



The Association for Student Conduct Administration Five Year Strategic Plan 2010 to 2015

Presented for Adoption and Acceptance February 2010

Introduction

This document is the result of a year-long process conducted by the Board of Directors (BOD). It is based upon multiple data collected by various sources within the ASCA community. The research used to prepare this strategic plan provided an extensive framework that guided the BOD as to both focus and content of this document.

Reports and Data Utilized

Over the past five years, the Board has assessed, surveyed, and gathered data on its membership and programs to ascertain the overall state of affairs within the student conduct profession. A brief summary of the reports and data utilized in development of the Strategic Plan for 2010-2015 is included below. The full reports and data sets are included in the Appendix.

Diversity Task Force

The Diversity Task Force group was appointed by President Bill Fischer in August 2007. The formal charge from President Fischer included in part:

- Review and revise as necessary Association's Statement of Diversity.
 - Review and evaluate ASCA's current policies, practices, programs and services in the context of its "Statement of Diversity" so as to assess and measure progress and effectiveness in fulfilling its commitment to diversity.
 - Prepare a comprehensive report outlining the group's findings and assessment from its study, with recommendations for specific improvements and/or action items.
 - The creation of a strategic plan outlining both short and long term goals to accomplish.
- A new Diversity Statement¹ and extensive three year plan (2007-2010) of implementation was developed. Both documents were presented and approved by the BOD in October 2007.²

¹ The Diversity Statement is included in the Appendix as Exhibit A.

² The Diversity Task Force Strategic Plan is included in the Appendix as Exhibit B.

Conflict Resolution Task Force

The Conflict Resolution Task Force was appointed by President Gary Dickstein and met September 17 -19, 2008 at Wright State University in Dayton, Ohio. The group was charged with the “development of a comprehensive strategic plan that ASCA will consider implementing to ensure that all forms of conflict resolution (Restorative Justice, Social Justice, Mediation, Conflict Resolution Coaching etc...) will remain at the forefront of ASCA’s programmatic offerings. Moreover, such a plan should include recommendations on future training materials as well as new initiatives to be designed, developed and implemented to further assist ASCA in fulfilling its commitment to conflict resolution and any other forms of alternative dispute resolution programs which may be appropriate.”³

2008 ASJA Membership Survey⁴

“The 2008 ASJA Membership Survey was proposed by President Gary Dickstein in the spring of 2008 and later developed by Dr. Kelli Peck Parrott, Gary Dickstein, Executive Director Billye Potts, Dr. Darby Roberts, and doctoral student Lonnie Booker. The collection of survey items began in the summer of 2008 and culminated with the distribution of the survey to the membership on December 3, 2008... A reminder email was sent December 12, 2008 and the survey was closed on December 15, 2008... The Membership Survey⁵ contained 62 items. Most of the items (44) were created for the use of ASCA to inform strategic planning. The remaining items were included in order to collect longitudinal data about the field of student conduct.”⁶

Community College Survey: 2007⁷

In an effort to assess the needs of ASJA members who work at community colleges a survey was done in April 2007 by Katy Doty, at that time a Texas A&M University practicum student working in the ASCA central office. It was compiled and distributed to the ASJA BOD. The survey covered the applicability of services that ASJA offers to community college, the types of issues that can be addressed and resources that should be offered for community colleges. A similar survey was sent out to 123 non-member community college administrators from every state.⁸ There were 27 responses from members (43%) and 21 (17%) from non-members.

Branding and Identity Development Initiative

In September 2008, ASCA hired PCI, a professional marketing group to conduct an extensive member survey to gather information for branding and identity development, as well development of a new logo and marketing plan. PCI conducted in depth telephone interviews

³ The Conflict Resolution Report is included in the Appendix as Exhibit C.

⁴ The Executive Summary of the Membership Survey is included in the Appendix as Exhibit D.

⁵ The Membership Survey is included in the Appendix as Exhibit E.

⁶ See The Membership Survey, Exhibit E.

⁷ ASJA Community Colleges Member Survey Results are included as Exhibit F.

⁸ ASJA Community Colleges Non-Member Survey Results are included as Exhibit G.

of ASCA leadership, various past presidents and a sample of the membership, and presented their findings to the ASCA BOD.⁹

As part of the PCI marketing plan, a survey was conducted of ASCA members to review the current salaries being paid to student conduct professionals. The survey was repeated in September 2009.¹⁰ The survey was sent to the entire membership.

