

Emory University

Office of Student Conduct

Strategic Plan: 2010-2015

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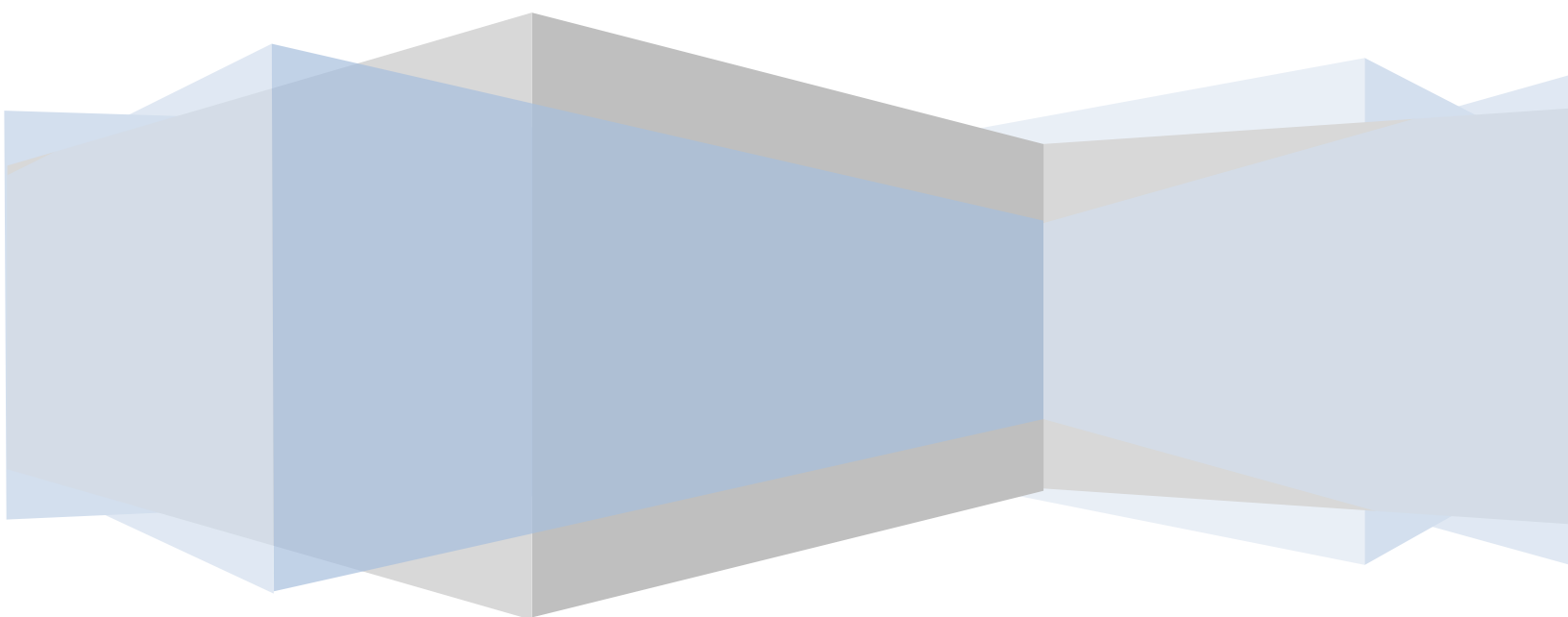


TABLE OF CONTENTS

1. Methodology 2

2. Purpose 2

3. Mission and Vision 2

4. Congruence 3

5. Summary 4

6. Strategic Plan

 a. Goal 1: 6

 b. Goal 2: 7

 c. Goal 3: 8

 d. Goal 4: 11

 e. Goal 5: 12

METHODOLOGY

The strategic planning process included:

- In-office program evaluation and review with Office staff
- Council for the Advancement of Standards (CAS) Review
- Association of Student Conduct Administration (ASCA) program review
 - Ethical Principles and Standard of Conduct
 - ASCA Strategic Plan
- Anonymous SWOT Analysis of Office constituents
 - Conduct Officers
 - Division of Campus Life Staff
 - Students
 - Other key constituents

PURPOSE

This Strategic Plan is designed to guide office staff in program development and strategic goal setting and to guide and measure continuous strategic goals in periods of staff transition. Additionally, it provides a measure of transparency to the Emory community.

MISSION and VISION

Mission

The Office of Student Conduct is responsible for upholding the integrity and purpose of the University through the fair and consistent application of policies and procedures to undergraduate students' behavior to ensure a community that respects the dignity and right of all persons to reach their highest potential. The Office delivers programs and services in order to promote student safety and success, the pursuit of knowledge, respect for self and others, global citizenship, personal accountability and integrity, and ethical development.

