on their investment. The timing of ACE during the summer continues to enhance participation and also allows participants to bring their families.

**Globalization:** The internationalization of ACUHO-I has grown, with members coming from colleges and universities around the world. Several events have led to the awareness of and participation in ACE: the Global Housing Summit, the China Study Tour, the ACUHO-I-South African Conference, and the South African Housing Training Institute. ACUHO-I has six international affiliates: Australasian Association, Association of College & University Business Officers (member institutions in the United Kingdom), New Zealand Association, Ontario Association, Canadian Residence Life Professional Association, and the Southern Africa Chapter. Participation in the conference spans worldwide with conference delegates coming from more than 20 member countries.

**Program & Schedule:** Networking is an important part of ACE as it continues to welcome professionals at all levels. Housing professionals value networking and building relationships globally, and ACE provides this opportunity throughout the schedule. Year after year, program interest sessions have improved in quality, variety, innovation, relevancy, and practicality. Keynote speakers have been engaging and relevant. Featured speakers and roundtable sessions have been added to the program content. The Program Committee continues to seek experts (inside and outside membership) in topical areas to present at the conference. The marketing of the conference has also improved with increased awareness and exposure through social networking. Housing professionals can stay connected to the event through the news blog, Twitter, and Facebook. This annual event blends education, networking, corporate partnerships, leadership involvement, business,
fundraising, and recognition. A variety of opportunities present themselves at ACE to meet the needs of a diverse and global membership.

**Exhibit Hall:** The annual conference has seen an increase in exhibitor participation. ACE provides housing professionals with the opportunity to speak with a variety of company representatives, participate in product demonstrations, and research the latest services, resources, and products while in one location. Many exhibitors have expanded their line of products and services to serve ACUHO-I’s international members. Conference participants have increasingly seen the value of exhibit time as it provides opportunities to connect, establish relationships, form partnerships, and jointly seek valued and innovative solutions and strategies for today’s college and university student and housing professional.
ACUHO-I AWARD WINNERS

ACUHO-I Award

*The ACUHO-I Award: The highest award given by ACUHO-I, this award recognizes outstanding contributions to the field of campus housing and food service.*

1964  S. Earl Thompson
1965  J. DuVon
1966  Alice Nelson
1966  Robert "R.B." Stewart
1967  J.C. Schilletter
1968  Leonard Schadt
1969  (no recipient)
1970  Frank Shiel
1971  Ruth N. Donnelly
1972  Emery Foster
1973  Thomas F. Adams
1974  Milton R. "Jack" Shaw
1975  A. Thornton Edwards
1976  Nevada Blackburn
1976  Helen Townsend
1977  J. Arthur Pringle
1978  John Forsberg
1979  Joseph Nye
1979  Otto Mueller
1980  George Merrill
1981  Bly Curtis
1981  Tommy Tomlinson
1982  Sumner Cohen
1983  Betty Arnsman
1983  Clifford Yoder
1984  Newell J. Smith
1985  John C. "Jack" Smalley
1986  Fred Schwendiman
1986  Harold Riker
1988  Robert B. Stewart
1988  John Storey
1989  Betty L. Harrah
1990  Welker Bishop
1990  Vernon Elsemore
1991  James Hurd
1991  Lois Fariello
1992  Lois Redd
1993  Joan Mortell
1994  Bill Bierbaum
1995  Deanne Molinari
1996  Chuck Frederiksen
1996  Bill Paleen
1997  Judy Spain
1998  Carmen Vance and Daniel Hallenbeck
1999  Harold Banks
2000  James C. Grimm
2001  Michael B. Hoctor
2002  Keith Guy
2003  Gary Schwartz
2004  Doris Collins
2005  Gary Schwarzmueller
2006  Robert Mosier
2007  Bob Hartman
2008  Grant Sherwood
2009  Kay Rich
2010  Donald Kilbourn
2011  Jim Chitwood
2012 Pat Mielke and Rita Moser

Parthenon Award

The ACUHO-I Foundation’s most prestigious award, the Parthenon Award recognizes outstanding achievement and contributions to the field of campus housing and ACUHO-I. Award winners must be nominated, then the nominee’s supporters raise money for the Foundation on the nominee’s behalf to complete the award process.