ASCA Economic Impact Survey¹¹

Due to the current economic situation and its profound impact on higher education, President Tamara King directed Billye Potts, Executive Director for ASCA, to create and send the ASCA Economic Impact Survey to ASCA’s members in September, 2009. The Economic Impact Survey assessed the impact of institutional budgetary restrictions on ASCA members, including continued membership in ASCA as well as participation in the Annual Conference and Donald D. Gehring Academy.

Development of the Strategic Plan

The process engaged the 2009–2010 ASCA BOD¹² in at least seventeen hours of in-person strategic planning exercises and countless hours of review of the organization’s historical documents, surveys and assessments, and books devoted to organizational leadership and strategic planning.

During the leadership training following the 2009 ASCA International Annual Conference, President Tamara King held a designated strategic planning session for the BOD, Circuit Representatives, Committee Chairs, and Member Interest Councils Chairs. The meeting provided a forum for the leadership to voice concerns and needs to the BOD. In addition, the group engaged in the exploration, review, and assessment of issues they felt were critical to the success and long term-planning of ASCA.

The Board also read, reviewed and discussed Board training and strategic planning literature. Prior to the spring 2009 Board meeting, President Dickstein asked each Board member to read and review *7 Measures of Success—What Remarkable Associations Do That Others Don’t*, published by ASAE and the Center for Association Leadership¹³. This book discussed factors that truly set successful associations apart from others. Prior to the February 2009 BOD meeting President Tamara King had the incoming Board read, *Ten Basic Responsibilities of Nonprofit*

⁹ The PCI Marketing Report is included in the Appendix as Exhibit H.

¹⁰ The results of both Salary Surveys are included in the Appendix as Exhibit I.

¹¹ The ASCA Economic Impact Survey is included in the Appendix as Exhibit J.

¹² The Directory of the BOD for 2009–2010 is included in the Appendix as Exhibit K.

¹³ American Society for Association Executives (2006). *7 Measures of Success What Remarkable Associations Do That Others Don’t* (1st Ed.). ASAE & The Center for Association Leadership, Washington, D.C..

Boards by Richard T. Ingram¹⁴. This text provided foundational principles of governance undergirding the strategic planning process. Prior to the fall 2009 Board meeting, President Tamara King asked the Board to read Bryan W. Barry’s, *Strategic Planning Workbook for Nonprofit Organizations*.¹⁵ The Board utilized many of the principles and steps from this text in developing and crafting the strategic plan.

The Board engaged in two half-day planning sessions during the summer Board meeting, held on June 1–4, 2009 at Vanderbilt University in Nashville, Tennessee. The focus of each session was to prioritize four to six overall goals of ASCA for the continued development of the strategic plan. The Board identified objectives and action items for each goal and began adding detail to various action items.

During the fall 2009 Board meeting held on October 5–8 at The TradeWinds Resort in St. Petersburg Beach, Florida, the Board again engaged in two half-day planning sessions. The first session focused on drafting of the strategic plan while the Board devoted the second to revising and editing the plan.

In addition, the Board had several opportunities to revise and edit the document after the fall 2009 Board meeting.

Preamble of ASCA¹⁶

We who administer conduct standards for students at institutions of higher education recognize that a personal sense of honor sustains both individuals and their communities. To this end, we have formed the Association for Student Conduct Administration (ASCA), formerly known as the Association for Student Judicial Affairs (ASJA)¹⁷ to foster the following principles:

- The development and enforcement of standards of conduct and resolution of conflict for students is an educational endeavor that fosters students’ personal and social development. Students must assume a significant role in developing and enforcing such regulations in order that they might be better prepared for the responsibilities of citizenship.

¹⁴ Ingram, R.T. (2009). *Ten Basic Responsibilities of Nonprofit Boards* (2nd Ed.). Board Source, Washington, D.C.

¹⁵ Barry, B.W. (2008). *Strategic Planning Workbook for Nonprofit Organizations*. Fieldstone Alliance, St. Paul, MN.

¹⁶ During the 2007–2008 term, the BOD engaged in an extensive review and amendment of the Constitution, Bylaws, and Operating Policies and Procedures. Pursuant to that review, ASCA’s Mission was modified, and a Vision Statement was drafted, and Core Values were added.

