THE AUSTRALIAN SHEPHERD CLUB OF AMERICA®

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Strategic Plan

of the Australian Shepherd Club of America

Mission Statement: The Australian Shepherd Club of America is dedicated to maintaining the integrity of its registry and to preserving and promoting the Australian Shepherd as an intelligent working dog with strong herding instinct.

Vision Statement: The Australian Shepherd Club of America will preserve the Australian Shepherd as an intelligent working dog of strong herding and guardian instincts.

Core Beliefs:
- Altruism - Unselfish dedication to the success of the organization.
- Dignity and Respect - Maintaining one's self-worth while honoring the value of all.
- Fairness - Equitable, impartial treatment of all.
- Honesty - Representing oneself and the organization truthfully.
- Honor - Promote an atmosphere of good sportsmanship, volunteerism, and responsibility for the breed and the breed's image to the public.
- Integrity - Acting in accordance with these Core Values.
- Loyalty - Allegiance to the members and the organization, even in the face of adversity.
- Pride - Publicly sharing accomplishments with innovative programs showcasing the breed and providing expanded opportunities for competition.
- Principles - Adhere to the highest standards for the operation of all programs.
- Reputation - ASCA maintains a well-respected registry database that is both accurate and informative.

Guiding Principles:
- Is it consistent with our core values?
- Is it legal and ethical?
- Does it promote the registry?
- Is it the right thing for ASCA?
- Is it within our policies?
- Can we take pride in it?

Registry Numbers			
Year	Number of Litters	Number of Dogs	Dogs Per Litter
2010	2280	5144	2.25
2011	2117	4520	2.13
2012	2262	4728	2.09
2013	2185	4418	2.02
2014	2168	4581	2.11
2015	2164	4587	2.11
2016	2358	4806	2.03
2017	2530	4929	1.94
2018	2661	4750	1.78
2019	2540	4756	1.87
2020	2639	5078	1.92
2021			
2022			

Net Income Last 5 Years + Current						
Year	2017	2018	2019	2020	2021	2022
Income	$935,175.40	$943,885.08	$972,381.29	$797,567.65	$933,198.88	
Expenses	$847,804.81	$830,387.70	$971,286.72	$804,946.29	$1,119,305.52	
Net Income	$87,370.59	$113,497.38	$1,094.57	- $7,378.64	- $186,106.64	

Income Last 5 Years + Current						
Income	2017	2018	2019	2020	2021	2022
AT - Ads	$19,170.00	$25,610.00	$16,765.00	$13,320.00	$14,890.00	
AT - Subscriptions	$165,150.00	$158,180.00	$151,625.00	$158,750.00	$156,750.00	
Bank Investments	$196.27	$258.97	$360.11	$154.24	$137.70	
Gain/Loss - Securities	$21,005.88	- $2,298.00	$14,093.12	- $105.66	$21,820.30	
Member Services	$86,091.27	$85,818.94	$86,493.67	$52,954.42	$2,875.14	
Member Dues	$194,259.47	$201,156.05	$201,252.00	$204,532.00	$244,070.02	
Misc.	- $100.00	$16,413.13	- $160.36	$100.00	None	
Program	$184,892.18	$194,273.13	$233,064.75	$78,814.57	$177,945.72	
Registry	$264,510.33	$264,472.86	$268,888.00	$285,413.08	$314,085.00	
Virtual Titling	n/a	n/a	n/a	$3,635.00	$3,245.00	
Totals	$935,175.40	$943,885.08	$972,381.29	$797,567.65	$933,198.88	

Expenses Last 5 Years + Current						
Expense	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
Ads	$3,195.00	$3,018.00	$4,188.00	$4,080.95	$2,709.95	
AT - Editor	$11,535.00	$11,300.00	$9,680.00	$8,830.00	$7,680.00	
AT - UPS to BO	$396.67	$30.50	$477.00	None	None	
AT - Postage	$25,647.22	$27,467.89	$22,221.49	$19,882.83	$24,626.20	
AT - Printing	$69,530.00	$65,041.75	$63,601.00	$55,334.00	$64,579.95	
AT - Mail Prep	$12,205.66	$11,938.50	$11,750.56	$9,773.84	$11,863.50	
Bank Service Charge	$1,004.15	$921.11	$848.23	$775.49	$1,231.19	
Computer	$81,876.64	$68,865.32	$163,403.64	$158,194.01	$377,250.62	
Contract Labor	$6,153.36	$8,059.00	$8,088.99	$7,206.79	$6,382.97	
Credit Card	$20,198.13	$19,895.74	$20,084.97	$19,126.89	$21,149.55	
D/O Reimbursement	$30,486.44	$30,609.61	$34,942.19	$4,177.71	$14,631.84	
Insurance	$76,709.50	$91,029.17	$98,044.22	$89,072.11	$94,742.57	
Judge Education	None	$235.19	$294.86	None	None	
Junior Awards	$2,260.77	$2,711.41	$887.00	$6.35	None	
Member Services	$81,253.60	$83,140.19	$82,534.08	$66,132.94	$2,335.88	
Misc.	$1,736.90	$1,577.68	$1,748.24	$1,972.10	$2,494.44	

