



Towards a New Era:
Strategic Plan for
Organizational Efficacy
and Sustainability

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Table of Contents

Introduction	3
1: Seasoned and Emerging Professionals	5
Goal 1.1: Increase seasoned professionals' satisfaction with ASCA's offerings through targeted programmatic efforts.....	5
Goal 1.2: Enhance advanced program offerings at ASCA Annual Conference to (re)engage seasoned professionals.	6
Goal 1.3: Enhance graduate student understanding of and interest in the student conduct field.	7
2. Thought Leadership	7
Goal 2.1: Strengthen ASCA's position as the leading resource to those working in student behavior-influencing fields.	7
Goal 2.2: Strengthen the influence of the ASCA Knowledge and Skills (K&S) in student behavior work.	8
3. Infrastructure and Operations	9
Goal 3.1: Improve communication and marketing functions of the Association.....	9
Goal 3.2: Create more operational efficiency in the Central Office.	10
Goal 3.3: Develop position statements regarding student conduct work.....	10
Goal 3.4: Develop external partnerships & networks.	11
Goal 3.5: Assess Central Office job descriptions.	12
4. Professional Development	13
Goal 4.1: Provide virtual education offerings.	13
Goal 4.2: Create an effective and sustainable mentorship program.....	13
Goal 4.3: Engage in proactive K-12 outreach.	14
Goal 4.4: Create "How to" guides" and other robust content.	15
Goal 4.5: Restructure existing current Presidential Intern Program.....	15
Goal 4.6: Create an Aspiring Dean/AVP Module.....	16
Goal 4.7: Expand ASCA Conference educational offerings through strategic partnerships.	17
Recommendations.....	17
SWOT Analysis: Opportunities	21

Introduction

In late 2021, the Association for Student Conduct Administration partnered with external consultant Shani Barrax Moore to facilitate a strategic planning process in conjunction with its Board of Directors. Through their partnership, they developed both a comprehensive and collaborative process to solicit input from existing and past board members and officers that resulted in the following strategic plan developed at their February 2022 Board Meeting preceding the A.

To begin the process, a survey was developed to address and assess the following strategic areas:

- Efficacy of association to serve professionals at various levels (new, mid-career, seasoned, and graduate students)
- Strengths and opportunities for growth
- Areas of opportunity for professional resources and training
- Top priorities for the next 3 - 5 years

The data was distributed in its entirety to the board and presented at the board meeting for use in a data-informed strategic planning process. The survey data yielded four major themes, around which the strategic plan is framed:

- Resources for ***seasoned and emerging professionals***
- Opportunities for ***thought leadership***
- Improvements to Association and Central Office ***infrastructure and operations***
- ***Professional development*** enhancements

Prior to the strategic planning process, the board engaged in a SWOT analysis, identifying Association strengths, weaknesses, opportunities, and threats through the lens of organizational sustainability: strategic sustainability to ensure realistic vision and goals; product and program sustainability through high-quality products, services, and programs; personnel sustainability through effective and reliable performance; and financial sustainability with reserve and contingency planning. The identified opportunities (also included in this report) were themed around seven key areas, which were present in the resulting document.

Education and Professional Development

Thought Leadership

Marketing, Branding, and Visibility

Graduate Students

Member Toolkits

Central Office Operations

Strategic Partnerships

At the start of the strategic planning process, board members were both assigned to and self-selected the strategic area and theme that they addressed in small groups. Each group populated a collaborative Google spreadsheet that included the following resulting goals, objectives, strategies, tactics, metrics, resources, and assignments¹. The strategic planning exercise also included identification of the specific data point or theme that informed the resulting goals, which is not included in this document. ASCA has access to the original goal setting spreadsheet, which can also be accessed here:

https://docs.google.com/spreadsheets/d/1X_A1Uxfqaric96kMQXIt6bid_1wrAB_CTRM7KihXrnQ/edit?usp=sharing

The following ASCA board members served as authors of this document:

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Sydney Coons, 2022 Presidential Intern

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¹ It is noted that there is at least one case in the plan where assignments were not finalized at the board meeting (Goal 1.3).