¹⁷ During the 2007–2008 term, the BOD engaged in an extensive review and amendment of the Association’s name. Based upon that review, the Association’s name was changed from The Association for Student Judicial Affairs (ASJA) to The Association for Student Conduct Administration (ASCA).

- Standards of conduct form the basis for behavioral expectations in the academic community. The enforcement of such standards must protect the rights, health and safety of members of that community in order that they may pursue their educational goals without undue interference.
- Integrity, wisdom, and empathy are among the most important characteristics necessary for the administration of student conduct standards. Professionals who exercise such duties must do so with a sense of impartiality and fairness.

Vision of ASCA¹⁸

ASCA is the premiere authority in higher education for student conduct administration and conflict resolution.

Mission of ASCA¹⁹

The mission statement of ASCA is to support higher education professionals by providing educational materials and resources, intentional professional development opportunities, and a network of colleagues to facilitate best practices of student conduct administration and conflict resolution on college and university campuses.

Core Values of ASCA²⁰

The following represent the fundamental core values of ASCA.

- Collaboration
- Diversity
- Education
- Inclusion
- Integrity
- Leadership
- Respect

Progress of ASCA Since 2005

In 2004, the BOD voted to fund the position of Executive Director of ASCA. In September 2005, Billye Potts was hired as the first executive director. In the spring 2006 a part-time administrative assistant was hired and in the fall of 2007 the position was made full-time.

¹⁸ See *Infra*, note 20.

¹⁹ See *Infra*, note 20.

²⁰ During the 2007-2008 term, the BOD engaged in an extensive review and amendment of the Constitution, Bylaws, and Operating Policies and Procedures. Pursuant to said review, ASCA's Preamble and Mission was modified, and a Vision Statement was drafted, and Core Values were added.

In February 2008, the general membership of Association of Student Judicial Affairs (ASJA) voted to accept the *Association for Student Conduct Administration (ASCA)* as the new name of the Association. In February of 2009, the membership voted to accept the new name and logo.

The work of the Diversity Task Force and the Conflict Resolution Task Force has already been referenced in this document and will not be reiterated here.²¹

In October 2007, the Raymond H. Goldstone Foundation Board of ASCA was created and approved, meeting formally in February 2009. At that initial meeting, fundraising strategies were developed and over \$48,000 has been raised thus far. The BOD and the Foundation Board are currently working together to develop a Memorandum of Understanding (MOU) between the two Boards.

In October 2008, the Office Manager/Education Development Coordinator position was created and approved by the BOD, and the formal selection process was initiated. In September 2009, under the leadership of President Tamara King and Past President David Parrott, Becky McNair was hired as our first full-time Office Manager/Education Development Coordinator.

Organizational Profile

Since 2005 ASCA has seen growth in its membership and an increase in educational opportunities and services provided to the membership.

Numbers of Professional Memberships

2006	1219
2007	1672
2008	1727
2009	1504
2010	Not available until September 30 th

Donald C. Gehring Academy Number of Attendees

2006	211
2007	201 (three programs)
2008	230 (five programs)
2009	157 (four programs, one being a one-day program)
2010	Not available until July 15 th

Annual Conference Attendees

2006	752
2007	743
2008	858 (20th Anniversary)
2009	630
2010	605+

²¹ See *Supra*, notes 2 and 3.

Governing Documents of ASCA

In 2007 the BOD began extensive review and revision on the Constitution and Bylaws. In 2008 the BOD gained the approval by vote of the general membership to adopt new Bylaws²² and Operating Policies and Procedures²³. The BOD reviewed and utilized the Strategic Plan covering years 2005-2010.²⁴

Goals, Objectives, Action Items, Timeline for Implementation, and Assessment

Goal 1: Development of Knowledge for Student Conduct Professionals

- ❖ Objective: Provide educational resources for student conduct professionals in the area of student conduct administration and conflict resolution

Action Items:

- Identify and solicit author(s) to continue the Law and Policy Report (LPR) publication
- Review the LPR format for future publications
- Publish articles in the *Journal of Student Conduct Administration* and at the Annual Conference
- Identify and solicit individuals to produce “how-to” reference guides related to student conduct administration and conflict resolution

Timeline: Ongoing and annually

Assessment: Annual membership survey

- ❖ Objective: Support research development in the area of student conduct administration and conflict resolution

Action Items:

- Determine and disburse appropriate monetary amounts to stimulate and advance research
- Obtain information and suggestions from appropriate ASCA committees to help solicit and review research sponsorship proposals
- Solicit the membership for the production of no less than one (1) white paper per year

²² ASJA Bylaws adopted February, 2008 are included in the Appendix as Exhibit L.