2004 Kay Rich
2005 Harry LeGrande
   Robert Mosier
   Gary Schwarzmueller
2006 Doris Collins
   Jim Day
   Fred Fotis
   Rita Moser
   Grant Sherwood
   Lee Thompson, Sr.
2007 Eddie Bankston
   David Butler
   James Chitwood
   Deborah Coffin
2008 Deb Boykin
   Howard “Howie” Dumhart
   Verna Howell
   Bob Huss
   Chuck Lamb
   Joan Schmidt
   Jane Wright
2009 Michael Coakley
   Jerry Gorby
   James C. Grimm (posthumously)
   W. Garry Johnson
Dr. Patricia Mielke
Dima Utgoff
Willie Young

2010
Connie L. Carson
Jack Collins
Michael Eyster
Dr. Alan L. Hargrave
Dr. David A. McKelfresh
Nancy Murphy-Chadwick
Dr. Michel Ouellette (posthumously)

2011
Jim Curtin
Mike Evans
Joanne Goldwater
Dan Hallenbeck
Lorinda Krhut
Chuck Rhodes
Wayne Smith
Ken Stoner

**Outstanding Corporate Friend Awards**

*Corporate individuals who generously contribute professionally and financially to ACUHO-I and the profession are honored with the Outstanding Corporate Friend Award.*

1992  David Kent
1992  Lee Thompson
1993  Lyle Morse
1993  Margaret Terenzoni
1994  Bob Bennett
1995  Frank Safran
1996  T.O. Allan
1997  Devin Schain
1998  Wayne Smith
1999  David Freytag
2000  Howie Dumhart
2001  Lyle Morse
2002  Duane Sauder
2003  Graham Bannister
2004  Karen Gallagher
2005  Lee Thompson, Jr.
2006  Jane Wright
2007  Teri Bump
2008  Jim Curtin
2009  (no recipient)
2010  Jason Wills
2011  Joseph Pica
2012  Stéphane Bélisle

James C. Grimm Leadership and Service Awards

James C. Grimm Leadership and Service Award: Individuals recognized by this award have aided ACUHO-I with service and leadership, and devoted professional time and effort to strengthening the association. Grimm is a past president of ACUHO-I, and one of the founders of the National Housing Training Institute (NHTI).

1986  Charles F. Frederiksen
1986  Betty L. Harrah
1987  Welker Bishop
1987  Bill Sweet
1988  Chuck Waldie
1988  Bill Paleen
1989  John Schuh
1989  Gary Schwarzmueller
1990  James C. Grimm
1991  Carmen Vance
1992  Mary Riseborough
1992  Judy Spain
1993  Paul Jahr
1994  Bob Mosier
1995  Joan Schmidt
1996  Doris Collins
1977  David Stephen
1998  Michael Hoctor
1999  Keith Guy
2000  Harry Le Grande
2001  Virginia C. Arthur
2002  Chuck Werring
2003  David Holmes
2004  Norbert Dunkel
2005  Tom Kane
2006  John E. Collins
2007  Michael Coakley
2008  Gary Kimble
2009  Mike Eyster
2010  Cindy Felice
2011  Connie Carson
2012  Michael Schultz

**Presidential Service Awards**

Multiple presidential awards may be given each year. Traditionally, one is presented to an individual who has served the association with relatively little recognition, acting as an "unsung hero." In addition, one may be given to an exceptional member institution that has supported ACUHO-I over many years.

1992  Colorado State University and Leroy Williams
1993  University of Wisconsin-Oshkosh and Mike Eyster
1994  Mississippi State University and Jeannette Songer
1995  Iowa State University and Rebecca Parker
1996  The Ohio State University and David Holmes
1997  University of Florida and Nancy Murphy-Chadwick
1998  Ball State University and Rita Moser
1999  University of British Columbia and Manny Amaro
2000  University of Maryland-College Park and Jill Eckardt
2001  Purdue University and Susan Grant
2002  Syracuse University, Kathy Krajnak, and Joe Massingham
2003  The University of Akron and M. Edward Bryan
2004  University of St. Thomas and Suzy Campbell
2005  University of Arizona and Norbert Dunkel
2006  University of California-Berkeley and Michael Coakley
2007  University of Alberta and Maggie Burkhart Evans
2008  Miami University, Katie Boone, and Ann Nielsen
2009  University of Baltimore, Maryland County and Pete Galloway
2010  Texas Tech University, Sandi Scott-Duex, and Josh Goldman
2011  University of Pretoria and Tom Ellett

**S. Earl Thompson Awards**

*Individuals not directly related to ACUHO-I, but who have made significant contributions to the college and university housing field are recognized by the S. Earl Thompson Award.*

1987  D. Frances "Mickey" Finn
1988  Robert B. Stewart
1988  Charles Griffith
1989  Donald Gehring
1990  (no recipient)
1991  (no recipient)
1992  T.O. Allan
1993  Bob Rodgers
1994  David Kent
1995  Lee Thompson
1996  (no recipient)
1997  Susan Komives
1998  Carolyn Palmer
1999  John Schuh
2000  Mary Howard-Hamilton
2001  (no recipient)
2002  Frank Safran
2003  Howie Dumhart
2004  Maura Cullen
2005  Joseph A. Pica
2006  Phyllis McCluskey-Titus
2007  Dave Butler
2008  Tony Cawthon
2009  Linda Anderson
2010  (no recipient)
2011  Paul Wuennenberg

Research and Publication Award

Winners of this award have made major contributions to the housing, student life, and student affairs fields with research and publications. Research and Publication Award winners may or may not be directly associated with ACUHO-I.