1: Seasoned and Emerging Professionals

For the purpose of this plan, *seasoned professionals* are defined as:

1. Senior student affairs officers with limited student conduct (SC)/conflict resolution (CR) experience
2. Senior student affairs officers with significant SC/CR experience
3. Personnel with up to 20+ years of experience, still directly practicing SC/CR
4. Advanced knowledge and skills

Goal 1.1: Increase seasoned professionals' satisfaction with ASCA's offerings through targeted programmatic efforts.

Objective: ASCA will develop a virtual programmatic series for seasoned professionals delivered through the learning management system. The program series will consist of 6-8 presentations with opportunities for continued engagement.

Strategy: The Association will use its existing infrastructure to publicize and promote content development.

Tactics

1. Conduct focus groups with seasoned professionals to determine needed programs.
2. Develop criteria for identifying what constitutes a seasoned professional-level program.
3. Disseminate approved criteria to all appropriate programmatic generating entities, with a call for seasoned professional-level programming.
4. Create and store programs in the learning management system
5. Publicize programs to membership².
6. Create and make available opportunities for individual consultations or advising with seasoned professionals.

Metrics

1. Conduct yearly assessment with seasoned professionals regarding the effectiveness of delivered programmatic efforts.
2. Conduct yearly assessment of member engagement data to determine effectiveness of delivered programmatic efforts.

Resources: Knowledge and Skills Area document shall serve as a resource to assess experience level of content developed.

Assigned to:

² Consider using this as a revenue-generating opportunity outside of membership.

1. Deputy Director – ASCA
2. Membership Committee

Goal 1.2: Enhance advanced program offerings at ASCA Annual Conference to (re)engage seasoned professionals.

Objective: Include Annual Conference concurrent advanced sessions at a level proportionate (or above) to seasoned professional membership.

Strategy: Use a combination of proposal and invitation ("app and tap") to elicit seasoned voices and advanced content knowledge to meet the needs of seasoned professionals.

Tactics:

1. Follow up with conference program chair and strategize regarding combination of proposals and invitations.
2. Consider specific content areas (see list of interests of seasoned pros less represented in programming: assessment and planning, supervision, compliance, law and policy implications for practice, BIT/TAT/CARE).

Metrics

1. Early/mid/advanced annual conference program category data (proportional to membership).
2. Member and conference attendee demographics (proportional to attendance).
3. Create a baseline in 2022.
4. For the 2023 conference, at least two (2) programs for each knowledge and skill area are offered at the "Advanced" level.
5. Maintain or increase in the next two (2) – five (5) years.

Resources

1. Conference Program Committee
2. Knowledge and Skills document
3. All ASCA registrations

Assigned to:

1. Board Member
2. Conference Program Chair

Goal 1.3: Enhance graduate student understanding of and interest in the student conduct field.

Objective: Create and distribute resources to cultivate understanding of student conduct as a functional area – less a training tool, more an introductory and marketing tool.

Strategy 1.3-1: Create “About Student Conduct and Conflict Resolution” fact sheet/recorded panel.

Strategy 1.3-2: Share with grad prep faculty and grad students, including what student conduct does, what’s great, what’s hard, skills, getting experience and training, about ASCA, and career pathways (SC and CR are universally relevant); invite follow-up (outreach to association).

Tactics

1. Brainstorm content (see above)
2. Identify panelists
3. Produce guide
4. Record video
5. Identify faculty contacts within and outside association
6. Distribute to grad members
7. Share with other associations?

Metric: Graduate student membership numbers (create baseline in 2022)

Resources

1. Membership Committee
2. Barbara Fineman
3. ACPA - Commission for Professional Preparation
4. Future ASCA marketing coordinator
5. Detric Robinson Miller
6. Graduate student representation on board

Assigned to:

1. **Board of Directors**

2. Thought Leadership

Goal 2.1: Strengthen ASCA’s position as the leading resource to those working in student behavior-influencing fields.

Objective: Produce at least one content product/resource per year (e.g., investigation guide, report writing templates, how to navigate a code revision, etc.).

Strategy: Identify information that is important and useful to the membership.

