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1998-99 SASFAA Annual Report

by Susan Little, President

June 1999

Looking back over the past twelve months is an exciting retrospective, filled with evidence of work done by an extraordinary group of volunteers who worked on behalf of SASFAA. As the Executive Board began its work at the Transitional Board meeting in June 1998, several priorities were established. These priorities, as follows, were used to establish goals for the 1998-99 year.

- An emphasis was placed on students for the year. They are the reason SASFAA members do the work we do, and it seems appropriate to remind our membership of this. As visits were made to state meetings and other official SASFAA events, students were always mentioned in remarks which were made.
- A major achievement of the 1998-99 year was the SASFAA Management Institute held in Alexandria, VA December 11-13. This major task was a continuation of planning which began last year under past president Carol Mowbray's guidance. More than eighty of our members gathered for a two and one-half day intensive training experience on issues pertinent to office and resource management.
- The Executive Board approved the naming of a special Task Force to make a recommendation on SASFAA establishing a scholarship fund. With an emphasis on students for the year, it seemed appropriate to determine if some of our financial resources could be used to directly benefit students. Approval was given to establish a \$1000 scholarship to be awarded each year by the outgoing president.
- It has become obvious over the past two years that the work of our treasurer has grown significantly and study needed to be given to a thorough review of those responsibilities and procedures. The Board gave approval to the naming of a special Task Force made up of previous treasurers, budget chairs, and presidents as well as those currently serving in those capacities. A two and one-half day meeting resulted in a lengthy report which will be presented at the June Board meeting for approval. When approved, these recommendations should provide for changes in our financial processes to enhance the work of the treasurer.
- In an attempt to improve the planning process for 1999-00 a two day retreat was held for the 1998-99 and 1999-00 elected officers. This was held at the home of your current president and allowed for uninterrupted discussions of what worked this year, what did not work this year and what efforts are needed to continue the planning president-elect Mary Givhan had already done. Initial response to this activity was positive and those in attendance were asked to consider whether or not the expense was

justified by the work done there. Incoming president Mary Givhan will make a recommendation on holding this again next spring.

- Work was begun this year on preparing an "Operations Schedule" for each elected officer and committee chair of the Association. A month by month schedule which can be updated yearly was requested of each person serving on the Board. This was the first time such a document was suggested for development and it was expected that it would take at least two years to finalize. Reaction of those who are new to the Board has been very positive as well as from the elected officers. As past-president I will continue these efforts with a goal of having such a document prepared for each position by the end of the 1999-2000 year. It is evident that SASFAA can provide better documented expectations of those who are either asked to run for office or chair a committee, and this Operations Schedule is an effort in that direction.
 - A change was made in the process for having either the SASFAA president or president-elect attend both the spring and fall meetings of each state. Due to the expense involved and extensive time commitment, a meeting was held with the state presidents at the summer Board meeting. It was decided then that the president or president-elect would attend one but not both of the meetings in each state. Another SASFAA representative, generally an officer or committee chair, made the SASFAA report at the other meeting in each state. This report was provided by the president to each presenter and positive comments were made about this process. Not only does it preserve SASFAA financial resources, but due to the frequent overlap of the meetings it preserves the strength of the president and president-elect. A major benefit is also the fact that others are seen in positions of leadership within the Association and become better known for possible future responsibilities.
- **BUDGET**

Ken Player has completed his second year as Budget Committee Chair. Ken has managed the complex issues of the budget and investments with a great deal of professionalism and guarded the SASFAA resources very carefully. Susan Little and Karen Gibson were the other committee members. Ken's investment strategies have provided for sound investment policies and strong fiscal integrity for our funds.

Ken's experience with a mid-term audit of the SASFAA books provided a great deal of insight into the important work of the specially named Treasurer Task Force which met in late March to review the responsibilities of the treasurer. He was instrumental in seeing that the actual work expected of the treasurer was accurately reflected in the report of the Task Force.

Ken recommends that the following issues be analyzed and updated where necessary: audit procedures; investment strategies and timing; a review of the "Guide to Financial Management;" to reflect recent changes to the Policies and Procedures Manual; and that the recommendations of the Treasurer Task Force be adopted and carried out. Because of Ken's careful investments, SASFAA is near the point of having more than two-thirds of its annual budget in a reserve fund.

COMMUNICATIONS

The work of our Communications Committee has centered around the SASFAA Web site and the many tasks necessary to update and maintain information contained on it. Our site is still maintained on the University of Florida mainframe as it has been since its inception. Karen Fooks has been the driving force behind our Web site and has developed it into one of the best financial associational sites in the country. The site has seen more than 6,500 hits since it was redesigned last August.