2000  Don Whalen
2001  Norbert W. Dunkel
2002  Ken Stoner
2003  Paul Jahr and Bob Mosier
2004  Karen Inkelas
2005  William Zeller
2006  Merrily Dunn
2007  (no recipient)
2008  Diane Porter-Roberts
2009  Phyllis McCluskey-Titus
2010  Tony W. Cawthon
2011  Maureen Wilson
Robert P. Cooke *Talking Stick* Article of the Year Award

The *Talking Stick* Article of the Year award is based on the quality of writing, organization of the piece, supporting documentation or interviews, ability to provoke thought, and the overall contribution to the student housing field.

1998    Ken Stoner
1999    Frank Sanchez
2000    Ken Stoner, Vennie Gore, and Sherry Ochsner
2001    George Weise
2002    Phil James and Stacey Klippenstein
2003    Brian Montgomery
2004    Jeanne Steffes and Keith Edwards
2005    Neil Buddel
2006    Julie Phillips
2007    Tonie Miyamoto
2008    Eric Jessup-Anger
2009    Joan M. Schmidt and Darell Armentrout
2010    Vicki Hawkins and Kathy Bush Hobgood
2011    Elizabeth Cox
2012    Stacy Oliver and Kathryn Magura

Betty L. Harrah Journal Manuscript of the Year Award

Awarded to the individual or team of authors who receive this award produced a well-written, well-composed article with good use of research methodology, interesting or unique approach to the research question, and particular value to the campus housing field. Harrah was the *Journal of College and University Student Housing* editor from 1982-1985.

1998    Yuhang Rong and Robert Gable
1999    Kami Thomas and Ken Stoner
2000    Carolyn Palmer, Rena Murphy, Kelli Peck-Parrot, and Karine Seinke
2001    Aaron White and Michel Ouellette
2002    Amy S. Hirschy and Maureen E. Wilson
2003    John Wesley Lowery and Michael Coomes
2004    Don Whalen, Mack Shelley, Yongyi Wang, and Ana Arboleda
2005
2006  Dennis Gregory and Steven Janosik
2007  Mimi Benjamin
2008  (no recipient)
2009  Alison Brandon, Joan B. Hirt, and Tracey Cameron
2010  Michael L. Fanucce and Deborah Taub
2011  Vanessa D. Johnson, George F. Thompson, and Young Shin Kang
2012  Karen Erlandson

James A. Hurd Awards

*James A. Hurd Award: Hurd was ACUHO-I’s first African-American president. The award given in his name honors a member of color who has made outstanding contributions to the association and profession.*

1992  Harold Banks and Jamesetta "Tootie" Williams
1993  Willie J. Young
1994  Ron Campbell
1995  Hal Espy
1996  Renardo Hall
1997  Frank Bowen, Jr.
1998  Chuck Rhodes
1999  York Campbell and Harry Le Grande
2000  Kathy Humphrey
2001  Rebecca Parker
2002  Miriam Rosado
2003  Tarome Alford
2004  Ed Jones
2005  Liz Simpson
2006  Eleanor L. Reynolds
2007  Vera Jackson
2008  Eddie Bankston
2009  (no recipient)
2010  Willie Brown
The History of ACUHO-I

2011 Richard Gibson

The Herstory Award

*ACUHO-I's past female presidents, this award is given to women professionals who have served the association, serving as leaders and models for younger professionals.*

2001 Doris B. Collins
2002 Pat Mielke
2003 Joanne Goldwater
2004 Janice Robinson
2005 Deb Boykin
2006 Susan Austin
2007 Jenna Hyatt
2008 Deb LoBiondo
2009 Mary Ann Ryan
2010 Julie Payne-Kirchmeier
2011 Andrea Trinklein
2012 Ann Marie Klotz

Global Initiative Award

*Housing professionals who have significantly contributed to the furthering of ACUHO-I and campus housing internationally are recognized with the Global Initiatives Award.*

2008 Glen Weppler
2009 Dima Utgoff
2010 David Holmes
2011 Adolf Haislar
2012 Erik Sebokedi

Judy Spain Award

*Judy Spain Award, named in honor of a pioneering ACUHO-I and National Association of College and University Residence Halls (NACURH) member and volunteer who mentored many staff members and students, the Judy Spain Award honors individuals who have contributed to the profession's GLBT community.*

2001 Chuck Rhodes
<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>Alan Hargave</td>
</tr>
<tr>
<td>2003</td>
<td>Jeanine Bessette</td>
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<tr>
<td>2004</td>
<td>Bill Bolden</td>
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<tr>
<td>2005</td>
<td>Michael Coakley</td>
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<tr>
<td>2006</td>
<td>Ginny Arthur</td>
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<tr>
<td>2007</td>
<td>Catherine Bickel</td>
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<tr>
<td>2008</td>
<td>Aaron Lucier</td>
</tr>
<tr>
<td>2009</td>
<td>(no recipient)</td>
</tr>
<tr>
<td>2010</td>
<td>David Vaillancourt</td>
</tr>
<tr>
<td>2011</td>
<td>Sean Pierce</td>
</tr>
<tr>
<td>2012</td>
<td>(no recipient)</td>
</tr>
</tbody>
</table>
ACUHO-I LEADERSHIP