Tactics

1. Survey membership to determine what resources are needed.
2. Develop project management board to capture inventory.
3. Connect the projects to the Knowledge & Skills.
4. Determine for the format and depth of the project.
5. Assign leads and deadlines.
6. Engage faculty who can be advocates.
7. Identify incentives to increase survey participation.
8. Create snap poll to identify tool kit.

Metrics

1. Create one resource per year starting in 2022.
2. Achieve 30% of membership participating in snap poll to identify the first tool kit.

Resources

1. Membership survey
2. Former/current members who are faculty

Assigned to:

1. Deputy Director – ASCA (membership survey)
2. Central Office to create snap poll
3. Graduate interns will include information in conference attendance survey

Goal 2.2: Strengthen the influence of the ASCA Knowledge and Skills (K&S) in student behavior work.

Objective: Develop a series of 8 educational trainings that include how the K&S can be applied in student behavior work (1 for each of the 8 K&S) by August 2022.

Strategy: Create a variety of ways to embed the use of K&S to the membership.

Tactics

1. Add K&S to Association documents.
2. Use social media to market and bring awareness to K&S
3. Create acronym for K&S (to assist with marketing)
4. Incorporate trainings as part of orientation for new members
5. Incorporate automatic sessions in marquee events.

Metrics

1. Phase I of the trainings will be completed by: August 2022.
 - a. Phase I includes Basic level training.
2. Phase II of the trainings will be completed by: April 2023.
 - a. Phase II includes Intermediate level training.
3. Phase III of the training will be completed by: October 2023.
 - a. Phase III includes Advanced level training.

Resources

1. Creation of "Phase Coordinator" position
2. Seasoned professionals

Assigned to: Executive Director

3. Infrastructure and Operations

Goal 3.1: Improve communication and marketing functions of the Association.

Objective: Create & implement a communication and strategic marketing plan for the Association by August 2022.

Strategy: Hire a marketing consultant to support development of communication and strategic marketing plan.³

Tactics

1. Form a Presidential Task Force to analyze focus group data and develop a strategic marketing plan alongside Marketing Consultant/Central Office staff.
2. Invite ASCA membership constituents to participate in a focus group conversation to inform the strategic marketing plan.
3. Assess with the cycle of the President Elect.
4. Develop a marketing and communication strategic plan for the Association.

Metrics

1. Identify and hire consultant by March 2022.
2. Consultant presents to Board by June 2022.
3. Consultant presents to membership by August 2022 (posted on website/communication to membership).

³ While a recommendation is included to hiring a full-time marketing professional, a marketing consultant secured in the interim will assist with guiding their work.

Resources

1. Fiverr
2. Post on social media, website
3. Detric Robinson Miller-Student Affairs and Higher Education Professionals
4. Board members will use their networks
5. ASCA on LinkedIn

Assigned to:

1. RFP-Central Office (strategic plan, newsletter template, social media template, marketing plan of project)
2. Advertising: Central Office, Board of Directors

Goal 3.2: Create more operational efficiency in the Central Office.

Objective: Complete an operational audit of the Central Office by December 1, 2022.

Strategy 3.2-1: Hire an HR/organizational development consultant to guide and conduct the audit analysis.

Strategy 3.2-2: Utilize CAS, Knowledge & Skills, Mission, Vision, Values to inform audit.

Tactics

1. Implement a Time & Task Tracker for Central Office staff.
2. Create a Presidential Task Force to review CAS, Knowledge & Skills to work with consultant & Central Office.
3. Assess with the cycle of the President Elect.

Metrics

1. Time/task tracker will commence 03/01/2022.
 - a. Time/task tracker will operate biweekly.
 - b. Time tracker task will be reviewed on a monthly basis by Executive committee.
2. Task force created by 04/01/2022.

Resource: Board Member

Assigned to: Executive Director/President

Goal 3.3: Develop position statements regarding student conduct work.

Objective: Create 10-20 position statements.

Strategy 3.3-1: Create a Presidential Task Force to create statements (Grad students).

Strategy 3.3-2: Collaborate w/internal & external partners (Sanction).

Strategy 3.3-3: Embed conflict resolution into student conduct.