Vision

The Office strives to be a model student conduct and conflict resolution program by offering innovative, research-based programs and services.

CONGRUENCE

This strategic plan is consistent with the mission, vision and strategic goals of Emory University, the Division of Campus Life and the guidelines and standards for student conduct set forth by the Council for the Advancement of Standards (CAS) and the Association of Student Conduct Administration (ASCA).

Emory University

- Mission:
 - To create, preserve, teach, and apply knowledge in the service of humanity
- Vision:
 - Emory: A destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action.
- Ethical Principles – Summarized into topical areas
 - Pursuit of knowledge and truth
 - High degree of integrity
 - Dignity, fairness and respect towards all persons
 - Care and compassion
 - Community
 - Responsibility and accountability

Division of Campus Life

- Mission:
 - The Division of Campus Life strengthens and enhances Emory University as a community of learning through our programs, activities, services, and facilities. We create a welcoming and supportive environment with a commitment to model and teach holistic well-being, ethical leadership, community service, and global citizenship.
- Vision:
 - To create an exemplary learning community that experientially prepares students for ethical leadership and active citizenship at Emory and beyond.

CAS Standards

- The goals of SCP (Student Conduct Programs) must address the institution's needs to:
 - Develop, disseminate, interpret and enforce campus policies and procedures
 - Protect rights of students in the administration of the student conduct program
 - Respond to student behavioral problems in a fair and reasonable manner
 - Facilitate and encourage respect for and involvement in campus governance

- Provide learning experiences for students who are found to be responsible for conduct which is determined to be in violation of institutional standards or who participate in the operations of the student conduct system
- Initiate and encourage educational activities that serve to reduce violations of campus regulations

ASCA Goals: Strategic Plan 2010-2015

- Development of Knowledge for Student Conduct Professionals
- Specialized National Presence
- Delivery of Services to Members and Higher Education Programs at Various Colleges and Universities
- Membership Recruitment and Retention
- Organizational Advancement through Associational Leadership Development
- Increased Organizational Stability through Central Office Operations and Fiscal Responsibility

SUMMARY

Goal 1	Provide comprehensive programs and procedures to address student conduct and conflict resolution.
Goal 2	Provide evidence based educational opportunities and training for the Emory community.
Goal 3	Meet and promote the ethical and legal standards of the University, Division and profession.
Goal 4	Improve the recognition and reputation of the Office of Student Conduct within the community, regionally and nationally.
Goal 5	Contribute to student development, leadership, community and diversity.

GOAL 1: Provide comprehensive programs and procedures to address student conduct and conflict resolution.

Objectives

1. Provide outreach and education to educate students about University policies and procedures and prevent and deter violations.
2. Provide alternative means to formal conduct proceedings for resolving student conflict.
3. Continue fairly and consistently adjudicating alleged violations of misconduct.
4. Increase capacity and independence of Peer Review Board and University Conduct Council.

Objective 1: Provide outreach and education to educate students about University policies and procedures and prevent & deter violations.	
Action Items	Conduct needs assessment within community
	Partner with prevention experts on campus in developing educational messages
	Provide educational resources for student staff, leaders and organizations through both in-person training, active and passive programming materials, and web delivered content
	Advocate for and identify resources for proactive education and prevention work
	Increase and improve information about the conduct process provided to students during each stage of the conduct process
	Recruit, train, and provide neutral individuals who are available for students to consult with prior to and during the conduct process
	Train panelists and student staff and leaders about the purpose, mission and goals of the conduct process
	Promote greater transparency of conduct process for students

Objective 2: Provide alternative means to formal conduct proceedings for resolving student conflict.	
Action Items	Complete scholarly research and reading on models of conflict resolution
	Benchmark peer institutions and community conflict resolution models
	Obtain formal training in conflict resolution for OSC staff through Donald Gehring Academy or equivalent
	Incorporate restorative justice principles into the conduct process
	Incrementally implement multiple types of conflict resolution
	Provide various types of formal and informal conflict resolution strategies
	Provide training opportunities for faculty, staff and students in conflict resolution
	Develop and implement assessment and evaluation measures for conflict resolution program
Effectively market conflict resolution programs to the University community	

Objective 3: Continue fairly and consistently adjudicating alleged violations of misconduct.

Objective 4: Increase capacity & independence of Peer Review Board (PRB) and University Conduct Council.