2011-2012

President: Alma Sealine
President-Elect: Vennie Gore
Vice President: Patricia Martinez
Finance & Corporate Records Officer: Peter Galloway
Business Practices & Enhancements Director: Bonnie Solt-Prunty
Facilities & Physical Environment Director: Shannon Staten
Globalization Director: Rebecca Chan
Inclusion & Equity Director: Deb Schmidt-Rodgers
Knowledge Enhancement Director: Mary Howard Hamilton
Residence Education Director: John Buck
Regional Affiliations Director: Bill Fox
Workforce Development Director: Allan Blattner
Executive Director (ex officio): Sallie Traxler

2010-2011

President: Jill Eckardt
President-Elect: Alma Sealine
Vice President: Vennie Gore
Finance & Corporate Records Officer: Patricia Martinez
Business Practices & Enhancements Director: Bonnie Solt-Prunty
Facilities & Physical Environment Director: Shannon Staten
Globalization Director: Rebecca Chan
Inclusion & Equity Director: Chuck Rhodes
Knowledge Enhancement Director: Tony Cawthon
Residence Education Director: Cathy Bickel
Regional Affiliations Director: Jacque Bollinger
Workforce Development Director: Allan Blattner
Sustainability Director: Lynne Deninger
Executive Director (ex officio): Sallie Traxler
2009-2010

President: Michael Schultz
President-Elect: Jill Eckardt
Vice President: Alma Sealine
Finance & Corporate Records Officer: Patricia Martinez
Business Practices & Enhancements Director: Peter Galloway
Facilities & Physical Environment Director: Steve Waller
Globalization Director: Ana Hernandez
Inclusion & Equity Director: Chuck Rhodes
Knowledge Enhancement Director: Tony Cawthon
Residence Education Director: Cathy Bickel
Regional Affiliations Director: Jacque Bollinger
Workforce Development Director: Allan Blattner
Sustainability Director: Lynne Deninger
Executive Director (ex officio): Sallie Traxler

2008-2009

President: Norb Dunkel
President-Elect: Michael Schultz
Vice President: Jill Eckardt
Finance & Corporate Records Officer: Patricia Martinez
Business Practices & Enhancements Director: Peter Galloway
Facilities & Physical Environment Director: Steve Waller
Globalization Director: Ana Hernandez
Inclusion & Equity Director: Chuck Rhodes
Knowledge Enhancement Director: Tony Cawthon
Residence Education Director: Cathy Bickel
Regional Affiliations Director: Jacque Bollinger
Workforce Development Director: Pam Schreiber
Sustainability Director: Lynne Deninger
Executive Director (ex officio): Sallie Traxler
2007-2008

President: David Holmes
President-Elect: Norb Dunkel
Vice President: Michael Schultz
Secretary: Patricia Martinez
Treasurer: Nick Nicklaus
Central District Representative: Jacque Bollinger
Southern District Representative: Sean Duggan
Eastern District Representative: Peter Galloway
Western District Representative: Alex Belisario
Canadian District Representative: Glen Weppler
Publications Coordinator: Kathy Hobgood
Multicultural Representative: Marty Takimoto
GLBT Representative: Kate Baier
Executive Director (ex officio): Sallie Traxler

2006-2007

President: Connie Carson
President-Elect: David Holmes
Vice President: Norb Dunkel
Secretary: Rosanne Proite
Treasurer: Nick Nicklaus
Central District Representative: Alma Sealine
Southern District Representative: Deb Boykin
Eastern District Representative: Peter Galloway
Western District Representative: Lovellie “Happy” Cimenski-Almogela (Resigned February 2007) Alex Belisario (Appointed May 2007)
Canadian District Representative: Glen Weppler
Publications Coordinator: Kathy Hobgood
Multicultural Representative: Marty Takimoto
GLBT Representative: Kate Baier
Executive Director (ex officio): Sallie Traxler
2005-2006

President: Alan Hargrave
President Elect: Connie Carson
Vice President: David Holmes
Secretary: Rosanne Proite
Treasurer: Nick Nicklaus
Central District Representative: Alma Sealine
Southern District Representative: Deb Boykin
Eastern District Representative: Bob Jose
Western District Representative: Patrick (PC) Call
Canadian District Representative: Tracey Mason
Publications Coordinator: Norb Dunkel
Multicultural Representative: Marty Takimoto
GLBT Representative: Kate Baier
Executive Director (ex officio): Sallie Traxler