Strategy 3.3-4: Change student conduct language.

Tactics

1. Identify position statement topics and categorize by Knowledge and Skills.
2. Create a position statement protocol.
3. Gather a group to develop the statements.
4. Gather feedback from a focus group on statements.
5. Share with membership and post on website.
6. Assess with the cycle of the President Elect.

Metrics

1. Identify position statement topics and priority by: 04/01/2022.
2. First group of five (5) position statements by: Gehring academy.
3. Second group of five (5) position statements by: 10/01/2022.
4. Third group of five (5) position statements by: 12/01/2022.
5. All position statements released by: February 2023.

Resource: ACPA (position statement process)

Assigned to:

1. President-Elect
2. Board Member

Goal 3.4: Develop external partnerships & networks.

Objective: Develop & maintain two new external partnerships each calendar year.

Strategy 3.4-1: Assess potential partnership organizations.

Strategy 3. 4-2: Contact organizations to set up initial meetings.

Strategy 3.4-3: Develop MOU frameworks.

Strategy 3.4-4: Outline benefits and opportunities for each identified partnership organization.

Tactics

1. Identify a presidential task force to lead the goal.
2. Review potential partner organizations.
3. Develop Memorandum of Understand (MOU) structure alongside legal.
4. Create proposal with benefits and opportunities framework.

Metrics

1. President-elect to identify task force by: 03/15/2022.
2. Review of potential organizations by: 04/01/2022.
3. Develop MOU and receive legal approval by: 06/01/2022.
4. Create proposal with benefits by: 08/01/2022.

Resources

1. Executive Director
2. ASCA Attorney
3. Central Office

Assigned to:

1. President Elect
2. Executive Director

Goal 3.5: Assess Central Office job descriptions.

Objective: Revise Central Office job descriptions to reflect needs of Association by Dec 1, 2022.

Strategy: Engage HR/organizational development consultant to develop and conduct assessment.

Tactics

1. Review current job descriptions.
2. Utilize Central Office audit to inform update of job descriptions.
3. Executive committee will review documents and provide recommendations.
4. Benchmark with similar organizations to determine appropriate staff function usage.

Metric: Benchmarking to be completed by Summer 2022 board meeting.

Resources: Shani Barrax Moore (recommendation of Dr. Jodi Barnes as HR/organizational development consultant), Central Office listserve

Assigned to:

1. Executive Board and Consultant
2. Executive Director to lead benchmarking

4. Professional Development

Goal 4.1: Provide virtual education offerings.

Objective: Develop and deliver offerings that allow "presenter" experience on a smaller scale and showcase or help develop/enhance skills that can grow into additional programming offerings.

Strategy 4.1-1: Advertise and outreach to all members and conduct individualized outreach to others with potential for membership and engagement.

Strategy 4.1-2: Incorporate Knowledge and Skills (K&S).

Tactics

1. Utilize assessment data from the conference and other offerings to help identify individuals that are prepared to take the next steps.
2. Include Case Studies (Case Study Club - monthly offerings).

Metrics

1. Conference data will be collected by 02/28/2022.
2. Webinar series will be identified by 04/01/2022.
3. First webinar by 06/30/2022.
4. Second webinar by 12/15/2022.

Resources

1. Conference survey data
2. Outreach and advertising by central office

Assigned to:

1. Board Member
2. E & I Director

Goal 4.2: Create an effective and sustainable mentorship program.

Objective: Connect 50 graduate assistants (GAs) with experienced professionals to help them navigate their career path, grow through career development, and attain leadership positions within 3 years.

Strategy: Find interested GAs and professionals who are interested in fostering this relationship.

Tactics

1. Identify the best mentorship model for ASCA.

2. Build the model and gauge interest from the membership and externally.
3. Build mentorship curriculum.

Metrics

1. Survey interested members by years of experience at Gehring.
2. At least 10 pairings this year through the new program.

Resources

1. Board of Directors
2. All CoPs and Committees
3. Gehring Chair

Assigned to: Membership Engagement Committee

Goal 4.3: Engage in proactive K-12 outreach.