Action Items	Benchmark the use and capacity of Peer Review Boards and formal hearing bodies with peer institutions
	Create and promote leadership opportunities within Peer Review Board
	Increase Peer Review Board case load to 15-20% of all cases
	Increase complexity of cases resolved by PRB through improved training and experiential learning opportunities
	Continue to recruit and retain new faculty, staff and student panelists
	Continue and develop new methods of recognizing faculty, staff and student panelists
	Create, promote and recruit leadership positions within the University Conduct Council
	Improve pre-scheduling process for Peer Review Board and Conduct Council meetings

GOAL 2: Provide evidence based educational opportunities and training for the Emory community.

Objectives

1. Conduct assessment and evaluation of current programs
2. Continue professional development and scholarly research into best practices in student conduct and conflict resolution
3. Provide comprehensive training to conduct officers, panelists and volunteers
4. Offer training and programming to Emory students, faculty and staff

Objective 1: Conduct assessment and evaluation of current programs.

Action Items	Draft learning outcomes for all existing programs and training sponsored by Student Conduct
	Draft five-year assessment plan for the Office
	Complete 2-3 assessment projects per academic year
	Conduct yearly program review based on outcomes of assessment
	Provide one representative to Campus Life Assessment Committee

Objective 2: Continue professional development and scholarly research into best practices in student conduct and conflict resolution.

Objective 3: Provide comprehensive training to conduct officers, panelists and volunteers.	
Action Items	Continue to provide comprehensive training at the start of the academic year and on-going training throughout year
	Complete assessment of training programs yearly through formal written assessment and informal needs assessment with panelists and other constituents
	Utilize assessment information to revise training programs yearly
	Collaborate with campus colleagues to provide topic specific training for panelists

Objective 4: Offer training and programming to Emory students, faculty and staff.	
Action Items	Conduct needs assessment with campus life staff and student leaders from student organizations, resident assistants and others
	Develop training programs based on community needs, when applicable and feasible
	Provide on-going training and programming initiatives for undergraduate community on issues related to student conduct, student privacy and records, and student crisis
	Create and maintain website for Residence Life staff to access program ideas, web-delivered content including bulletin boards and other resources
	Develop outreach and marketing of programs and services to Emory community

GOAL 3: Meet and promote the ethical & legal standards of the University, Division and profession.

Objectives

1. Responsible stewardship of University resources
2. Meet and promote all applicable legal standards
3. Meet and promote all applicable ethical standards
4. Responsible stewardship of student records
5. Develop relationship with Department of Ethics and collaboratively promote ethical principles of the Emory community
6. Integrate social justice principles and theory into the student conduct process

Objective 1: Responsible stewardship of University resources.	
Action Items	Conduct yearly expense and budget review
	Explore cost sharing possibilities within University
	Explore alternative sources of revenue for Office (fines, grants, etc.)
	Work with Campus Life Development to brainstorm opportunities to advocate for and solicit donations and gifts to the Office

Objective 2: Meet and promote all applicable legal standards.	
Action Items	Continue to meet all applicable legal standards
	Stay abreast of all applicable legal standards through professional organizations and scholarly research and reading
	Yearly meetings with Office of General Counsel
	Continue on-going consultation with General Counsel on legal related questions
	Continue scholarly research and reading through ASCA, Chronicle of Higher Education and other sources
	Attend trainings on legal related issues offered by Office of General Counsel
	Yearly review of policies and procedures for compliance
	Train Emory faculty, staff and students on applicable legal standards

Objective 3: Meet and promote all applicable ethical standards.	
Action Items	Bi-annual review of University and Division ethical principles
	Bi-annual review of ethical standards of professional organizations (ASCA, NASPA, ACPA)
	Bi-annually program review of Conduct process for compliance with ethical standards
	Outreach and marketing to promote ethical standards of the University community

Objective 4: Responsible stewardship of student records.	
Action Items	Yearly review of pertinent Federal law and advisory opinions
	Yearly review of Office record release practices and forms
	Train panelists and volunteers on applicable provisions of privacy laws
	Provide accurate and timely records to internal and external constituents including but not limited to Campus Life partners, academic units, graduate and professional schools and accrediting agencies
	Provide positive statements regarding Office's compliance with legal standards on print materials and Office website
	React appropriately to possible violations of the Family Rights and Privacy Act (FERPA)

Objective 5: Develop relationship with Department of Ethics and collaboratively promote ethical principles of the Emory community.	
Action Items	Conduct needs assessment and evaluation of undergraduate community ethical principles
	Develop collaborative programming with Department of Ethics
	Promote community ethical principles to Undergraduate community
	Incorporate ethical development principles into training for panelists and volunteers
	Incorporate ethical development principles into conduct process