2004-2005

President: Eddie Hull
President Elect: Alan Hargrave
Vice President: Connie Carson
Secretary: Rosanne Proite
Treasurer: David Holmes
Central District Representative: Sherry Nevins
Southern District Representative: E. Thayne King
Eastern District Representative: Bob Jose
Western District Representative: Patrick (PC) Call
Canadian District Representative: Tracey Mason
Publications Coordinator: Norb Dunkel
Multicultural Representative: Stuart Sparvier (Resigned Summer 2004)
Marty Takimoto (Appointed November 2004)
GLBT Representative: Kate Baier
Executive Director (ex officio): Sallie Traxler
2003-2004

President: Jack Collins
President-Elect: Eddie Hull
Vice President: Alan Hargrave
Secretary: Jill Eckardt
Treasurer: David Holmes
Central District Representative: Sherry Nevins
Southern District Representative: E. Thayne King
Eastern District Representative: Katie Boone
Western District Representative: Peter Rosenberg
Canadian District Representative: Michel Ouellette
Publications Coordinator: Deb Grandner
Multicultural Representative: Liz Simpson
GLBT Representative: Jeanine Bessette
Executive Director (ex officio): Gary Schwarzmueller

2002-2003

President: David B. Stephen
President-Elect: Jack Collins
Vice President: Eddie Hull
Secretary: Jill Eckardt
Treasurer: David Holmes
Central District Representative: Alan Hargrave
Southern District Representative: Jackie Simpson
Eastern District Representative: Katie Boone
Western District Representative: Peter Rosenberg
Canadian District Representative: Michel Ouellette
Publications Coordinator: Mike Eyster
Multicultural Representative: Liz Simpson
GLBT Representative: Jeanine Bessette
Executive Director (ex officio): Gary Schwarzmueller

2001-2002
President: Joan M. Schmidt
President-Elect: David Stephen
Vice President: Jack Collins
Secretary: Jill Eckardt
Treasurer: Eddie Hull
Central District Representative: Alan Hargrave
Southern District Representative: Jackie Simpson
Eastern District Representative: Tom Ellett
Western District Representative: Eddie Bankston
Canadian District Representative: Dima Utgoff
Publications Coordinator: Mike Eyster
Multicultural Representatives: Ed Jones
GLBT Representative: Jeanine Bessette
Executive Director (ex officio): Gary Schwarzmueller

2000-2001
President: Rita Moser
President-Elect: Joanie Schmidt
Vice President: David Stephen
Secretary: Becky Figura
Treasurer: Eddie Hull
Central District Representative: Nick Nicklaus
Southern District Representative: Bob Huss
Eastern District Representative: Tom Ellett
Western District Representative: Eddie Bankston
Canadian District Representative: Dima Utgoff
Publications Coordinator: Mike Eyster
Multicultural Representative: Ed Jones
GLBT Representative: William Bolden
Executive Director (ex officio): Gary Schwarzmueller

1999-2000
President: Patrick Bradley
President-Elect: Rita Moser
Secretary: Becky Figura
Treasurer: Eddie Hull
Past President: Randy Rice
Central District Representative: Nick Nicklaus
Southern District Representative: Bob Huss
Eastern District Representative: Tim Johnson
Western District Representative: Dave McKelfresh
Canadian District Representative: Blair Capes
Publications Coordinator: Norb Dunkel
Multicultural Representative: Rodney Peters
GLBT Representative: Bill Bolden
Executive Director (ex officio): Gary Schwarzmueller

**1998-1999**

President: R. Randy Rice
President-Elect: Patrick Bradley
Secretary: Becky Figura
Treasurer: Jack Collins
Past President: Bob Mosier
Central District Representative: Joan Schmidt
Southern District Representative: Dick Merrit
Eastern District Representative: Tim Johnson
Western District Representative: Dave McKelfresh
Canadian District Representative: Blair Capes
Publications Coordinator: Norb Dunkel
Multicultural Representative: Rodney Peters
GLBT Representative: Alan Hargrave
Executive Director (ex officio): Gary Schwarzmueller

**1997-1998**

President: Bob Mosier
President-Elect: Randy Rice
Secretary: Gary Kimble
Treasurer: Jack Collins
Past President: Pat Mielke
Central District Representative: Joan Schmidt
Southern District Representative: Dick Merritt
Eastern District Representative: Valerie Randall-Lee
Western District Representative: Kay Rich
Canadian District Representative: Mary Risebrough
Publications Coordinator: Norb Dunkel
Multicultural Representative: Miriam Rosado
GLBT Representative: Alan Hargrave
Executive Director (ex officio): Gary Schwarzmueller