It continues to be difficult to receive timely and relevant information for posting to the site. At Board

meetings regular requests have been made to members for information on committee activities, but little is forthcoming. Because of the nature of our volunteer organization it is difficult to develop procedures for submitting articles on a timely basis. A possible solution would be to "assign" two months per year to each officer and committee chair when it is expected that a report would be provided to the Communications Chair. By scheduling these reports, each Board member would know when to plan ahead and schedule time to write the report.

SASFAA.ORG was registered as our domain name this year. This will insure that no other organization has access to this address. The Communications Chair is also working to register sasfaa.com and sasfaa.net to prevent them from being used by another entity. This will reduce confusion and potentially prevent the SASFAA name from being used by a profit-making organization.

Continuing efforts in working with the Newsletter Editor and Membership Chair have resulted in much better information appearing on the site. The Newsletter has been posted and is available to the membership before the paper copy has been received in the mail. This increases the readership of the Newsletter as it is now available nationally. Increased communication with the Membership Chair has provided more frequent updates to the membership information available at sasfaa.org which allows greater contact between our members.

While the web site has always been maintained at the University of Florida, it is important to begin to make plans which would describe the procedures for transfer of the list serve and home page to another location should the current owner of each choose not to maintain one or both for the future. This task has been given discussion and a request made in a newsletter article for names of those who might be interested in assuming this responsibility. There was no response so further discussion is needed.

It is recommended that consideration be given to contracting with a professional Web design/site management firm. While many SASFAA members have the skills to put up and maintain a basic site, far fewer have the experience and knowledge to take advantage of advanced techniques such as java scripts, APIs, animation, video and sound. These techniques will have increasing importance over the next two or three years and Web visitors will expect these enhancements. If SASFAA is interested in a truly professional looking page, it will need the skills of a professional Web designer.

CONFERENCE COMMITTEE

The 1999 annual Conference in Norfolk, VA was a roaring success under the guidance of committee chair Bob Godfrey and his very able committee. Committee members were: Bill Cox, University of North Carolina at Chapel Hill; Karen Gibson, edsouth; Cynthia Hill, University of Southern Mississippi; Jennifer Jones-Gaddy, SC Student Loan Corporation; Susan Little, University of Georgia; Tommy Moore, Valdosta State University; Marvin Ragland, Wachovia Bank; Thelma Ross, North Carolina A & T University; Janet Sain, ECPI College of Technology; Debra "Dee" Talley, University of Alabama - Birmingham; Brent Tener, Vanderbilt University; and David Wuinee, Belarmine College. Goals for the committee this year included identifying and meeting the training needs of members at all levels of experience, involving members from all types of institutions, regular communication with all involved in the planning of the meeting, active review and utilization of information from the prior year's conference evaluations, and a strong effort in making all conference attendees feel welcome and comfortable.

Special emphasis was placed on a local community service project at this meeting. SASFAA members were asked to bring a stuffed animal which would be gathered and distributed to five Norfolk local agencies which deal with children in various types of crisis situations. For members who did not bring

an animal with them, provisions were made to sell them on-site. On Sunday evening of the conference, our reception was held two blocks down the street and members were asked to carry their stuffed animals to the reception for presentation to representatives of these agencies. Because of the efforts of our members, 827 stuffed animals were donated.

Bob Godfrey has done a fine job of recording expenditures, numbers who ate and attended, room pick-up, and other documentation which will be critical to the planning of next year's conference. It is hoped that this is the beginning of a file of information that will be passed from year to year to facilitate conference planning.

The budgeting process for the conference is recommended for review. It has become obvious that the amount we are budgeting is not adequate to put on a conference for more than 800 people. One factor which causes this is the exclusion of vendor/sponsor support from the amount budgeted for the conference expenses. Often these expenses, such as the registration bag, are paid for and show up as a conference expense, but the income is not similarly recorded. Bob Godfrey has also recommended that the first planning meeting in the summer be held separate from the executive Board meeting to allow for more attention to conference duties rather than Board duties.

DEPARTMENT OF EDUCATION LIAISONS

The U.S. Department of Education was once again quite capably represented by one of three training officers. Barbara Gray, Greg Martin and Skip Pou alternated attending our Board meetings and making an official Department of Education presentation. After the presentations, Board members then asked questions and obtained valuable information on what we could expect from the Department.