Objective: Connect with students as early as possible (virtual or in-person) prior to their entry in higher education to curb potential misconduct and improve their transition.

Strategy:

4.3 - 1: Contact K-12 leadership: (superintendents, principals, etc.) to cultivate interest.

4.3 - 2: Promote engagement with conduct professionals that are willing to come speak with their students.

Tactics

1. Obtain a list of feeder high schools where institutions recruit.
2. Create and distribute a google form with outreach emails to high schools; data will give the board access to see who is requesting engagement.

Metrics

1. Send at least one email to five (5) K-12 superintendents in cities of members who are interested in presenting to high schools.
2. Meeting between Green/Wright/Brooks/Miller Jr and Robinson Miller and Liang to occur by 02/28/2022.

Resources

1. ASCA Regions
2. President Elect (partnerships)

Assigned to:

1. Board members who liaison to the Membership Engagement Committee

Goal 4.4: Create "How to" guides" and other robust content.

Objective: Within the next year, provide fundamental guidance for members around most common practices such as supervision, how to hear a case, how to conduct an investigation, etc. Produce timely content and position papers to assist members as they navigate their campus and work.

Strategy: Use existing strategic planning and conference survey data to determine topics.

Tactic: Create a team of board members or subject matter specialists to develop content.

Metrics

1. Create a taskforce by the Winter board meeting 2023.
2. Produce at least one (1) "How to" guide for membership. Can all be foundational (K&S) or a mix of all 3 levels by Gehring 2023.

Resources

1. Membership Committee
2. Resource papers
3. Committees/Communities of Practice
4. Summits

Assigned to:

1. Membership Committee
2. Task force

Goal 4.5: Restructure existing current Presidential Intern Program.

Objective: Create a robust internship program providing practical experience and work samples with transferrable application to future employment. Connect with American College Personnel Association (ACPA) to collaborate.

Strategy:

4.5 - 1: Review current internship procedures and identify areas of improvement.

4.5 - 2: Modify procedures and operations as necessary.

Tactics

1. Speak with Central Office and Treasurer about availability of funds and feasibility of this opportunity.
2. Provide a robust conduct experience to train the next generation of conduct professionals. The internship should permit those in the role to gain conduct and association experience, while supporting the educational journey.

3. Begin with one role, and slowly increase. Beyond the experience, incentives may include, as examples, tuition contributions, monthly stipend, book scholarships, 3-6 credit hours.

Metric: Create one internship by the end of 2023.

Resources

1. ACPA
2. Current presidential interns

Assigned to:

1. President
2. Past President
3. Central Office
4. Treasurer

Goal 4.6: Create an Aspiring Dean/AVP Module.

Objective: Create an institute for members who aspire to be Deans or AVPs to help them navigate leadership, administration, strategic partnerships, etc and achieve a position within 3 years.

Strategy:

4.6 - 1: Encourage current Deans, AVPs, & VPSAs to produce content at conferences, Gehring, and webinars geared towards this population.

4.6 - 2: Build out into a 2- or 3-day institute for these members.

Tactics

1. Track all presentations over the next 2 years that are related to senior level advancement to build the foundation of the institute.
2. Offer 1-day Gehring track in 2023.
3. Offer Pre-Conference session in 2024.

Metric: Three presentations or webinars focused on Dean of Students or Assistant Vice President career path or advancement plan.

Resources: NASPA as partner or model

Assigned to: Seasoned/advanced professionals

Goal 4.7: Expand ASCA Conference educational offerings through strategic partnerships.

Objective: Add sessions to the conference allowing adjacent groups present - either individually or collectively (ex. ACUHO-I, NASPA, Ombuds Association, aTIXa, FSL, International Association for Restorative Justice). Offerings should align with Knowledge & Skills.

Strategy: Request that the Conference Committee Chair make it a priority to reserve time for these sessions when making the schedule.

Tactic: Central Office to contact suggested associations and invite them to participate. Engage Conference Chair/Committee in all efforts so they can effectively integrate into the conference program.

Metric: At least 2 partners presenting per concurrent session at 2023 conference.