1996-1997
President: Pat Mielke
President-Elect: Bob Mosier
Secretary: Gary Kimble
Treasurer: Jack Collins
Past President: Ginny Arthur
Central District Representative: Rob Hartman
Southern District Representative: Chuck Colby
Eastern District Representative: Valerie Randal-Lee
Western District Representative: Kay Rich
Canadian District Representative: Mary Risebrough
Publications Coordinator: Don Whalen
Multicultural Representative: Miriam Rosado
Executive Director (ex officio): Gary Schwarzmueller

1995-1996
President: Ginny Arthur
President-Elect: Pat Mielke
Secretary: Gary Kimble
Treasurer: Patrick Bradley
Past President: Harry LeGrande
Central District Representative: Bob Hartman
Southern District Representative: Chuck Colby
Eastern District Representative: Joanne Goldwater
Western District Representative: Keith Guy
Publications Coordinator: Don Whalen
Multicultural Representative: Frank Bowen
Executive Director (ex officio): Gary Schwarzmueller

1994-1995
President: Harry LeGrande
President-Elect: Ginny Arthur
Secretary: David Stephen
Treasurer: Patrick Bradley
Past President: Chuck Lamb
Central District Representative: Becky Figura
Southern District Representative: Rita Moser
Eastern District Representative: Joanne Goldwater
Western District Representative: Keith Guy
Publications Coordinator: Don Whalen
Multicultural Representative: Frank Bowen
Executive Director: Gary Schwarzmueller

1993-1994
President: Chuck Lamb
President Elect: Harry LeGrande
Secretary: David Stephen
Treasurer: Patrick Bradley
Past President: W. Garry Johnson
Central District Representative: Becky Figura
Southern District Representative: Rita Moser
Eastern District Representative: Barbara Baker
Western District Representative: Bob Smiggen
Publications Coordinator: Melanie McClellan
Multicultural Representative: Frank Bowen
Executive Director: Gary Schwarzmueller

1992–1993
President: W. Garry Johnson
President-Elect: Chuck Lamb
Secretary: David Stephen
Treasurer: Paula Hulick
Past President: Mike Hoctor
Central District Representative: Brian Dusbiber
Southern District Representative: Nancy Murphy-Chadwick
Eastern District Representative: Barbara Baker
Western District Representative: Bob Smiggen
Publications Coordinator: Bob Mosier
Multicultural Representative: Andre Strong
Executive Director: Gary Schwarzmueller

1991–1992
President: Mike Hoctor
Past President: Doris Collins
President-Elect: Garry Johnson
Treasurer: Paula Hulick
Secretary: Ginny Arthur
Multicultural Representative: Renardo Hall
Publications Coordinator: Bob Mosier
Western District Representative: Lauralee Hagen
Eastern District Representative: Pat Mielke
Southern District Representative: Nancy Murphy-Chadwick
Central District Representative: Beth Tankersley

1990–1991
President: Doris Collins
President-Elect: Michael Hoctor
Secretary: Ginny Arthur
Treasurer: Paula Hulick
Past President: Kenneth Stoner
Central District Representative: Patrick Bradley
Southern District Representative: R. Randy Rice
Eastern District Representative: Patricia Mielke
Western District Representative: Lauralee Hagen
Multicultural Affairs Consultant: Renardo Hall
Publications Coordinator: Robert Mosier

1989-1990
President: Ken Stoner
President-Elect: Doris Collins
Secretary: Ginny Arthur
Treasurer: Gary Schwartz
Past President: Dan Hallenbeck
Central District Representative: Patrick Bradley
Southern District Representative: R. Randy Rice
Eastern District Representative: Charles Lamb
Western District Representative: Harry LeGrande
Publications Coordinator: John Sautter

1988-1989
President: Daniel Hallenbeck
President-Elect: Kenneth Stoner
Secretary: Nancy Murphy-Chadwick
Treasurer: Gary Schwartz
Past President: Carmen Vance
Central District Representative: Paul Jahr
Southern District Representative: Charles Werring
Eastern District Representative: Charles Lamb
Western District Representative: Harry LaGrande
Publications Coordinator: John Sautter
1987-1988
President: Carmen Vance
President-Elect: Daniel Hallenbeck
Secretary: Nancy Murphy-Chadwick
Treasurer: Gary Schwartz
Past President: James Grubb
Central District Representative: Paul Jahr
Southern District Representative: Chuck Werring
Eastern District Representative: Charles Waldie
Western District Representative: Daniel Adams
Publications Coordinator: John Sautter

1986-1987
President: James Grubb
President-Elect: Carmen Vance
Secretary: Nancy Murphy-Chadwick
Treasurer: Doris Collins
Past President: William Bierbaum
Central District Representative: W. Garry Johnson
Southern District Representative: Daniel Hallenbeck
Eastern District Representative: Charles Waldie
Western District Representative: Daniel Adams
Publications Coordinator: John Schuh

1985-1986
President: William Bierbaum
President-Elect: James Grubb
Past President: James Grimm
Secretary: Carol Kontos
Treasurer: Doris Collins
Central District Representative: Garry Johnson
Southern District Representative: Daniel Hallenbeck
Eastern District Representative: David Kohr
Western District Representative: David Stephen
Publications Coordinator: John Schuh

