

The Association for Student Affairs at Catholic Colleges and Universities 1996–2009: Building a Community of Practice

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Abstract

This article provides a history of the founding and maturation of the Association for Student Affairs at Catholic Colleges and Universities (ASACCU). It is the story of a group of lay and ordained student affairs professionals from Catholic colleges and universities who were inspired by the vision of *Gaudium et spes*¹ and *Ex corde Ecclesiae*² to take the initiative to create a community of practice among their peers. In 2014, ASACCU celebrated its fifteenth anniversary as a national organization. Utilizing archival material and interviews with the founders, this article provides a history of ASACCU's founding and first ten years.

Student affairs professionals at universities and colleges work with students as individuals and in groups in many educational environments outside the classroom. These professionals supervise residence halls; they advise student organizations and work with student identity groups; they organize leadership development activities; they provide programming on campus on a variety of topics; they provide career counseling and academic advising. At Catholic colleges and universities, these varied responsibilities often put student affairs professionals in the midst of some of the most difficult and controversial issues: How should issues of sexual behavior be addressed? What rules should be in place in residence halls? Who should be permitted to speak on campus? Should an LGBT student organization be officially

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¹ Pope Paul VI, *Gaudium et spes: Pastoral Constitution on the Church in the Modern World* (Boston, St. Paul Books & Media, 1965).

² Pope John Paul II, *Ex corde Ecclesiae: On Catholic Universities* (Washington, DC: United States Catholic Conference, 2000).

recognized? If so, what should be the scope of its activities? To be able to address these questions, student affairs professionals who work at Catholic colleges and universities must understand the Catholic identity and mission of the institution as a context for their professional practice.

The subtitle of this article is “Building a Community of Practice.” In a study conducted in 1994, Estanek³ found that student affairs professionals who worked at Catholic institutions understood their responsibility to integrate their student affairs professional training with the Catholic identity of the institution. She also found that they did not know how to do that on their own. In the professionals she interviewed, she found uncertainty and isolation. The story of creating the Association for Student Affairs at Catholic Colleges and Universities (ASACCU) is the story of overcoming that uncertainty and isolation through gathering colleagues together to learn about the Catholic Intellectual Tradition and its relevance to the work of student affairs, to engage common professional issues and concerns, and to facilitate the sharing of effective ideas. Over the next decade, a community of practice was born.

ASACCU held its first organization meeting as a pre-conference session of the 1999 convention of the National Association of Student Personnel Administrators (NASPA) in New Orleans, LA. ASACCU subsequently has held annual conferences every year and currently includes approximately 85 percent of the over 200 Catholic colleges and universities in the United States. Over a three-year period, from 1996 to 1999, seven vice presidents for student affairs who worked at Catholic colleges and universities across the country founded the organization.⁴ By ASACCU’s tenth anniversary in 2009, all of the founders had retired from active leadership in the organization, marking the group’s transition to a new generation.

Methodology

This history was prepared by one of the seven co-founders of the Association for Student Affairs at Catholic Colleges and Universities.

³ Sandra M. Estanek, “A Study of Student Affairs Practice at Catholic Colleges and Universities,” *Current Issues in Catholic Higher Education*, vol.16, no. 2, Winter 1996, pp.63-72.

⁴ The founders of ASACCU are Sandra Estanek, Robert Friday, Colleen Hegranes, Robert Pastoor, Gregory Roberts, Richard Salmi, SJ, and Linda Timm.

The methodology consisted of organizing written materials from 1996 through 2009 into a central archive and then conducting a content analysis of those materials supplemented with interviews with the other six co-founders. Institutional review board approval for the project was received because of the inclusion of interviews. The founders of ASACCU gave their consent for their names to be used in the telling of the organization's history

A central archive did not exist. Individual founders kept their own records in their possession. The first step in writing this history was to collect all of the materials from the founders and organize them into one permanent archive.⁵ The files subsequent to the first formal meeting of ASACCU in 1999 were fairly complete and well-organized. The materials relating to the three years prior to 1999, during which the organization went from an idea to reality, needed the most organization.