The information provided both verbally and in written reports has been invaluable as we go back into our offices to administer the federal student aid programs. It has been a good experience to become acquainted with Greg Martin who comes from the Philadelphia Office. His detailed reports, when coupled with Barbara's and Skip's, have provided current and important information to the Board.

FEDERAL LEGISLATIVE RELATIONS

In a year of finalizing reauthorization and moving into the negotiated rulemaking process, the work of the Federal Legislative Relations Committee has been an important task. Barry Simmons, Virginia Polytechnic Institute and State University, chaired the committee with members: Jeff Arthur, ECPI College of Technology; Forrest M. Stuart, Birmingham Southern College; Don Griggs, College of Charleston; Roger A. Collins, University of North Florida; Dan Klock, Lenoir-Rhyne College; Tommy Moore, Valdosta State University; Linda G. Phillips, Belhaven College; Lynne F. Reinstadtler, EDUCAID; Dick Smelser, Maryville College; and, Jane Stewart, Kentucky Higher Education Assistance Authority.

Under Barry's able direction, information on legislative issues was shared with the SASFAA membership by means of Web site updates and newsletter articles. Testimony was presented on behalf of SASFAA on the reauthorization legislation at a national hearing held in Washington, DC in addition to submitting written comments to The Department.

Barry has strongly recommended that this committee should have a junior chair and consideration be given to making this a two or three year appointment for the sake of consistency. It is also recommended that consideration be given to asking the committee chair to attend an annual spring College Board workshop regarding legislative/lobbying issues in higher education.

FOUNDATION LIAISON

Bob Bennett, president of the Pickett and Hatcher Educational Fund, Inc. has served on the Executive Board as a representative of the private foundation sector. Bob has been very effective in informing the Board of activities which impact private foundations. While he was the only committee member, he worked to enhance the alliances between and among various sectors of the student financial aid community. A strong area of input from Bob was apprising members of legislative issues affecting the profession and to educate members of alternative approaches.

For another year Pickett and Hatcher has maintained the SASFAA archive files in Columbus, GA. This has been an invaluable contribution to our Association and one which is strongly appreciated.

Bob, after many years of service to SASFAA, has announced the passing of the SASFAA torch to Ken Owens, a co-worker at Pickett and Hatcher. While the Board looks forward to working with Ken, it will certainly be a different Board without the presence of Bob.

GOVERNANCE AND PLANNING

Past president Carol Mowbray chaired the Governance and Planning Committee with members Clark Aldridge, University of Montevallo; Freida Jones, Georgia Southwestern State University; Karen Koonce, Tidewater Community College; and Lynne Reinstadtler, EDUCAID. The Committee met for a two days in May and extensively reviewed SASFAA's compliance with the Long-Range Plan which was adopted by the SASFAA Board of Directors in February 1996.

The comprehensive report addresses in detail each section of the Long-Range Plan. Areas which were particularly highlighted are:

- A recommendation that the Board of Directors begin plans immediately for the next long-range planning cycle. With the 1999-00 fiscal year, SASFAA enters the fourth year of the five year plan; the time for beginning the entire process again is now.
- The GAP committee summarized four years of recommendations from the initial Long-Range Plan 1996-2001 and three GAP reports. These are contained in the appendix. There are several recommendations that have been repeated for the course of two or three years that have yet to be addressed. The committee suggests that the president-elect pay particular attention to these in formulating the goals and objectives for the 2000-01 fiscal year.
- Several activities took place during the 1998-99 year which were efforts to expand upon the planning and organization elements within SASFAA. For example, the expanded transitional board meeting activities and a meeting with the newly elected officers in May were both efforts to increase our exchange of ideas and experiences. These opportunities provide continuity of services and programs, develop leadership, and increase understanding of the vision and mission of the Association. The committee thinks that these efforts have evolved to the stage that they should be formalized through the budgeting process and with involvement of the Board of Directors.

With Carol's guidance, the report of the GAP committee has encompassed all areas of SASFAA planning and will serve as a guide for the incoming 1999-00 Board. Carol's attention to detail and grasp of all facets of areas being reviewed helped to insure the value of this report.

LENDER LIAISON

Our Lender Liaison committee chair, Paul Mittelhammer of Citibank, has provided critical information and updates to the Executive Board this year. At the transitional Board meeting in June, 1998 it was decided that the lender liaison chair, stage agency chair and legislative relations chair would work together to coordinate their reports during the year. It was believed that this would be helpful to

eliminate duplication of efforts in which the three groups were reporting. This was an approach which was helpful and it is recommended that this continue.