1984-1985
President: James Grimm
President-Elect: William Bierbaum
Past President: Annette Smith
Secretary: Karen Frank
Treasurer: Doris Collins
Central District Representative: Ron Gaber
Southern District Representative: Kent Sampson
Eastern District Representative: Richard Collins
Western District Representative: David Stephen
Publications Coordinator: Robert Cooke

1983-1984
President: Annette Smith
President-Elect: James Grimm
Past President: William Paleen
Secretary: Karen Frank
Treasurer: Carmen Vance
Central District Representative: Ron Gaber
Southern District Representative: Kent Sampson
Eastern District Representative: Ann Webster
Western District Representative: Michael Hoctor
Publications Coordinator: Robert Cooke

1982-1983
President: William Paleen
First Vice-President: Annette Smith
Second Vice-President: James Grimm
Past President: Gary North
Secretary: James Grubb
Treasurer: Carmen Vance
Member-at-Large: Judy Spain
Member-at-Large: Michael Hoctor
Publications Coordinator: Robert Cooke

1981-1982

President: Gary North
First Vice-President: William Paleen
Second Vice-President: Annette Smith
Past President: Ed Hendricks
Secretary: James Grubb
Treasurer: Carmen Vance
Member-at-Large: Lois Fariello
Member-at-Large: Judy Spain
Publications Coordinator: Robert Cooke

1980-1981

President: Ed Hendricks
First Vice-President: Gary North
Second Vice-President: William Paleen
Past President: Jerry Quick
Secretary: James Grubb
Treasurer: William Bierbaun
Member-at-Large: Harold Banks
Member-at-Large: Lois Fariello
Publications Coordinator: John Schuh

1979-1980

President: Jerry Quick
First Vice-President: Ed Hendricks
Second Vice-President: Gary North
Past President: James Condie
Secretary: Gary Schwarzmuller
Treasurer: William Bierbaum
Member-at-Large: Harold Banks
Member-at-Large: Annette Smith
Publications Coordinator: John Schuh

1978-1979
President: James Condie
First Vice-President: Jerry Quick
Second Vice-President: Ed Hendricks
Past President: Welker Bishop
Secretary: Gary Schwarzmueller
Treasurer: William Bierbaum
Member-at-Large: Jane Holcombe
Member-at-Large: Annette Smith
Publications Coordinator: John Schuh

1977-1978
President: Welker Bishop
First Vice-President: James Condie
Second Vice-President: Jerry Quick
Past President: Deanne Molinari
Secretary: Gary Schwarzmueller
Treasurer: William Svrluga
Member-at-Large: William Paleen
Member-at-Large: Jane Holcombe
News Magazine Editor: John Schuh

1976-1977
President: Deanne Molinari
First Vice-President: Welker Bishop
Second Vice-President: James Condie
Past President: James Hurd
Secretary: Jerry Quick
Treasurer: Richard Armstrong
Member-at-Large: Larry Frelow
Member-at-Large: William Paleen
News Magazine Editor: Patrick Lattore

1975-1976
President: James Hurd
First Vice-President: Deanne Molinari
Second Vice-President: Welker Bishop
Past President: George Merrill
Secretary: Jerry Quick
Treasurer: Vernon Elsemore
Member-at-Large: Nevada Blackburn
Member-at-Large: Larry Frelow
News Magazine Editor: Patrick Lattore

1974-1975
President: George Merrill
First Vice-President: James Hurd
Second Vice-President: Deanne Molinari
Past President: Charles Frederiksen
Secretary: Jerry Quick
Treasurer: Vernon Elsemore
Member-at-Large: William Berner
Member-at-Large: Nevada Blackburn
News Magazine Editor: Patrick Lattore

1973-1974
President: Chester Malanoski
First Vice-President: George Merrill
Second Vice-President: James Hurd
Past President: Charles Frederiksen
Secretary: Welker Bishop
Treasurer: Vernon Elsemore
Member-at-Large: Margaret Dewell
Member-at-Large: William Berner
News Magazine Editor: Robert Underwood
1972-1973

President: Charles Frederiksen
First Vice-President: Chester Malanoski
Second Vice-President: George Merrill
Past President: Harold Riker
Secretary: Welker Bishop
Treasurer: Thomas Adams
Member-at-Large: Robert Rudd
Member-at-Large: Margaret Dewell
News Magazine Editor: Robert Underwood

1971-1972

President: Harold Riker
First Vice-President: Charles Frederiksen
Second Vice-President: Chester Malanoski
Past President: Donald Moore
Secretary: Welker Bishop
Treasurer: Thomas Adams
Member-at-Large: Thomas Carr
Member-at-Large: Robert Rudd
News Magazine Editor: Robert Underwood