Creating the archive lent itself to conducting a content analysis. As the materials were organized chronologically, a tentative timeline of who was involved and what happened when was created. As the first draft of the timeline was created, questions that arose and materials that were missing were noted. Those questions formed the basis of the interviews with the co-founders of ASACCU. Each time an interview was conducted or materials were received, color-coded additions were added to another draft of the timeline. Each draft was used as the basis for subsequent interviews. Five drafts of the timeline were created before all of the materials were reviewed and all of the co-founders were interviewed. This timeline and the logs of the interviews with the founders form the basis for this article.

Three semi-structured interviews with the co-founders of ASACCU were conducted over a twelve month period. Each interview lasted approximately 90 minutes. Interviews were conducted with two founders at a time—the result of availability and not intention, but it proved to be an effective strategy for member checking and triangulation of the data. In each interview, the researcher and two participants were able to use the timeline to confirm and expand one another's recollections. Conducting multiple interviews over a twelve-month period provided the opportunity for critical self-reflection, meaning that each interview both confirmed the recollections of the previous ones and added new information and new questions to be explored further. To provide an

⁵ The ASACCU archive is now housed at Villanova University.

additional member check, a draft of the article was shared with the founders so they could provide feedback on its accuracy.

The face-to-face interviews were focused on developing an accurate timeline of the founding of the organization. The interviews did not focus on the motivations of the founders themselves. Subsequently, written follow-up questions were sent via e-mail to the founders that addressed their motivations and their thoughts about what ASACCU has contributed to Catholic higher education and to the student affairs profession. IRB approval was received for this additional communication.

Relevance to Catholic Higher Education

The story of the founding of ASACCU is especially relevant for four related but separate reasons. First, ASACCU was a grassroots movement. The founders were not selected or authorized by any Church organization. Their efforts were not supported through foundation grants. They experienced a need in their own professional lives and took personal responsibility to address it. In the process they discovered that many others felt the same need and were willing to join them. They developed a vision and a structure collaboratively over time and worked to gain credibility with established authorities, such as the Association of Catholic Colleges and Universities. In the process, they expanded the capacity of student affairs professionals to contribute to the Catholic mission and identity of the institutions at which they work. Its beginning is worth remembering now that ASACCU itself is an established national organization.

Second, the founding of ASACCU is an example of the positive legacy of *Ex corde Ecclesiae* in the United States. The publication of *Ex corde Ecclesiae* in 1990 renewed discussions on Catholic campuses about what it meant to be a Catholic institution. Much of what has been written about the document has focused on the *mandatum* and implications for academic freedom. While many concerns about the document have been expressed, the founding of ASACCU is the story of professionals responding to *Ex corde Ecclesiae* and the discussions surrounding it in a positive way and attempting to more fully integrate its vision into their professional practice. Co-founder Colleen Hegranes stated,

“Those of us attending the early ISACCs⁶ at John Carroll found kindred spirits as we grappled with the meaning and impact of *Ex corde Ecclesiae* on our campuses. As a result, ASACCU developed to provide a vehicle for continued connection. Through the years ASACCU has grown to respond to the need for ongoing professional development opportunities for student affairs professionals committed to the mission of Catholic higher education.”

Telling ASACCU’s story as we approach the twenty-fifth anniversary year of *Ex corde Ecclesiae* honors the generativity of that document.

Third, ASACCU focused on the common Catholic identity of colleges and universities and not on specific charisms. It often is easier for institutions to focus on the stories of their founders and the charisms that inform their institutions than on a common Catholic identity with other Catholic colleges and universities. But ASACCU consciously sought to focus on what was common among all institutions and to celebrate that common Catholic heritage. As co-founder Richard Salmi, SJ, stated:

“My own staff was comprised of talented and well-educated student affairs folks who struggled with making the connection to the Catholic faith. Many were a bit skeptical about embracing ‘Catholic;’ they were okay with ‘Jesuit,’ but not so sure about ‘Catholic.’ *Ex corde* helped give us a framework in which to discuss how compatible student affairs best practices were with Catholic teachings. We found more similarities than expected between the two.”

Co-founder Robert Pastoor added, “For the first time in my career I was able to clearly relate my work with students to the Catholic Intellectual Tradition and that proved to be a tremendous foundation for all of my future discussions on campus.”