National ASCA	$5,539.24	$13,492.99	$15,128.11	- $4090.20	$20,009.30
NSF Checks	$107.00	None	None	$372.5	None
Office	$22,404.89	$20,048.70	$20,526.27	$20,217.96	$29,422.91
Payroll	$261,814.59	$237,506.42	$228.007.20	$244,593.26	$229,880.54
Payroll - Temp	None	$293.69	$13,220.25	None	$37,622.00
Postage & Delivery	$53,246.00	$54,163.55	$54,054.53	$47,476.18	$68,477.63
Printing & Reproduction	$35,669.44	$27,714.05	$52,031.19	$21,543.78	$49,631.86
Professional Development	$232.00	$950.00	$400.00	None	None
Professional Fees	$26,348.33	$27,614.74	$46,847.87	$10,210.00	$22,598.90
Refunds	$50.00	$1,032.00	$300.00	$220.00	$205.00
Repairs	$343.43	$2,525.00	$660.00	$422.66	$1,150.00
Staff Travel/Entertainment	$116.00	$721.60	$463.75	None	None
Taxes	$4,529.65	$5,119.12	$3,283.03	$5,504.72	$12,936.58
Utilities	$12,798.20	$12,936.78	$13,571.05	$13,083.4	$15,330.14
Virtual Titling Judges	n/a	n/a	n/a	$375.00	$320.00
Totals	$847,387.81	$830,387.70	$971,286.72	$804,946.29	$1,119,305.52

Goals of ASCA

Goal 1: Provide quality programs to showcase the versatility & working ability of the Aussie.

Objective 1: Maintain an educated pool of judges for all programs.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Implement a learning management system to offer ongoing judge education for all programs.	Program Committees	Full implementation	Ongoing - Program Committees were tasked with finding a platform that works best for them.
Launch education program.	Program Committees	Proposal to BOD, followed by launch	Future goal

Objective 2: Enhance all programs by improving policies and procedures.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Investigate offering more educational activities at Nationals.	BOD	Depends on the outcome of the investigation	Ongoing for each Nationals

Objective 3: Provide innovative programs showcasing the breed and providing expanded opportunities for competition.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Promote/educate the public about current programs to increase participation.	Program Committees	Proposal to BOD, followed by implementation of program	Ongoing
Remain open to new and innovative program opportunities that would enhance choices for ASCA members.	Program Committees	Depends on the program	Ongoing - Dock Jumping (2017), Scent Search (2019)
Highlight Aussies that perform outside of ASCA's standard programs (e.g., dogs that have performed heroic deeds for humans/other animals, service dogs that visit care centers, rodeo dogs, etc.).	Aussie Times Editor, Webmaster	Article in each Aussie Times and available online	Ongoing

Highlight historical people and dogs.	History Committee	Photo/info in each Aussie Times and available online	Ongoing
Committees to identify program priorities for the coming year.	Committee Chairs, BOD Liaisons	Priorities sent to BOD	Ongoing - Due by Dec. 31 each year
Investigate Hall of Fame options for people/kennels specializing in stock and performance dogs.	HOF Committee	Proposal to BOD, followed by implementation of program	Ongoing - Stockdog Kennel of Excellence (2021)

Objective 4: Utilize data to determine future needs and objectives.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Include an analysis of various programs' status to help determine needs in next year's Strategic Plan.	2nd VP	Data collected from BO	Ongoing - Due by Dec 31 each year

Goal 2: Culture - Promote an atmosphere of good sportsmanship, volunteerism, & responsibility for the breed and breed image.

Objective 1: Promote volunteerism within the organization.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Recognize volunteers and affiliates who have dedicated a certain number of hours to ASCA.	BO, BOD, Nationals Committee	Annual recognition program	Ongoing - Awards presented at Nationals each year

Goal 3: Maintain an independent breed registry and lead in the adoption of developments to protect the integrity of the registry.

