

Q1.

2025 Executive Board - Candidate Application Form

The ACUHO-I Executive Board is a dynamic, diverse, and forward-thinking group of individuals committed to expanding the work of the Association. ACUHO-I is committed to advancing diversity, equity, and inclusion in our profession. We believe our diversity enriches the educational experience and our impact on the profession. Thank you for your interest.

In order to slate the most qualified and representative candidates, the ACUHO-I Nominations Committee uses a number of categories/criteria in its review and slating process. You can find more information on these criteria at <https://www.acuho-i.org/network/elections>.

Please use this form to submit your application for a 2025 Executive Board position.

The Candidate Application closes at 12pm ET (US) on May 23, 2024.

Q2. Applicant First Name:

Andrew

Q3. Applicant Last Name:

Crow

Q4. Position Desired:

- Vice President (3 Year Presidential Cycle, 2025-2027)
- Workforce Development Director (3 Year Term, 2025-2027)
- Facilities & Physical Environment Director (2 Year Term, 2025-2026)
- Business Practices and Enhancement Director (2 Year Term, 2025-2026)

Q5. Current College/University:

The Ohio State University

Q6. Current Job Title:

Senior Director - Student Life Facilities

Q7. Email Address:

Q8. Cell Phone Number:

Q10. Administrative Assistant's Name:

Q11. Administrative Assistant's Email Address:

Q12. Upload a Professional Headshot:



[andrew-crow-640x640-640x696.jpg](#)

52.4KB

image/jpeg

Q13. Upload a Current Resume:

Note: The Nominations Committee will use your resume to evaluate your ability to fulfill the duties of the position for which you are applying. Please review the duties and qualifications for your position of interest in the 2025 board nomination packet and address them within your resume. The 2025 nomination packet can be found here: <https://www.acuho-i.org/network/elections>.

Q14. Upload a Short Bio (Approximately 250 Words):

Note: For examples, please see current board bios here: <https://www.acuho-i.org/about/board>

Q20. **Short Answer Prompts:**

Note: These short answer prompts allow the membership to evaluate your qualifications for your desired position on the 2025 Executive Board. Your responses will be shared publicly if you are slated. Please respond pertinently, limit your answers to 200 words, and use the relevant EB position description when formulating your answers: <https://www.acuho-i.org/network/elections>.

Q15. **Qualifications:** Please discuss the job positions, professional development activities, and other qualifications that prepare you for the board position for which you are applying.

Please respond pertinently, limit your answers to 200 words, and use the relevant EB position description when formulating your answer: <https://www.acuho-i.org/network/elections>.

Over seventeen years of higher education housing (16,000+ residents primarily within residence halls) facilities experience specializing in facilities administration, maintenance/operations, and operational excellence/process improvement. The Facilities and Physical Environment Director provides leadership in defining and promoting cost-effective maintenance and operations within higher education residential facilities. In 2015 I led an APPA custodial staffing Lean Six Sigma project within our facilities group that would go on to save my institution over \$2 million dollars between 2015 and 2019 while establishing a new process to verify our APPA custodial service level. During the COVID-19 global pandemic we were able to keep the entirety of our Facilities staff safe and employed throughout. Post pandemic I have realigned departmental resources to focus on improving workplace culture and developing/retaining an already talented workforce. While I have facilitated multiple education sessions at ACUHO/APPA Facilities conferences, I will likely have less ACUHO-I involvement than most candidates. Given the ACUHO-I Strategic Plan and the strategic importance of the evolution of the Future of the Profession initiative my outsiders perspective would be an asset to the association as we tackle industry wide issues such as increasing affordability while navigating shrinking budgets and deferred maintenance.

Q16. **Thought Leadership and Technical Credibility:** Please describe what you would bring to the board in the realm of this competency (as defined below).

Understands and keeps up to date on local, national, and international policies and trends that affect housing and residence life. Is aware of the organization's impact on the external environment and has pride in the campus housing profession. Is considered a thought-leader with a commitment to continuous learning about ACUHO-I organization. This includes a foundational understanding of the organizational structure, culture, and core programs/services to support the mission of ACUHO-I. Possesses an area of expertise that helps the Association meet one or more of its strategic initiatives. Understands and appropriately applies principles, related to specialized expertise in campus housing and other areas of importance.

Please respond pertinently, limit your answers to 200 words, and use the relevant EB position description when formulating your answer: <https://www.acuho-i.org/network/elections>.