Resources: Partners

Assigned to:

1. Conference Chair
2. Central Office

Recommendations

Following are recommendations for suggested next steps that the Association of Student Conduct Administration could take to continue its strategic journey. These recommendations consider the totality of data, discussions, and feedback received from the strategic planning process, and are suggested with an eye towards organizational sustainability.

1) Engage an organizational development consultant to assist with Central Office infrastructure and operations.

A common theme of discussion among the board emerged around the efficacy of the Central Office. Desired outcomes include clearer role definition, operational alignment with strategic goals, and employee development and accountability. Though engagement with a consultant is mentioned in goal 3.2, a specific recommendation is offered to engage a consultant who has both an understanding of human resources operations, change management, and higher education.

Dr. [Jodi Barnes](#) is a seasoned consultant, professor, and community leader with a unique combination of business operations, restorative practices, and academic operational knowledge. She is also a diversity, equity, and inclusion practitioner, and can infuse these foci into the needed audit of policies, programs and practices to advance these strategic goals. She is aware of the opportunity to work with the Association and has agreed to consider the project. Her resume and portfolio are accessible [here](#).

2) Begin aligning and assigning Central Office roles as project managers for key strategic plan outcomes.

The strategic goals outlined in this plan are ambitious, yet attainable. Though there are limited full-time employee resources in the Central Office, some key initiatives identified in this plan can be led - or at minimum liaised - by Central Office staff. Some are explicitly named in this plan, though most are aligned with the Executive Director Jennifer Waller. As the Executive Director, she has the authority to assign some of these strategic outcomes to the work plans of her staff. More specifically, it is recommended that all the Central Office staff adopt and “own” some of these outcomes and align them with performance expectations and evaluations.

For additional support, the Executive Director may wish to engage the P3 (past, present and future presidents) of the Board to help assign the project leads and liaisons as a function of facilitating follow-through of these strategic outcomes. As an additional exercise, they may consider what additional FTEs may be needed to sustain some of the additional infrastructure and activities proposed in this plan; alternatively, this may be added to the scope of work of the proposed organizational development consultant.

3) Re-evaluate the value proposition of the Presidential Interns experience.

The Presidential Interns played an integral role in both the strategic planning activity and the distribution of the conference survey. The interns can also be leveraged for many of the goals, strategies, and tactics of this strategic plan, particularly related to pipeline development and possibly, social media. Another recommendation is to consider paying these interns a stipend to underwrite their experience. If budget or cost is a factor, consider seeking additional funds through grants, solicitation of donors, or strategic partnerships.

One recommendation is to solicit feedback from presidential interns over the last few years to determine the impact of the experience and opportunities for enhancement. The Association

could also work with member-affiliated universities and organizations to cultivate interest in hiring Presidential Interns upon completion of the program.

4) Hire a marketing professional to join the Central Office Team and begin regular communications from the Association to membership.

Many of the opportunities identified in the SWOT analysis and feedback from the conference survey spoke to the need for improved marketing and communication from and for the Association. Suggested branding strategies include an improved website, social media strategy, and more frequent communication from the Association. While website development may take time to execute, the Association can begin communicating more frequently with the membership as an immediate next step. One recommendation is that the Executive Director begin messaging regarding the existence of this plan, the need for engagement from membership, and the desired strategic direction of the Association. This will not only help to fortify many of the efforts in this plan with broader engagement and input from membership but will also set a standard and expectation - both for the Association and from its membership - of regular communication, updates, and opportunities for engagement.

Suggested initial communication topics may include:

- Input on website
- Solicitations for thought leadership contributions
- Call for seasoned professionals' content
- Potential strategic partnership liaisons

5) Prioritize virtual learning and development offerings as the first programmatic outcome of this plan.

Feedback from the strategic planning survey, conference survey, and SWOT analysis affirmed the utility and importance of virtual learning. One of the strengths noted by the board and membership was the opportunity for networking; this can likely also be aligned with virtual learning opportunities that combine knowledge sharing with building community. Though the Communities of Practice exist on Facebook, the feedback suggests the Facebook platform may not yield the best results for maximum engagement.