Objective 6: Integrate social justice principles and theory into the student conduct process.	
Action Items	<p>Have full-time student conduct staff read and discuss the following texts:</p> <ul style="list-style-type: none"> • Schrage, J.M. & Giacomini, N.G. (Eds.). (2009). Reframing campus conflict: Student Conduct practices through a social justice lens. Sterling, VA: Stylus Publishing, LLC. • Lopez-Phillips, M. & Trageser, S.P. (2008). Development and Diversity. In J. Lancaster & D. Waryold (Eds.), Student conduct practice (119-134). Sterling, VA: Stylus Publishing, LLC.
	<p>Audit policies and processes the Office enforces and processes for their role in perpetuating oppression. For policies and processes under direct office control, reduce or eliminate perpetuation of oppression. For policies and processes not under direct office control, advocate for changes to reduce or eliminate perpetuation of oppression.</p>
	<p>Examine inherent power and privilege owned by full-time student conduct staff and volunteers. Design in-service and training workshops to discuss power and privilege and methods the staff and volunteers can mitigate, reduce, or eliminate privilege and unequal power structures.</p>
	<p>Develop and issue a clear statement of values consistent with social justice principles (e.g., non-discrimination statement, statement of universal rights for process participants, community members)</p>
	<p>Evaluate mechanisms for alternative dispute resolution (ADR), including mediation and restorative justice, consistent with social justice principles.</p>
	<p>Develop social justice related outcomes for student conduct sanctions for violations relating to the perpetuation of oppression or the use of privilege.</p>
	<p>Work with the Office of Student Leadership & Service to integrate the Social Change Model of Leadership into the office's programs and services.</p>

GOAL 4: Improve the recognition and reputation of the Office of Student Conduct within the community, regionally and nationally.

Objectives

1. Improve recognition and reputation of the Office within the Emory community
2. Improve recognition and reputation of the Office within the region
3. Improve recognition and reputation of the Office nationally

Objective 1: Improve recognition and reputation of the Office within the Emory community.	
Action Items	Greater involvement on campus wide committees
	Outreach and marketing of programs and services of the Office
	Continue current collaborative efforts with campus constituents (i.e. Health Promotion, Residence Life and Housing, etc.)
	Explore and improve program collaboration efforts with other campus constituents (e.g. Honor Council, Center for Ethics, etc.)
	Involve campus community in conduct process and Code revision process
	Continue to serve as a resource on conduct related issues to University

Objective 2: Improve recognition and reputation of the Office within region.	
Action Items	Sponsor yearly meetings with Atlanta area colleagues
	Attendance at ASCA regional meetings/conferences
	Program presentation at ASCA regional meetings/ conferences
	Campus involvement at ASCA regional level
	Offer internship and practicum opportunities for local graduate school students

Objective 3: Improve recognition and reputation of the Office nationally.	
Action Items	Provide opportunity for at least one staff member to attend ASCA National Meeting yearly
	Provide opportunities for each staff member to be trained at ASC Donald Gehring Academy
	Submit at least one program for review and presentation at ASCA National Meeting every other year
	Increase involvement and response rate on ASCA professional email distribution list-serv
	Staff involvement in professional organizations at national level

GOAL 5: Contribute to student development, leadership, community and diversity.

Objectives

1. Convene and/or actively participate in campus wide committees
2. Collaborate with Division of Campus Life Colleagues
3. Promote and contribute to University and Division diversity efforts
4. Continue to serve as resource on student behavioral issues
5. Continue to promote student well-being and success through the Crisis Management Team

Objective 1: Convene and/or actively participate in campus wide committees.	
Action Items	Continue participation in Campus Life Deans and Directors, Sexual Assault Consortium, and Assessment Committee
	Seek involvement in existing campus committees related to student conduct, crisis or other applicable issues
	Collaborate with the Office of Sorority and Fraternity Life to develop Hazing Prevention working group

Objective 2: Collaborate with Division of Campus Life Colleagues.	
Action Items	Schedule yearly meetings with colleagues to discuss pertinent issues and opportunities for collaboration
	Provide opportunities for Campus Life colleagues to provide appropriate training to faculty, staff and student conduct panelists
	Promote and support programs and initiatives by Campus Life colleagues

Objective 3: Promote and contribute to University and Division diversity efforts.	
Action Items	Professional staff complete Safe Space Training by Office of LGBT Life
	Professional staff participate in Transforming Communities project
	Work with Office of Multicultural Programs and Services to provide training on pertinent cultural issues that may arise during conduct proceedings

Objective 4: Continue to serve as resource to University and Division on student behavioral issues.

Objective 5: Continue to promote student well-being and success through the Crisis Management Team.