An enhancement for next year's committee would be an e-mail network which would solicit responses from the lending community for input to the Board. Issues which are of importance to the lenders in SASFAA and which need to be communicated to the Board could be introduced and discussed by those who are impacted by these issues.

Paul gave timely and up-to-date reports on topics which were important to our students. His expertise and professionalism added a great deal to the deliberations of this year's Executive Board.

MEMBERSHIP

In an unusual twist, SASFAA had two Membership Committee chairs this year. Billie Jo Hamilton from the University of Tennessee Memphis began the year and then accepted a job out of the SASFAA region. In mid-fall, Lisa Turner from Longwood College took over the duties and completed the year. Both chairs provided excellent service to SASFAA in their work. Committee members Paula Crow, Wells Fargo; Mary Givhan, Mississippi College; and Wanda White, St. Augustine's College helped with the work.

Lisa has done an exemplary job of maintaining our membership records and reports that we have 1,285 members as of April 15, with the state breakdown shown at the end of this section

A membership survey was developed and mailed to the membership in early spring. Results of the responses will be presented at the transitional Board meeting for review. President-elect Givhan was involved in the development of the survey and the information will be used in planning activities for the coming and future years.

STATE	PAID 1998 -99
Alabama	77
Florida	220
Georgia	145
Kentucky	100
Mississippi	68
North Carolina	176
South Carolina	115
Tennessee	140
Virginia	171
Other	73

NEWSLETTER

A bold new look appeared in the SASFAA Newsletter this year under the guidance of Ann Hyneman from Millsaps College. Ann was assisted by an Editorial Board comprised of Amanda Gregg, Vanderbilt University; Earl Mayo, South Carolina Tuition Grants Commission; and Jane McNaughton, Union Planters Bank. Many comments were overheard about the new look and the increased value of the articles printed.

Working closely with the Nominations and Elections, Sponsorship and Conference Committees, Ann and her editorial board strived to provide timely and interesting information to our members. The elections issue is of particular importance in order to make certain the absentee ballot is available to all SASFAAians. Increased use of pictures and graphics made the Newsletter a much friendlier piece of reading material. It is also important to note that the Newsletter was made available to the Communications Chair for posting on the Web site prior to the actual mailing.

Ann strongly recommends that establishing an early relationship with a printer and the Sponsorship Chair are essential to the success of the Newsletter. It is also important to consider meeting with the president and state president for guidance on format and content.

NOMINATIONS AND ELECTIONS

Past president Carol Mowbray chaired the Nominations and Elections Committee which provided SASFAA with a very capable slate of officers for our February elections.

Bill Cox was named as president-elect, Judy Deines, vice president for professional development and Karen Koonce, treasurer.

The work of this year's Nominations and Election Committee became much more than naming a slate of officers. Their deliberations also dealt with possible By-Laws changes to our elections processes which would allow for either a total mail-in ballot or, perhaps, even an electronic balloting process. An attempt was made to reconvene this year's Committee for a special meeting to review these issues, but a time could not be determined which was convenient. This issue has been deferred to the coming fall when the 1998-99 Nominations and Elections Committee will consider it.

PRESIDENT-ELECT

Mary Givhan has been a strong asset to SASFAA in her year as president-elect. She worked closely with the president, Management Institute, Conference Committee and many others to insure that she was involved in all appropriate work as she plans for her year as president.

Mary has been motivated by a strong desire to foster growth in our future SASFAA leaders. To accomplish this she has used the committee appointment process to identify future leaders and place them in positions which will facilitate their learning and development. This will be continued as she completes her appointments for the 1999-00 year.

Early planning was an important task and the 2000 Conference Chair met with Mary at the conference site in December 1998. With this emphasis on attention to future details, the entire year is assured to be a success.

Recommendations which have been made for the coming year include: meeting with the conference

hotel as soon as possible prior to the annual conference; becoming very familiar with the budgeting process; and making a careful review and study of the "Policies and Procedures Manual" and "The Guide for Financial Planning".

Mary visited several of our states' fall and/or spring meetings and presented the SASFAA report. With these visits she was able to identify those who are interested serving SASFAA and who are experienced in their state associations. She expresses a desire to have had more contact with the state presidents-elect prior to the annual conference and this could perhaps be addressed in the state meeting visits. The first organized contact took place in a day-long training session presented by Marvin Carmichael, Clemson University, to familiarize the presidents-elect with the responsibilities they will have as voting SASFAA Board members. In this training session as in all of her activities, Mary exhibited the grace that will guide her well in her year as president of SASFAA.