One suggested strategy is facilitating virtual forums around the Communities of Practice, perhaps around some of the key topics identified in the strategic planning and conference surveys. Board members and others across the organization may be interested in serving as

facilitators, encouraging conversation among colleagues around some of their most compelling challenges. This can likely evolve into some of the tenure-focused learning and development strategies detailed in this plan. In addition to the Communities of Practice, suggested topics include:

- Case law (consider engaging an attorney on retainer that can provide real-time, relevant updates)
- Case Study Club (See Goal 4.1)
- Connecting senior professionals with new professionals for perspective-taking and exchange
- Conducting feedback circles regarding the progress of this plan

In addition to these recommendations, consider exploring other learning management systems that may better serve the Association's strategic direction. Association membership can be good resources for providing feedback and suggestions based upon their own engagement and experience.

6) Create a subcommittee of the Board to address financial forecasting, sustainability and growth.

While some of the goals and strategies of this plan can be achieved with existing human and financial resources, the ability to effectively achieve and sustain the level of operational and programmatic enhancements will be overcome by the existing organizational capacity to address them. As was aforementioned, the strategic planning session was contexted as an opportunity to move toward [organizational sustainability](#). In addition to strategic, programmatic and personnel sustainability, there lies the importance of creating financial sustainability to initiate and maintain these efforts.

It is recommended that a board-level finance subcommittee be developed - perhaps led by the board treasurer in partnership with the executive director - to engage in forecasting, sourcing, and funding these efforts. In addition, it is recommended that the Association set a goal to achieve, if it has not already done so, developing a financial reserve, and engaging in contingency planning. This will also help to pace the programmatic and operational goals (such as an enhanced learning management system and graduate intern stipends) with the fiscal capability to support them and prioritize those efforts that have the most overall impact. It is further suggested that this be included in the scope of work for the organizational development consultant, so that the operational goals are aligned with these fiscal considerations.

SWOT Analysis: Opportunities

Education/Professional Development

- Virtual learning with certificate/certification
- Senior leadership institute
- Coursera or some other like Credly

Thought Leadership

- The website could boost up the tips and resources
- With great resignation, new folks will be entering the field
- Prepare the next generation of student affairs VP & AVP
- New approaches to student conduct that emphasizes restorative

Marketing/Branding/Visibility

- Increased marketing campaign to appropriately identify seasoned professionals
- Clear messaging
- Options outside of in-person events, especially for signature programs
- Changing the narrative of student conduct
- Social media – various platforms
- Better website & LMS
- Branding refresh (including logo) to modernize the organization
- Although I understand the importance of recruitment and membership, there needs to be an investment in the marketing vision of this identity
- Presence or visibility at national conferences
- Competitors market and recruit better

Graduate Students

- More internship and practicum opportunities
- If there is going to be a call out for grad interns, either pay them financially or pay them with true genuine development
- Partnering and outreach with grad programs
- Director at Large (graduate students/position)

Toolkits

- How to step-by-step resources such as investigations, code review
- Job descriptions and salary ranges for Director, AD, GA, Coordinator, Case Manager
- Student org investigation template/guide

Central Office

- 3 FTE Central Office staff
- Expand our core operations by reviewing staffs' job descriptions and seeing where updates are needed
- Succession plan for the future
- Better/more focused responsibilities of the central office
- Clearer processes to sustain staple programs of association
- Increase the "value" of the org – what are membership benefits?
- Identify people responsible for elements of the strategic plan

Partnerships

- Partnerships to entice learning opportunities, gain interest for more members and center us as THE EXPERTS
- MOU: AFA, FRATERNAL IAW, ACPA, etc.
- Partner with other professional organizations to cross train/educate and effectuate change on a broad scale ex. ACULto1 (?) summer internship in student conduct
- MOUs with partner organizations
- Develop MOUs and contracts with overlapping organizations

Miscellaneous

- Add a job search site or add to other search engines
- New institutes (CSAO, MM) student conduct specific
- Title IX Regs stuff
- COVID-19
- **New markets**
 - Police
 - K-12
 - Faculty
 - Housing
 - Grads
 - FSL campus
 - FSL headquarters
 - VPSAs