1970-1971

President: Donald Moore
First Vice-President: Harold Riker
Second Vice-President: Charles Frederiksen
Past President: Emery Foster
Secretary: Chester Malanoski
Treasurer: Thomas Adams
Member-at-Large: Thomas Carr
Member-at-Large: Joan Mortell
News Magazine Editor: Robert Underwood
1969-1970
President: Emery G. Foster
First Vice-President: Donald R. Moore
Second Vice-President: Harold C. Riker
Secretary: Carl D. Jones
Treasurer: Thomas F. Adams
Past President: R. Clifford Yoder

1968-1969
President: R. Clifford Yoder
First Vice-President: Emery G. Foster
Second Vice-President: Donald R. Moore
Secretary: Carl D. Jones
Treasurer: Thomas F. Adams
Past President: Otto E. Mueller

1967-1968
President: Otto E. Mueller
First Vice-President: R. Clifford Yoder
Second Vice-President: Emery G. Foster
Secretary: Charles F. Frederiksen
Treasurer: Thomas F. Adams
Past President: John C. Smalley

1966-1967
President: John C. Smalley
First Vice-President: Otto E. Mueller
Second Vice-President: R. Clifford Yoder
Secretary: Charles F. Frederiksen
Treasurer: Thomas F. Adams
Past President: John E. Forsberg

1965-1966
President: John E. Forsberg
First Vice-President: John C. Smalley
Second Vice-President: Otto E. Mueller
Secretary: Charles F. Frederiksen
Treasurer: Thomas F. Adams
Past President: William N. Davis

1964-1965
President: William N. Davis
First Vice-President: John E. Forsberg
Second Vice-President: John C. Smalley
Secretary: Dr. Eugene Clingan
Treasurer: Thomas F. Adams
Past President: Frank C. Shiel

1963-1964
President: Frank C. Shiel
First Vice-President: William N. Davis
Second Vice-President: John E. Forsberg
Secretary: Dr. Eugene Clingan
Treasurer: William H. Strickland
Past President: Malcolm G. Gray

1962-1963
President: Malcolm G. Gray
First Vice-President: Frank C. Shiel
Second Vice-President: William N. Davis
Secretary: Dr. Eugene Clingan
Treasurer: William H. Strickland
Past President: Newell Smith

1961-1962
President: Newell Smith
First Vice-President: Malcolm G. Gray
Second Vice-President: Frank C. Shiel
Secretary-Treasurer: A. Thornton Edwards
Past President: Fred Schwendiman
1960-1961
  President: Fred Schwendiman
  First Vice-President: Newell Smith
  Second Vice-President: Malcolm G. Gray
  Secretary-Treasurer: A. Thornton Edwards
  Past President: Joseph Nye

1959-1960
  President: Joseph Nye
  First Vice-President: Fred Schwendiman
  Second Vice-President: Newell Smith
  Secretary-Treasurer: A. Thornton Edwards
  Past President: J. Arthur Pringle

1958-1959
  President: J. Arthur Pringle
  First Vice-President: Joseph Nye
  Second Vice-President: Fred Schwendiman
  Secretary-Treasurer: Leonard Schaadt
  Past President: William C. Wells

1957-1958
  President: William C. Wells
  First Vice-President: J. Arthur Pringle
  Second Vice-President: Joseph Nye
  Secretary-Treasurer: Leonard Schaadt
  Past President: Donald W. Kilbourn

1956-1957
  President: Donald W. Kilbourn
  First Vice-President: William C. Wells
  Second Vice-President: J. Arthur Pringle
  Secretary-Treasurer: Leonard Schaadt
  Past President: F.C. McConnell
1955-1956
President: F.C. McConnell
First Vice-President: Donald W. Kilbourn
Second Vice-President: William C. Wells
Secretary-Treasurer: Leonard Schaadt
Past President: Milton R. Shaw

1954-1955
President: Milton R. Shaw
Vice-President: F.C. McConnell
Secretary-Treasurer: Ruth N. Donnelly
Past President: J.C. Schilletter

1953-1954
President: J.C. Schilletter
Vice-President: Milton R. Shaw
Secretary-Treasurer: Ruth N. Donnelly

1952-1953
President: Kenneth D. Lawson
Vice-President: Milton R. Shaw
Secretary-Treasurer: Ruth N. Donnelly

1951-1952
President: S. Earl Thompson
Vice-President: Kenneth D. Lawson
Secretary: Ruth N. Donnelly

Foundation Board Chairs: 1988-2011
1988 Carmen Vance
1989 Carmen Vance
1990 Carmen Vance
1991 Carmen Vance
1992 Jim Grimm
1993 Jim Grimm
<table>
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<td>Jim Grimm</td>
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<td>Bernie Pleskoff</td>
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<td>2010</td>
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<td>Joanie Schmidt</td>
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<td>2012</td>
<td>Allan Nordyke</td>
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