²³ ASJA Operating Policies and Procedures adopted February, 2008 are included in the Appendix as Exhibit M.

²⁴ ASJA 2005-2010 Strategic Plan is included in the Appendix as Exhibit N.

- Solicit the membership quarterly for article submissions to the publications committee for ASCA and other Association publications
- Identify primary topics of interest to ASCA members via an annual membership “call for topics of interest” from the Educational Development Coordinator
- Identify, develop, and mentor potential scholars for future ASCA scholarly research and publications
- Promote and publish articles, whitepapers, and research in the *Journal of Student Conduct Administration*, at the Annual Conference, and in other appropriate journals and publications

Timeline: Ongoing and annually

Assessment: Annual membership survey

- ❖ Objective: Develop and provide enhanced, cost-effective educational opportunities for members

Action Items:

- Host monthly pod cast or webinars opportunities for members
- Offer regular pod casts or webinars on a variety of leadership issues and learning opportunities for the larger leadership, circuits, and state representatives
- Work/Train circuit representatives and local leadership on how to plan local and regional conferences and discussions

Timeline: Discussion at 2010 BOD meeting in February

Assessment: Quantify the number of programs, pod casts, webinars, local or drive in conferences, etc. and the level of member participation

Goal 2: Specialized National Presence

- ❖ Objective: Formally develop and enhance ASCA relationships with other related or relevant organizations identified by the BOD

Action Items:

- Develop baseline expectations for all organizational relationships
- Identify potential and existing partners and evaluate ASCA’s connection to each organization²⁵

²⁵ Proposed Partnership Categories:

Integrated- Intentional outreach occurs, at a minimum in the form of a Memorandum of Understanding (MOU). A formal exchange of information and/or programs exists (e.g., Annual Conferences, specialized programming, etc). This may include providing reciprocal complimentary memberships and/or conference registrations.

Associated – Intentional outreach occurs on an annual basis to determine the need for a formal exchange of information, memberships, conference registrations, etc. An MOU may exist.

Friends – Outreach occurs on an as needed basis. No MOU exists.

- Determine which organizations ASCA will initiate MOU's with based upon the individual relationships with those organizations and the potential ASCA membership professional development/benefit
- Explore a collaborative membership concept permitting graduate students to pay one fee for membership into multiple organizations ²⁶

Timeline: Summer/Fall BOD meeting 2010 for initial review, then annually

Assessment: Evaluate each partnership annually through a membership usage survey and/or benefit to ASCA

- ❖ Objective: Identify and develop programs for student conduct administrators to better communicate their professional value and the value of ASCA membership to their institutions

Action Items:

- Offer a minimum of one program annually
- Develop and provide template memorandums to support this objective

Timeline: Ongoing and annually

Assessment: Review of the template and program(s) offered

- ❖ Objective: Maintain ASCA as the premiere authority in areas related to student conduct administration and conflict resolution

Action Items:

- Issue regular press releases on ASCA's position in applicable areas of higher education, such as legislative affairs or legal issues
- Increase advertising in appropriate publications as determined by the BOD
- Continue to inform the membership about ongoing actions regarding conflict resolution (e.g., the recommendations of the Conflict Resolution Task Force)

Timeline: Ongoing and annually

Assessment: Annual review of the evaluations and member surveys

Goal 3: Delivery of Services to Members and Higher Education Programs at Various Colleges and Universities

- ❖ Objective: Circuit representatives will regularly disseminate ASCA information and updates to her/his respective circuit members

Action Items:

- Electronic newsletter disseminated to circuit membership
- Continuing and regular electronic communication within the Circuits

Timeline: Done quarterly, following the BOD timeline

²⁶ For example: AFA, NACA, NIRSA and NODA.

Assessment: Annual survey sent to circuit membership to assess if members feel more informed about ASCA as a result of these efforts

- ❖ Objective: Continue to enhance program delivery methods at the Conference, Academy and circuit events for student conduct professionals

Action Items:

- Explore webinars and podcasts options
- Expand educational and career opportunities for graduate students
- Create specialized programming tracks at Annual Conference-entry level, conflict resolution/ADR, general skill development (grant writing, politics of campus, etc.)