Objective 1: Maintain and improve methods of ensuring the integrity of the Club registry.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Upgrade/migrate ADMS application.	BO, BOD, System Upgrade Committee	Project completed by vendor and confirmed accurate by BO	Ongoing - WARP-1 began Jun 15, 2021

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Analyze the status of the registry to determine needs for future Strategic Plans.	BOD	Goals proposed based on data from BO	Ongoing - Due by Dec 31 each year

Goal 4: Financial health.

Objective 1: Manage current club financial assets in an optimal manner for future Club expansion.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Develop a budget based on current needs and expenditures.	Treasurer	Budget sent to BOD	Ongoing - Due by Sep 1 each year
Build business plan (3-year, 5-year, 10-year).	BOD Committee	Proposal sent to BOD	Future goal
Include ASCA's financial status in next year's Strategic Plan to help guide planning.	2nd VP, Treasurer	Financials included	Ongoing - Due by Dec 31 each year
Employees pay scale.	2nd VP, Treasurer	Not determined	Future goal
New office building.	BOD, Office Manager	Building completed	Ongoing / future goal

Objective 2: Seek broader sources of financial support.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Analyze current financial structure to determine areas where sources of income could be increased.	Treasurer, BOD Committee	Quarterly reports due to BOD	Pending
Sponsorships and fundraising.	BOD	Development of a plan, the addition of a new sponsor	Pending

Goal 5: Provide Optimal Member Service

Objective 1: Utilize technical advances to better serve the membership.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Searchable pedigree database.	BOD	Service available	Future goal - programming required
ASCA app for phones and tablets.	Programmer	Service available	Ongoing

Objective 2: Utilize data to determine future needs and objectives.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Include an analysis of ASCA demographics to help determine needs in next year's Strategic Plan.	2nd VP, BO	Analysis sent to BOD	Ongoing - Due by Dec 31 each year
Include Business Office and Support Services in next year's Strategic Plan to help guide planning.	2nd VP, BO, Support Services Staff	BO and Support Services Staff included in planning	Ongoing - Due by Dec 31 each year

Objective 3: Add personnel to improve member service.

Strategy	Responsible Party	Evidence of Success	Formative Reviews & Completion Dates
Education Coordinator	Assistant Manager	TBD	Future goal
Finals Coordinator	Assistant Manager	TBD	Future goal

Goals of ASCA's Committees

Last updated April 2021.

Agility Committee

1. Online computer changes needed for agility (long term)
   a. The ability for the computer system to be able to upload trial results. Once done, a guide for trial secretaries will be created.
   b. Streamline online sanctioning by moving the following fields to the EVENT INFO rather than the TRIAL INFO.
   c. Possibly have an option in the TRIAL INFO to change the fields, if necessary.
2. Rule book updating
3. Judge's education
   a. We will begin to work on a visual system to show how actions should be judged.
4. All Breed Invitational (long term - cannot do until the computer system is updated)
   a. We have developed a program that will show case those with all breeds and Aussies with QTracking numbers, as well as registered Aussies. We are working with the Office on this.

Conformation Committee

1. Making the Conformation Finals self-sustainable
2. Updating rulebook and rules as needed
3. Creating Judge Education online or through YouTube videos
4. Updating the conformation show books to make all the headers consistent

Dock Jumping Committee

This involves the distances in each division. The problem is the point schedule for the divisions. We feel that some of the dogs have the advantage to get more points than others due to the fact they have a bigger area for a 5 points. For example: A spring dog can get 5 points if they jump 9'-9'11". A deluxe dog can get 5 points if they jump 17'-17'5". That gives that spring dog an advantage because the space between is so much bigger. We will work on the point value for each division and the distance the jump to make the point values more even.

Hall of Fame Committee

Our objective is to help recognize breeders/dogs and kennels with a program that will honor dogs and their accomplishments in programs that the ASCA membership and board has approved. We will work on and investigate all possibilities including polling the membership on their point of views and working earnestly to get new HOF programs to our membership.