PROFESSIONAL DEVELOPMENT - VICE PRESIDENT

The work of the Professional Development Committee, chaired by Bill Cox, VP for Professional Development, has been extensive this year. The culmination of a year's planning took place in December when more than eighty SASFAA members gathered in Alexandria, VA for the Management Institute. Bill was a part of this planning which began under the guidance of then president Carol Mowbray and vice president Mary Givhan. Bill and a committee chaired by Betty Whalen, Winthrop College, and Charles Vinson, Murray State University, organized and presented a very well-received three day training event. Financial aid professionals with management responsibilities and many years of experience worked from early morning to late afternoon with experts in areas such as hiring and firing, assessing and requesting resources, legal issues in staff management, in addition to others.

As always, site selection for the coming summer's New Aid Officer's Workshop was an important task early in the year. After considerable research it was recommended to and approved by the Board to return to the University of South Florida for a second year. The 1998 Workshop in this location was a great success with 162 participants. However, there were some logistical problems in 1998 with residence hall rooms and classrooms not being what SASFAA expected. After discussion with officials at the University, it is felt that those issues will be addressed to allow for another successful training experience in 1999.

A one-day workshop was held at the annual conference in Norfolk with forty participants attending. Rose Mary Stelma coordinated this training session which received very positive evaluations from those in attendance. Faculty members from the previous summer's workshop were the trainers.

An effort was made this year to provide written procedures to facilitate the planning of the summer workshop. A notebook with detailed guidelines for managing the site coordination for the summer workshop has been written. Additionally, job descriptions have been written for the site coordinator, curriculum coordinator, instructors, and the lender assistants. The "*Guide to Planning the Summer Workshop*" has been updated and is now available in electronic format. Further updates will be done after the 1999 workshop.

SECRETARY AND BY-LAWS COMMITTEE CHAIR

Susan Luhman has completed her first of two years as secretary of the Association. While there were no activities involving revisions to the By-Laws, the work of the secretary was a very busy and critical part of our year. Susan has been extraordinary in her attention to detail and monitoring of the activities and decisions of the Board. Without her careful recordings and distribution of our deliberations, the official decisions of the Executive Board would not be available for our archives.

A review of our Policies and Procedures Manual revealed that some of the secretary's duties have been handled by others over recent years. Susan has assumed full responsibility for making room reservations and arranging meal functions for Board meetings, and also for keeping up with the gavel, banner and ballot boxes. Considerable consternation has occurred in previous years as we have been unable to locate the ballot boxes from one annual meeting to another. Susan has taken this under her area of responsibility and will continue to monitor this.

SITE SELECTION

Dave Cecil has been the chair of our Site Selection committee for several years and has provided excellent leadership in this critical area. The site selection for our annual meetings takes place three years in advance of the actual meeting. Dave has developed a base of information which includes previous years' room pick-ups, meal functions, and total number of attendees, in addition to a record of when we most recently met in a particular state. With this information he solicits site proposals from all SASFAA states.

Dave also worked this year to provide an updated contract for an extension of our June transitional Board meeting at The Don Cesar in St. Petersburg, FL. This was accomplished and we will meet at The Don through June, 2002. In addition, Dave negotiated contracts for the July and November 1999 Executive Board meetings.

After reviewing the contract proposals for the 2002 meeting, Dave recommends that next year's committee begin early to secure bids from the two states that have not hosted the conferences in the longest time (Alabama 1993, and Florida 1994).

SPONSORSHIP

This was one of the more successful years SASFAA has experienced in working with our various sponsors and vendors. Thelma Ross from North Carolina A&T has served quite capably as our Sponsorship Chair and worked well with all vendors. Thelma had as committee members previous chairs Susan Luhman, Eastern Kentucky University and Aldanzo Pratt, Education First, as well as David Wuinee, Bellarmine College who assisted during the annual conference.

Thelma not only worked on our regular needs for sponsorship for Board meeting functions and the annual meeting support, but was able to obtain sponsorship for the purchase of the book Leadership is an Art for participants at the Management Institute in December.

Thelma found that electronic communications worked very well for the contacts she needed with her committee members as well as others. She recommends that the solicitation for support begin as early as August 1 and should incorporate all activities for the year, rather than just for the event which will happen next. A "year at a time" solicitation approach would benefit both the Association as well as our vendors and sponsors as budgets could be set by all with expected expenses and income known early in the year.