Fourth, the issues on campus faced by student affairs professionals remain. Estanek⁷ found that the most difficult issues student affairs professionals in her study faced were those around sexual behavior and sexual identity. Addressing issues related to sexual behavior and norms in what is now referred to as “the hook-up culture” persists. Issues surrounding LGBT organizations on campus have intensified. With regard to campus programming and speakers on campus, balancing the “marketplace of ideas” respected by university communities with unthinking

⁶ Institute for Student Affairs at Catholic Colleges, a five-day summer institute held at John Carroll University from 1996 through 1999.

⁷ Estanek, p. 70.

acceptance of dominant cultural values remains a challenge. New student affairs professionals and professionals new to Catholic higher education still are in need of a professional community that engages these issues with a Catholic lens. ASACCU now exists to provide this ongoing formation, and telling its story celebrates its collaborative genesis and broad based support among colleagues across Catholic higher education.

ISACC to ASACCU: 1996 to 1999

The Association for Student Affairs at Catholic Colleges and Universities (ASACCU) was formed from the Institute for Student Affairs at Catholic Colleges (ISACC). Like ASACCU, ISACC emerged from a grassroots effort. The institute was created by a group of higher education professionals who worked at Catholic institutions in Cleveland, Ohio, and was sponsored by the Association of Catholic Colleges and Universities and funded in part by a grant from the Lilly Endowment.⁸ ISACC was a five-day summer institute held on the campus of John Carroll University for teams of three student affairs professionals from Catholic colleges and universities. Each team was led by the institution's senior student affairs officer. Four institutes were held from 1996 through 1999. At that point, a decision would have to be made by the principals to seek further funding to continue ISACC, to go in another direction, or to end the endeavor.

The founders of ASACCU all were participants in the first ISACC in 1996. Sandra Estanek founded ISACC and served as its director. Richard Salmi, SJ, hosted the institute at John Carroll University and served on the institute's faculty and advisory board. Robert Friday, Colleen Hegranes, Robert Pastoor, Gregory Roberts, and Linda Timm each led their institutional teams to the first institute in 1996.

The structure of ISACC was based around presentations on the Catholic Intellectual Tradition as it related to student affairs practice, followed by group discussions of how to apply this tradition on campus. A specific presentation was given on Vatican II, including a discussion of *Gaudium et spes*, and a copy of that document was included in the

⁸ The origin, leadership, structure, and history of the Institute for Student Affairs at Catholic Colleges is described in Sandra M. Estanek and Martin F. Larrey, "ISACC: Integrating Student Affairs Practice and Catholic Identity," *Current Issues in Catholic Higher Education* 18 (1998), pp. 51-63.

materials the participants received.⁹ Many participants learned of *Gaudium et spes* for the first time during ISACC and were inspired by its vision. Another specific presentation connected *Ex corde Ecclesiae* to both *Gaudium et spes* and to contemporary student affairs professional documents.¹⁰ The purpose of these presentations was to empower student affairs professionals who worked at Catholic institutions by demonstrating the ability of these authoritative Church documents to serve as a context for their work on campus that complemented their professional training and values.

On the last morning of the institute, each institutional team met separately to decide on action steps that they would take on their home campuses as a result of having attended the institute. Then in an afternoon plenary session, each team presented its action plan to the entire group. It was at that plenary session in 1996 that Robert Pastoor raised the question, "What's next?" ISACC was an institute that participants attended once. The founders all recalled that Pastoor raised the question of some kind of a follow-up experience, perhaps an organization, at the plenary session on the last day of the first ISACC. They all recalled that Linda Timm added that she had been a part of the founding of the Association for Student Judicial Affairs (ASJA), which had developed from the Stetson Institute.

Pastoor and Timm recalled discussing the need for a next step informally during the institute. Pastoor recalled, "I remember pulling Linda aside at some point...and I think the fact was that we were all pretty jacked up about the experience and we started to talk about what's next. It was during the first ISACC, [that] the question came up, 'What do we do now?' 'Where do we go from here?'"

Timm agreed, "I remember it the same way...We've started a network and how important it was to all of us that we all had people we could call...How do we keep this going?" Thus, in general terms, the idea that would become ASACCU in 1999 was raised at the first ISACC.

A decision made by the ISACC advisory board following the first institute serendipitously led to the development of ASACCU. The board decided to improve the consistency of the group discussions by inviting some of the participants in the first institute to return as discussion leaders. Three of the first five discussion leaders became founders of ASACCU: Robert Pastoor, Gregory Roberts, and Linda Timm. As

⁹ Ibid, 56.