History Committee

1. Two articles for the Aussie Times

2. New application form for Lifetime Achievement Award Nominations
3. Review of the Australian Shepherd Wikipedia page
4. Creation of a Facebook Page for ASCA History Committee for member information (not for nominations)
5. Nomination and recommendation of a Lifetime Achievement Award Recipient

Junior Committee

1. Complete the new stockdog program and begin using it June 1, 2021, to be reviewed next year for any adjustments that need to be made on issues found once implemented
2. Start working on the agility program
3. Discuss and refine Junior Handling patterns

Legislative Committee

We monitor legislative issues that could affect our members and formulate responses as needed.

MVA Committee

1. Obtain Board approval of the MVA/MVJ new scoring system for the June 2021 rulebook
2. Give a presentation of the new scoring system at the 2021 Nationals
3. Seek out new committee members

Nationals Advisory Committee

1. Successful support of Nationals per the National Specialty rules.
2. National Specialty Rule Book:
   a. Continue to update the rule book so that it reflects ASCA's current practice and supports the successful hosting of the National Specialty.
   b. Create coordination between the National Specialty Rule Book with ASCA's competitive program rule books through the addition of references between the books that support the successful hosting of the National Specialty and the successful participation by members in the National Specialty.
3. Monitor the processes used in ASCA's hosting of the 2021 and 2022 Nationals to determine areas that need improvement.
   a. Create an electronic application to be used in recruiting the 2023 Nationals Committee and add the Committee selection process as an appendix to the National Specialty Rule Book.

Obedience Committee

1. Determine what judges want to do for a judge's seminar at 2021 Nationals and create a program.
2. Judge's seminar scheduled for 2021 Nationals.
3. Expand and revise judge's education Google classroom as needed.

4. Update Judges test(s) with 2020 rules.
5. Promote virtual obedience program - Many other-breed exhibitors in obedience and rally don't want to go away for a weekend to do ASCA when there are a lot of AKC trials available in their backyard. The virtual program would help, but a lot of exhibitors are not aware of the program. The committee will explore ways to advertise the virtual obedience program.
6. Promote participation by all breeds - The Obedience Committee would like to explore ways to encourage more participation by other breeds beyond the other breed OTCH list posted on the ASCA website. ASCA often depends on other breeds to make performance events profitable, so we would like to encourage their participation. We will look for ways to encourage clubs to offer a High in Trial Other Breed Award. We also want to find ways to reach out and promote our program to Aussie owners that do not currently compete in ASCA obedience.
7. Promote and expand Virtual Titling options - Beginner Novice and Novice are currently available. Discuss the potential for taking the virtual program beyond Novice i.e., adding more regular and/or optional titling classes.
8. Adding a Graduate Open title - Explore ways we can convince clubs to offer all optional titling classes. The vast majority of trials offer Beginner Novice, but not Graduate Novice or Versatility.
9. Investigate ways to increase the number of ASCA obedience judges, focusing on judges from other registries. We need to find a way to streamline the approval of judges from other registries. With our recent rule changes in both Novice and Open, these classes are more similar to the same classes in AKC.
10. Develop a Graduate Open optional titling class when the computer upgrade allows.

Rally Committee

1. Develop process to offer judge seminars - The Rally Committee has been conducting seminars at Nationals since 2011 except for one year. We will be conducting a seminar once again at the 2021 Nationals.
2. Launch education program - The Rally Committee has had a judges education program for quite a few years. It is updated as needed. A new judges education program will be launched to meet the Rally Rulebook requirement that all judges participate in judge's education in odd numbered years.
3. Promote/educate public about current programs to increase participation - This is an ongoing endeavor. The Rally program recently launched the Virtual Rally Program with a Virtual Novice Title. Soon after the launch, Virtual Advanced was added. Plans are to continue adding levels to the Virtual program. Making videos of correct performances for all ASCA Rally signs available to exhibitors, instructors, judges, etc.by the end of March 2021 will further the committee's efforts to meet this strategy.
4. Remain open to new and innovative program opportunities that would enhance choices for ASCA Members. Last year Rally added a pairs class to the rulebook as an optional class. It was offered for the first time at the 2019 Nationals. Hopefully this can eventually become an optional titling class. As with all programs, the ASCA computer situation will

partially dictate when that can happen. Additionally, the Virtual Rally program and ongoing efforts to expand that program with more levels contributes to this strategy.

Scent Search Committee

We will be working on a virtual program and have a demonstration at 2021 Nationals.

Stockdog Committee

Judges' Education:
1. Develop a method of continued education for current Judges
2. Develop a method to educate or ensure that Apprentice Judges have the necessary skills to become successful ASCA Judges

Tracking Committee

We will work on reviewing the rulebook and fixing typos and any errors.