STATE AGENCY LIAISON

SASFAA was once again fortunate to have Ron Gambill, Executive Director of the Tennessee Student Assistance Corporation to serve as our State Agency Liaison. Ron has given many years of service to SASFAA and this was another year of his usual high quality input to the Executive Board deliberations. Ron made a strong effort to solicit reports from each state agency in the SASFAA region. While every

state did not provide a report for every Board meeting, most did and the information contained in them was of great interest to our members.

Ron was active in providing information to the Board on a major Reauthorization issue: the renaming and redesigning of the State Student Incentive Grant Program which has become the Leveraging Education Assistance Partnership Program (LEAP). This program, if funded, will provide significant new dollars for grant assistance from states.

A major issue on which Ron reported this year was changes being made to the financial structure of state guaranty agencies. These changes will provide great flexibility in developing and implementing improved services for students and schools.

Issues which have been reported on that will soon be actively discussed in the financial aid community include improving borrower benefits and, for 1999-00, the impact of negotiated rulemaking on state guaranty agencies and the utilization of voluntary flexible agreements at the agencies. These are both important issues which will impact the students who we serve.

STATE PRESIDENTS

Beginning in the 1997-98 year, then president Carol Mowbray organized the state presidents who serve on the SASFAA Board for a meeting prior to each Board meeting. This was such a success that it was continued this year and has become an expected part of the Board meeting. State presidents who attended and contributed to these discussions are: Jim Bradsher, Auburn University; Evelyn Nelson, Lynn University; Ruth Rich, Georgia Student Finance Commission; Barbara Scheidt, Western Kentucky University; Mary Jane Covington, Mississippi Institutions of Higher Learning; Larry Garrison, Western Piedmont Community College; Cheryl Hughes, South Carolina Student Loan Corporation; David Mohning, Vanderbilt University; and Guy Gibbs, Northern Virginia Community College. Guy Gibbs and Larry Garrison coordinated the activities of this group and facilitated the conversation on common concerns within our regional states while Barbara Scheidt served as recorder.

This group found a great deal of common ground in the discussions which they held. Discussions were held on developing future leaders within the state associations, future sites of regional annual meetings, budget planning activities in each state, successful training initiatives held in each state, conference planning procedures as well as many others.

A listserv was established at Northern Virginia Community College which facilitated the communication of the group. This allowed direct communication between the state presidents and quick responses to issues which arose from state to state.

Recommendations from the group include the need for a continuation of this meeting activity, regular communication of state concerns to the SASFAA Board, and the need for regular sharing of newsletters, conference materials and other components of each state's organization.

The input of our state presidents to the deliberations of the Board is quite significant. Without the knowledge of what our members in various states need from SASFAA it would not be possible to adequately address those needs. And, as the only voting members other than the elected officers, state presidents have a tremendous responsibility to participate actively in the work of SASFAA. This responsibility has been met with great success during the past year.

TREASURER

Karen Gibson, edsouth, is ending her second year as SASFAA treasurer. Karen has been an asset to work with and provided a great deal of energy and dedication to the work of her position. She has maintained the financial records of the Association and organized the Management Institute and the Norfolk annual meeting registration processes. One more meeting left to go is the New Aid Officer's Workshop in late June. Membership forms were distributed throughout the year to increase the number of paid SASFAA members.

Karen served on the Treasurer Task Force along with past treasurers, presidents, and budget chairs. Their recommendations, developed with her careful and thoughtful input will greatly enhance the work of this position. Her activities to oversee and manage SASFAA financial matters have been accomplished in a very timely fashion. The books have been balanced each month and copies sent to appropriate Board members.

SUMMARY

It is hoped that this report will be used as an historical document and as a future reference to insure the continuity of the good work which has been done by the 1998-99 SASFAA Executive Board. Several initiatives have been started to look at the structural components of the Association. A review of the treasurer's responsibilities, increased contact between the current and coming year's elected officers, and the initiation of an Operations Schedule are all designed to increase the effectiveness of SASFAA's work.

It is hoped that the strong tradition of volunteerism on behalf of the students we serve will continue for many years. It has been a humbling and exciting adventure to serve with the 1998-99 Executive Board. A finer and more dedicated group of student financial aid professionals can not be found anywhere else in the country. As this report is read, the value of the work done this year should be very apparent with full credit for the successes going to the other elected officers, state presidents, committee chairs and hundreds of volunteers who work in many capacities for SASFAA.

On behalf of the colleagues and institutions you serve, please accept my heartfelt appreciation for all you have done this year. I am honored to count you among my friends.

Susan D. Little
1998-99 SASFAA President

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