¹⁰ Ibid.

Pastoor stated, “[The] decision to bring us back as leaders allowed us to continue the conversation about this other group.” Robert Friday also returned in 1997 to join Estanek and Salmi on the ISACC faculty, and Colleen Hegranes led a second institutional team to the institute. The founding group of ASACCU was in place by 1997.

The first structured discussion of the possibility of an organization of student affairs professionals who work at Catholic colleges and universities took place during the 1997 joint convention of the American College Personnel Association (ACPA) and the National Association of Student Personnel Administrators (NASPA) in Chicago. It was a pattern throughout the founding of ASACCU to gather together at student affairs meetings that the founders were already planning to attend to talk about the new project. Over dinner on Friday, March 21, 1997, Estanek, Pastoor, Timm, and Thomas Cosgrove discussed steps to replace the summer institute with a national organization in 1999 when funding for ISACC ceased.¹¹ Pastoor sent an e-mail to the ISACC leadership group of faculty and discussion leaders on April 16, 1997, which outlined the timeline that was developed at that dinner meeting.

Pastoor’s e-mail contained three important elements. First, Timm would send everyone the ASJA constitution as a template for discussion of how this new organization should be structured. Second, Pastoor would work on ideas for a name and logo for the new organization, asking everyone to send him ideas. Third, and most importantly, the group would meet at the end of the 1997 ISACC institute to discuss plans for the new organization.

None of the founders had notes from that discussion on August 8, 1997, but everyone recalled the meeting. What happened at it can be triangulated from what happened subsequently. On August 28, 1997, Pastoor sent a letter to FADICA (Foundations and Donors Interested in Catholic Activities) president Frank Butler introducing the project and inquiring whether foundation funding for start-up costs might be available. The letter said that the name of the new organization was the Association for Student Affairs at Catholic Colleges and Universities. The letter to Butler included a mission statement and a constitution, so it is reasonable to conclude that these were developed at the August 8 meeting at the end of ISACC because no one has any record of any communication between that meeting and Pastoor’s e-mail.

¹¹ Cosgrove did not remain involved in the project after that meeting.

Several of the founders recalled the discussion of a name of the new organization. One thought was to parallel the structure of the name of the Jesuit Association for Student Personnel Administrators, an established professional organization for student affairs professionals who work at Jesuit universities and colleges that was founded in 1954, and call the new organization the “Catholic Association of Student Personnel Administrators.” Other names such as the “Association for Catholic Student Personnel Administrators” and the “Association for Catholic Student Affairs” were considered. These all were rejected to make it clear that the organization was for student affairs professionals who worked at Catholic institutions and not professionals who themselves were Catholic. As Gregory Roberts recalled, “We were caught up in the whole thing about Catholic *association*, not *Catholic* student affairs [professionals]. I was trying to absorb how I [would] fit into all of this.” The name “Association for Student Affairs at Catholic Colleges and Universities” had the advantage of paralleling the structure of the Association of Catholic Colleges and Universities. ACCU was the institutional sponsor of ISACC as the recipient of the Lilly grant, and a continuing relationship with ACCU was something that the founders believed was desirable.

The mission statement that was included in Pastoor’s letter is virtually identical to the current ASACCU mission statement. It read, “The purpose of the Association is to promote an understanding and application of the rich Catholic tradition for student affairs professionals who work at Catholic colleges and universities. Through its activities and programs the Association will encourage and facilitate the sharing of ideas and cooperative efforts among its members.”

Once the essential framework of the new organization was in place, the founding group immediately sought to establish credibility with established Catholic authorities and organizations before it solicited members. In September 1997, Pastoor introduced ASACCU to Monika Hellwig, the president of ACCU, when Hellwig spoke at his institution. Gregory Roberts and Robert Friday, who were both working in Washington, DC, also recalled each discussing ASACCU informally with Hellwig during the fall of 1997. Pastoor, Roberts, and Friday all recalled that Hellwig was “very cordial and polite...but not enthusiastic.” (Hellwig and subsequent presidents of ACCU became supporters of ASACCU as it established its credibility. The groups have since collaborated on

projects such as *The Principles of Good Practice for Student Affairs at Catholic Colleges and Universities*.¹²)

On January 15, 1998, a letter was sent to every vice president for student affairs at Catholic colleges and universities in the United States introducing the new organization. The letter was on ASACCU stationery with the organization's first logo. The letter was signed by all of ASACCU's founders: Estanek, Friday, Hegranes, Pastoor, Roberts, Salmi, and Timm. No institutional titles or roles were indicated. Collectively the group was referred to as the board of directors of the new organization. The letter invited everyone to learn more about ASACCU at the NASPA convention in March, 1998.