Timeline: Ongoing

Assessment: Annual review of the evaluations and member surveys

- ❖ Objective: Circuit representatives will organize and execute circuit events

Action Item:

- Host a minimum of two circuit-wide events that are completed at least one month prior to the Annual Conference

Timeline: Ongoing and annually

Assessment: Two-pronged approach

- 1- Evaluation given to attendees to ascertain effectiveness of program offered.
- 2- Directors-at-Large will evaluate circuit representative to determine if event promoted ASCA mission

- ❖ Objective: Circuit will host minimum of one event that meets a specific need of each respective circuit

Action items:

- Annually, Circuit and State Representatives, in consultation with Director-at-Large, will determine nature and function of event
- Annually host at least 1 event per circuit on a selected topic

Timeline: To be completed at least one month prior to the Annual Conference

Assessment: Evaluation for attendees on efficacy of program on selected topic

Goal 4: Membership Recruitment and Retention

- ❖ Objective: To grow “general professional” membership by three to five percent each year

Action Items:

- Determine which schools in each circuit do not have representation or are underrepresented by state
- Contact targeted individuals and institutions
- Develop a follow-up letter to be sent one month after initial contact of under-represented institutions.

- Identify the individuals at each institution with the job responsibility of student conduct work: student conduct administrators, faculty, residence life, student activities, etc.
- Explore multiple-year membership discount program
- Target other institutions of higher education, particularly 2-year schools
- Target both traditional and non-traditional institutions (on-line, professional schools, community and junior colleges, etc)
- Send an annual membership benefit letter to senior student affairs officers and chief conduct officers

Timeline: Ongoing and annually

Assessment: Percentage of membership growth

- ❖ Objective: Initiate incentives for circuits to increase membership

Action items:

- Develop and implement funding rubric(s) to determine the monetary amount allocated to each circuit annually based on membership
- BOD will utilize rubric-based funding initiative in developing annual budget

Timeline: Ongoing and annually

Assessment: The percentage of membership growth by circuit annually at a BOD meeting

- ❖ Objective: To increase “graduate student” membership by three to five percent each year

Action Item:

- Develop a method for outreach including timeline and persons responsible that includes faculty members of graduate programs. The Graduate Student Task Force will be responsible for this action

Timeline: Annually – October 1

Assessment: Percentage of “graduate student” membership growth

- ❖ Objective: To increase all other membership categories each year as determined by the 2011 BOD based on the Membership Reclassification Task Force report

Action Item:

- Provide outreach to potential and current sponsors encouraging membership in ASCA

Timeline: Annually – October 1

Assessment: Percentage of membership growth

Goal 5: Organizational Advancement through Associational Leadership Development

- ❖ Objective: Survey members annually to determine their professional needs and the benefits of ASCA membership

Action Items:

- Survey the current members to understand what benefits are derived from their ASCA membership, and what they need to continue to renew their membership (gap analysis)
 - Determine whether ASCA is providing the resources to effectively retain members and develop the next group of ASCA leaders
 - Contact members who do not renew to determine the reason for non-renewal
- Timeline: Ongoing and annually
Assessment: Annual Membership Survey
- ❖ Objective: Enhance measures for ASCA BOD Leadership Accountability
Action Items:
- Review discuss the “ASCA Intra BOD Expectations” document
 - Adjust and update the “ASCA Intra BOD Expectations” document if necessary to foster accountability
 - Implement a strategy for monthly review of items that should be accomplished
- Timeline: Ongoing and annually each February
Assessment: Progress on the Strategic Plan
- ❖ Objective: Develop and promote training opportunities for ASCA leadership
Action Items:
- Develop a training curriculum for Circuit Representatives, State Representatives, MICs, and Committee Chairs to be carried out at the Annual Conference and subsequently monthly or bi-monthly over the course of the year
 - Coordinate and implement training with the assistance of the ED and EDC
 - Adjust leadership training based on annual leadership survey results
- Timeline: Ongoing and annually
Assessment: Survey the leadership at each Annual Conference and every October regarding the training experience
- ❖ Objective: Increase communication and coordination among Directors at Large (DALs) to provide consistent direction for Circuit leadership in pursuit of the ASCA mission
Action Items:
- Conduct monthly conference calls between the DALs
 - Maintain monthly contact between the respective DALs and Circuit Representatives
 - Maintain monthly contact between the respective Circuit Representatives and State Representatives
- Timeline: Monthly
Assessment: Discussion among DALs at 2010 Conference to decide value and determine need for ongoing discussions
- ❖ Objective: Increase communication and coordination among DAL to provide consistent direction for Membership Interest Councils Chairs (MIC) and Committee Chairs pursuant to the ASCA mission
Action Items:

- Maintain monthly contact with the appropriate liaison and MIC Chairs and Committee Chairs
- Maintain monthly contact with the MIC Chairs and Committee Chairs and their respective groups

Timeline: Ongoing and annually

Assessment: Annual review of contact at each Fall BOD meeting

- ❖ Objective: To improve communication with individuals who express an interest in volunteer opportunities and leadership

Action Items:

- Respond to all requests within 14 days of initial contact. This initial response will be coordinated by the Central Office. Special focus will be placed on contacting individuals who express interest at signature events. The Central Office will communicate interest to the appropriate person in ASCA leadership
- Maintain a list of all members who expressed interest in volunteering
- Respond to the request within 14 days of the initial Central Office contact. This will be coordinated by the person in ASCA leadership
- Develop and maintain a list of the contacts made by the Central Office for review by the BOD

Timeline: Ongoing and annually

Assessment: Each February BOD meeting

- ❖ Objective: Increase underrepresented groups in the ASCA Leadership, per Diversity Strategic Plan

Action Item:

- Follow the recommendations of the 2010-2015 Diversity Strategic Plan

Timeline: To be established by the 2010-2015 Diversity Strategic Plan

Assessment: To be established by the 2010-2015 Diversity Strategic Plan

- ❖ Objective: Increase the visibility, accessibility and outreach of the ASCA leadership to the general membership and public

Action items:

- Review the current leadership materials on the ASCA webpage and make recommendations for improvement
- Expand the leadership materials to include pictures and bios for all levels of ASCA leadership, specifically Circuit Representatives, State Representatives, Committee Chairs, and Membership Interest Council Chairs
- Create an organizational chart for ASCA leadership to be included under the leadership materials on the new webpage
- Create a Frequently Asked Questions section on the ASCA website for general membership questions
- Communicate the BOD's plan to implement this objective to the membership via the monthly update

- Include a discussion regarding ways to achieve this objective as an agenda item in each Fall BOD meeting

Timeline: Immediately

Assessment: As a supplement to the conference survey, ask membership if they can identify BOD, circuit and state leadership

Goal 6: Increase Organizational Stability through Central Office Operations and Fiscal Responsibility

- ❖ Objective: Ensure that ASCA provides the highest quality services to its members

Action Items:

- Evaluate the professional staffing needs of ASCA
- Establish annual goals, expectations, and priorities for the Central Office
- Solicit feedback from the Central Office staff on ways to improve ASCA and the services it offers
- Develop a five-year strategic plan for the Central Office

Timeline: Ongoing and annually

Assessment: BOD Annual Assessment

- ❖ Objective: Enhance ASCA's financial viability

Action Items:

- Catalogue all of ASCA's financial assets
- Catalogue all of ASCA's non-financial assets
- Review the short-term and long-term reserve plan and revise as necessary
- Develop a long-range financial plan
- Review ASCA's financial holdings to determine if other financial investments may be suitable

Timeline: Ongoing and annually

Assessment: BOD and Finance Committee Annual Assessment

Exhibits

- A ASCA Diversity Statement, 2007
- B Diversity Committee Task Force Report and Strategic Plan, October 2007
- C Conflict Resolution Task Force Report and Strategic Plan, September 2008
- D Executive Summary of Membership Survey, 2007
- E ASCA Membership Survey, 2007
- F ASCA Community College Member Survey and Results, April 2007
- G ASCA Community College Non-Member Survey and Results, April 2007
- H PCI Marketing Plan, 2008
- I ASCA Salary Report for Student Conduct Officers, September 2009
- J ASCA Economic Impact Survey, September 2009
- K ASCA BOD Directory 2009-2010
- L ASCA Bylaws, revised and adopted February 2008
- M ASCA Operating Policies and Procedures revised and adopted February 2008
- N ASJA Strategic Plan covering years 2005-2010

The Association for Student Conduct Administration

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2009-2010

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