I whole heartedly believe the data that shows students who live on campus have higher educational success rates than those who do not live on campus. My current work revolves around strengthening that value proposition to future generations of students through consistent facilities service level delivery. Facilities professionals are the physical stewards of the living/learning environments that impact residential students, and a positive impact strengthens the on-campus housing value. In agreement with the first two ACUHO-I Core Pillars and Strategic Emphases, I am passionate about educating both facilities and non-facilities housing professionals about maintenance and custodial service level delivery, verification, and cost-effective resource stewardship. Maintenance and operation services only build institutional credibility if they are consistent, reliable, and can be replicated in other areas. Mutually agreed upon and succinct service level agreements should exist between Facilities departments and their institutional partners to set clear expectations for all parties. Facilities departments should hold themselves accountable while also educating everyone involved in the process on how they can also hold Facilities accountable to the service level they are expected to produce. These are the foundational building blocks of trust that are needed to be successful living/learning environment stewards.

Q17. Leveraging Diversity and Perspectives: Please describe what you would bring to the board in the realm of this competency (as defined below).

Fosters an inclusive environment where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Treats others with courtesy, sensitivity, and respect. Listens effectively; clarifies information as needed and is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles. Prioritizes the best interests of the board, organization, and members over individual priorities, such as pet projects and personal advancement. Encourages and supports a positive culture between volunteer leaders, staff, and members. Willingness to solve problems as a group.

Please respond pertinently, limit your answers to 200 words, and use the Association's DEI statement (<https://www.acuho-i.org/about/inclusion>) and the relevant EB position description when formulating your answer: <https://www.acuho-i.org/network/elections>.

The Facilities department vision statement we developed over the past two years is: to be the premier residential educational facilities department in the country; student and staff centered; safety focused, positive, and inclusive. Since 2021 I have conducted monthly staff town hall meetings directly with staff on all three shifts to be accountable and I ask only one question: how can WE make this a better place to work? My main action in these meetings is to listen and then find actionable items WE can fix to make it a better place to work. Sometimes the actionable items were easy like replacing a broken refrigerator in a break room, but other times it was not easy because it dealt with failures in leadership. To address this opportunity, we partnered with our assessment team in 2022 to develop a bi-monthly Rate My Leader survey to ensure all staff can anonymously share their perspective of the leadership they receive. All voices, perspectives, culture, and leadership matters. . .post pandemic staffing has been an issue across higher education facilities, but we currently have single digit vacancy rates within our team of 250 facilities professionals while still paying below market wages.

Q18. Strategic Thinking: Please describe what you would bring to the board in the realm of this competency (as defined below).

Board members should be able to provide both strategic and innovative thought leadership. Strategic thinking involves analyzing issues and making decisions that support the organization's overarching mission. Board members with the capacity for innovative thinking make new ideas and solutions possible. Articulate current conditions and anticipate future trends that impact campus housing programs. Ability to influence strategic direction and collaborate with ACUHO-I to create programs and services that meet the need of campus housing professionals. Ability to embrace an adaptable and flexible mindset.

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Part of my strategy for this board application is to try to find ways to show who I am while also acknowledging that I lack self-promotion. Speaking about individual accomplishments makes me uncomfortable but I am comfortable with the strengths that I would bring to the board. My Clifton's strengths top ten in order are: Relator, Strategic, Learner, Analytical, Arranger, Responsibility, Achiever, Consistency, Intellection, and Self-Assurance. All these strengths have been leveraged by myself, peers, and leaders throughout my career to support strategic decision making. I strongly dislike the institutional justification statement, "we do things this way because that is the way we have always done it." My favorite higher education housing professionals are ones that have a great deal of institutional knowledge without being institutionalized to automatically discount new/outside ideas. Operational Excellence, continuous improvement, and Lean Six Sigma process improvement all starts with questioning current processes. My experience and passion around these areas would be valuable collaboration as ACUHO-I creates programs and services to meet the current/future needs of campus housing professionals.

Q19. Developing Others: Please describe what you would bring to the board in the realm of this competency (as defined below).

Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and opportunities to learn through formal and informal methods.

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The most transformational professional development activity I have participated in was a leadership workshop on coaching/feedback early in my career. I used to view feedback as criticism but learned that the difference between criticism and feedback. The workshop explained the nuance that feedback is a gift that comes from someone who cares about you improving yourself. After this workshop I was a better employee, leader, and mentor. In 2015, I began mentoring Lean Six Sigma Green Belt practitioners in addition to staff members within my team. I am currently mentoring a young professional outside of Facilities but within Student Life as a part of our mentoring program. Workforce development and career planning conversations are the most fun and fulfilling conversations in leadership. Front-line staff are the most important component of any facilities department, and I am passionate about continuing Steve's good work in connecting all levels of facilities staff to ACUHO-I. Modeling is the most powerful tool in leadership and I am committed to using it to help develop the talent of all housing facilities professionals so they are more prepared to help solve all the present/future higher education housing facilities challenges.