The initial membership solicitation for ASACCU occurred shortly thereafter in April, 1998. Pastoor sent a request to his co-founders for \$130 each to cover the cost of this initial mailing. These start-up funds from the seven founders were ASACCU's seed money. Subsequently, organizational costs were covered by membership dues.

A brochure and a membership letter dated April 8, 1998, were sent to the presidents and vice presidents for student affairs of Catholic colleges and universities, inviting student affairs professionals at their institutions to become charter members of ASACCU. A slightly different letter of invitation was sent to participants in ISACC. Membership initially was for individuals, not institutions, and the initial cost was \$40 for professionals and \$20 for graduate students in higher education programs at Catholic institutions. The tear-off membership form also included a brief survey about when the annual meeting should be held and which topics should be addressed. It also invited members to join a new ASACCU listserv. On the program of the first ASACCU conference in 1999, 87 institutions were listed as charter members. These organizations represented 28 states from north to south and east to west, the District of Columbia, and Puerto Rico, immediately making ASACCU the national organization for which its founders had hoped. A list of ASACCU's charter member institutions is appended.

Specific officers were listed in the April 8 letter, indicating that those roles were decided upon between that date and January 15, 1998.

¹² Sandra M. Estanek and Michael J. James, eds. *Principles of Good Practice for Student Affairs at Catholic Colleges and Universities: Second Edition with Diagnostic Queries* (Chicago: Association of Catholic Colleges and Universities, Association for Student Affairs at Catholic Colleges and Universities, Jesuit Association of Student Affairs Professionals).

Robert Friday was ASACCU's first president despite the fact that Robert Pastoor had coordinated organizational efforts to-date. All of the founders remembered that the choice of Friday was an obvious one to bring credibility to the new organization because he was a priest, a moral theologian, and a student affairs vice president. Richard Salmi, SJ, was the organization's first treasurer, which also made sense because all of the accounting for ISACC was already being done through John Carroll University where he was then the vice president for student affairs. How the other roles were chosen was not recorded nor remembered by anyone. Colleen Hegranes was named as secretary. Sandra Estanek, Gregory Roberts, and Linda Timm were named directors-at-large.

With the mission statement, constitution, officers, logo, charter members, and funding all in place, ASACCU was poised for its first national meeting as a pre-conference session at the 1999 NASPA convention in New Orleans on March 27, 1999. Robert Friday gave a brief presentation connecting student life issues to *Ex corde Ecclesiae* and led an open discussion of how the new organization could serve student affairs professionals who worked at Catholic institutions. Mass was celebrated at a local parish close to the hotel following the NASPA opening session. The flyer inviting all Catholic NASPA conference participants clearly stated that Mass was sponsored by the Association for Student Affairs at Catholic Colleges and Universities. On Monday, March 29, ISACC hosted a reception where the new organization was again discussed. This trio of educational sessions, opportunities for liturgy and prayer, and opportunities for socializing was carried over from the structure of ISACC and has remained the framework of ASACCU conferences.

ASACCU: 1999-2009

Conferences

ASACCU's primary activity has been its summer annual conference hosted each year by a different Catholic institution. Hosting conferences at different colleges and universities was done for two reasons. The first, more practical, reason was to keep the conference affordable for the smallest Catholic institutions. The founding board agreed that an ASACCU conference should not cost more than \$500 plus travel per person. To accomplish this, participants stayed in residence halls and the host institutions contributed services, deferred some costs, and

sought sponsors for specific activities. The second reason for hosting conferences on different campuses was to showcase the rich diversity of Catholic higher education.

Both original reasons for hosting conferences on different campuses remain operative. The ASACCU conference still costs under \$500 per person plus travel thanks to sponsorships and the contributed services of host institutions. Conferences have been held across the entire United States at institutions representing different sponsoring religious orders and dioceses. The following table documents ASACCU conferences through 2015.

As ASACCU became a more established organization the conference process became more formalized and inclusive. At first the founders hosted the conference on their campuses or informally asked friends whom they knew were interested to do so. For several years the board acted as a conference planning committee choosing the topics and inviting

Table. ASACCU Conferences, 2000–2015

Institution	Year	State	Sponsorship
Catholic University of America	2000	District of Columbia	American Bishops
Saint Mary's University	2001	Texas	Marianist
Saint Mary's College	2002	Indiana	Holy Cross
St. Catherine University and the University of St. Thomas	2003	Minnesota	Sisters of St. Joseph of Carondelet and Diocesan
University of San Diego	2004	California	Diocesan
Loyola University Chicago	2005	Illinois	Jesuit
Seton Hall University	2006	New Jersey	Diocesan
University of Portland	2007	Oregon	Holy Cross
Villanova University	2008	Pennsylvania	Augustinian
Siena College	2009	New York	Franciscan
College of Saint Benedict and Saint John's University	2010	Minnesota	Benedictine
Boston College	2011	Massachusetts	Jesuit
University of Notre Dame	2012	Indiana	Holy Cross
Georgetown University and The Catholic University of America	2013	District of Columbia	Jesuit and American Bishops
Saint Mary's University	2014	Texas	Marianist
Providence College	2015	Rhode Island	Dominican

presenters. In 2001, the board created the Young Alum Award,¹³ which invited the host institutions to honor a recent graduate of the institution who exemplified the mission of the institution. The 2005 conference was the first one that invited members to submit program proposals in advance and organized the schedule to include choices of sessions to attend. In 2007, the board developed a Request for Proposal inviting institutions to host the annual conference.

While the annual conference has remained the organization's signature activity, in October 2007, ASACCU added its first Senior Student Affairs Officer Roundtable at Loyola University Chicago, a two-day gathering of SSAOs around an open agenda of discussion. The now annual roundtable provides an opportunity to gather together for those who cannot attend the annual conference in July. It also provides a community in which senior student affairs officers at Catholic institutions can share issues and concerns with colleagues across the country. The roundtable continues in the central location of Chicago, now hosted at DePaul University.

Leadership

Just as conferences became more formalized and inclusive over the years, so did ASACCU's leadership. As stated in the beginning of this article, ASACCU was founded by a group of seven colleagues who had met at the Institute for Student Affairs at Catholic Colleges in 1996. They immediately created a constitution and organized themselves into various leadership roles. However, a comparison of the constitution and the content of early e-mails and meetings indicate that the actual operation of the organization was much more informal and there was considerable overlap with ISACC until 2000.

Robert Friday (1998-2000), Robert Pastoor (2000-2002), and Linda Timm (2002-2004) each served terms as ASACCU's president. Richard Salmi, SJ, served as treasurer throughout this period. However, by 2002 it was decided that a more permanent structure was needed to coordinate the activities of the organization. Sandra Estanek left her role on the board to serve as the organization's executive director, responsible for membership, the conference planning process, and the organization's finances. A new constitution and bylaws were presented at the

¹³ In 2009, the award was renamed the Sandra M. Estanek, Ph.D. Young Alumni Award.

2003 conference that codified these structural changes. Thus, five years after its initial founding, ASACCU began to take on the shape of an established professional organization.

Constitution

A revised constitution was presented for approval at the 2003 ASACCU conference. The constitution provided for an executive director and board of six persons. Terms of office were established at three years, with one-third of the board standing for election each year. What is striking is that the 2003 revised constitution was simpler in organization than was the original 1999 constitution. Now that the organization had a history and a way of proceeding, a constitution could be written that would serve as a more accurate and appropriate guide for its actual operation. One last collaborative decision was the order of when the original board members would stand for election. As the founders left the board over the next few years, they were recognized as director emeriti.

Sandra Estanek was the last of the original founders to leave a leadership role in ASACCU. In 2006, she was elected by the board to a second three-year term as executive director. She announced that this would be her last so that the board had three years to make any necessary organizational changes. Constitutional changes were made in 2008 to move from an executive director who was not a voting member of the board of directors to a seven person board led by a chair elected by the board from among its members. Estanek had previously functioned like the chair of the board; however, because ASACCU one day might be in the position to establish a permanent office and hire an executive director reporting to the elected board, that structure was written into the constitution. Five years later this idea proved unlikely and so the constitution again was revised to reflect the actual operation of the organization.

In 2009, on the tenth anniversary of ASACCU's first meeting in New Orleans, Maryellen Gilroy was elected to a three-year term as ASACCU's first chair of the board, representing the change to a new generation of leaders and a new chapter in ASACCU's organizational history.

Conclusion: In Their Own Words

The Association for Student Affairs at Catholic Colleges and Universities has made an important contribution to student affairs as a profession, to Catholic higher education in general, and to individual Catholic colleges and universities. As Robert Friday observed,

“I believe, as one of its founders, that ASACCU has exceeded our expectations. We saw a need and thought we might make some contribution toward meeting that need, namely to better prepare student affairs professionals for meeting the challenges they would face serving in a faith-based Catholic institution of higher learning. The success of ASACCU and the commitment of its current leadership is humbling.”

Richard Salmi, SJ, added:

“I believe that ASACCU has made us more aware of the uniqueness of Catholic higher education and has enabled us to embrace and celebrate who we are as distinctly Catholic institutions. Rather than shying away from being Catholic, it has helped us to appreciate the value and richness of being Catholic. I often tell my staff, especially my resident life staff, that we are called to love our students when they are the least lovable. It is our faith and experience of the love of God in our own lives that enables us to respond in love when most others would not. We go beyond being good professionals to [being] good Christians in our profession.”

Colleen Hegranes agreed, stating, “Probably the most tangible contribution is the *Principles* document, but the real contribution of ASACCU is that the organization gives voice to the role of student affairs in Catholic higher education.” Robert Pastoor concluded, “When you think about all of the pieces that needed to come together to make this happen, it’s pretty remarkable.”

Appendix:**ASACCU Charter Member Institutions by 1999**

Allentown College (PA)
Alvernia College (PA)
Alverno College (WI)
Assumption College (MA)
Benedictine College (KS)
Briar Cliff College (IA)
Cabrini College (PA)
Cardinal Stritch College (WI)
Carroll College (MT)
Catholic University of America (DC)
College of New Rochelle (NY)
College of Notre Dame of Maryland
College of Saint Rose (NY)
Creighton University (NE)
Dominican College of San Rafael (CA)
Duquesne University (PA)
Fontbonne College (MO)
Fordham University (NY)
Franciscan University of Steubenville (OH)
Gannon University (PA)
Georgetown University (DC)
Holy Names College (CA)
Immaculata College (PA)
John Carroll University (OH)
Kansas Newman College

King's College (PA)
Laboure College (MA)
LaRoche College (PA)
LaSalle University (PA)
LeMoyne College (NY)
Lewis University (IL)
Loras College (IA)
Madonna University (MI)
Marymount University (VA)
Marywood College (PA)
Merrimack College (MA)
Molloy College (NY)
Mount Mercy College (IA)
Mount Saint Mary College (NY)
Mount Saint Mary's College (MD)
Notre Dame College of Ohio
Ohio Dominican College
Our Lady of Holy Cross College (LA)
Our Lady of the Lake College (LA)
Our Lady of the Lake University (TX)
Providence College (RI)
Quincy University (IL)
Rivier College (NH)
Rosemont College (PA)
Sacred Heart University (CT)
Saint Ambrose University (IA)
Saint Anselm College (NH)
Saint Bonaventure University (NY)

Saint Francis College (NY)
Saint Francis College (PA)
Saint John's University (MN)
Saint John's University (NY)
Saint Joseph's College (IN)
Saint Louis University (MO)
Saint Mary College (KS)
Saint Mary-of-the-Woods College (IN)
Saint Mary's College (IN)
Saint Mary's College (MI)
Saint Mary's University (TX)
Saint Norbert College (WI)
Saint Peter's College (NJ)
Saint Vincent College (PA)
Seton Hall University (NJ)
Siena College (NY)
Spalding University (KY)
Spring Hill College (AL)
Springfield College (IL)
St. Catherine University (MN)
Universidad Sagrado Corazon (PR)
University of Dayton (OH)
University of Incarnate Word (TX)
University of Notre Dame (IN)
University of Oregon (OR)
University of Saint Francis (IL)
University of San Diego (CA)
University of Scranton (PA)

University of Saint Thomas (MN)

University of Saint Thomas (TX)

Villanova University (PA)

Wheeling Jesuit University (WV)

Xavier University (OH)

