

1996-97 Governance and Planning Committee

Evaluation of Compliance with SASFAA Long Range Plan

(Note: The Plan as approved by the 1995-96 Executive Board is in black and navy. The 1996-97 GAP Committee assessment and recommendations are in blue.)

ORGANIZATIONAL STRUCTURE

EXECUTIVE BOARD

GOAL: Ensure that the terms of office for elected officers be of sufficient length to ensure continuity and to complete official business while providing opportunities for new leadership.

OBJECTIVE:

- Review the terms and composition of office of elected officers at least once every five years.

Activities:

None

Assessment:

None

Recommendations:

None

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GOAL: Ensure that the advice and assistance provided to the executive board by committee chairs are such that the goals of the association are readily accomplished, future leadership is developed, and board activities remain fiscally responsible.

OBJECTIVES:

- Assess the purpose and need for each committee when making committee chair/liason appointments.
- Consider whether all committee chairs should be in attendance at all executive board meetings, keeping in mind the need to develop future leadership for the association yet maintaining the ability to conduct business at the lowest, most reasonable cost.
- Select an appropriate mix of returning and new committee chairs to ensure the continuity of executive board business and the development of future leadership.
- Ensure that committee chair appointments, to the extent possible, reflect the sector, gender, and ethnicity representative of the association.

Activities:

Not including committee duties that are the responsibility of elected officers, President Harrell appointed seven committee chairs (budget, conference, legislative relations, membership, newsletter, site selection, and sponsorship), three liaisons (lender, guaranty agency (who also acted as budget chair), and foundations), and two task force chairs (financial management and policy and procedures). With the exception of the P & P task force which was not created until January 1997, all committee chairs were invited to attend all four executive board meetings. Of these eleven individuals, five did not serve in some capacity as a board member/committee chair in the previous year but only one had never previously served on the board or as a committee chair. Committee chairs and liaisons represented eight of the nine SASFAA states, and included representatives from all sectors except proprietary/vocational-technical. Nine individuals were white, and two were African-American. Seven were male, four were female.

Assessment:

Given the Association's very positive financial situation, the number of committee chairs/task forces/liaisons appears to be reasonable and prudent. Attendance of all committee chairs at all meetings is also reasonable when balanced against the cost and need to foster future leadership. There is generally good representation by sector and state and a reasonable mix of new and returning individuals.

Recommendations:

- *Continuing efforts should be made to identify promising individuals who have not previously served on a SASFAA board or as committee chair and to encourage minority participation. GAP also encourages proactive efforts to seek out and encourage proprietary/vocational-technical school participation.*

COMMITTEES

GOAL: Ensure that committees are of sufficient size and number to accomplish the goals of the association and to develop future leadership while being fiscally responsible.

OBJECTIVES:

- Appoint committee members, to the extent possible, who represent the sectors, genders, and ethnicity of the association.
- Ensure that committees with broadly defined responsibilities such as legislative relations, professional development, and the annual conference include one representative from each state in the region.
- Ensure that other committees, unless otherwise specified in the By-Laws, function with the fewest number of members sufficient to accomplish the goals of that committee.
- Ensure that the committee chair, if responsible for making his/her committee appointments, make every effort to select an appropriate mix of returning and new members to assure the continuity of committee business and development of future leadership.
- Consider alternatives to on-site meetings whenever possible to keep costs at the most reasonable level. Such alternatives include conference calls, electronic mail and arranging committee meetings in conjunction with other meetings where some committee members would normally be in attendance.
- Ensure that committee meetings are held at such times and locations that keep travel and lodging costs to a reasonable level.
- Ensure that each committee provides a written annual summary of its activities so this information may be included in the president's annual report.

Activities:

Of the eleven committees/task forces where membership is not determined by the by-laws, (budget, conference, governance and planning, legislative relations, membership, newsletter, professional development, site selection, sponsorship, financial management task force, and policy and procedures task force) four had two or fewer members. Conference and Legislative Relations have one representative from each state. Professional Development has representation from eight states.

Assessment:

As of the May 1 treasurer's report, all committees were well under budget or generated revenues in excess of expenditures. While GAP did not receive any information as to the number of meetings vs. conference calls or email, the positive budget report indicates that all committee chairs are prudent in the use of association budget. When reviewed in toto, committee membership seems to include a good mix by ethnicity, gender, sector and previous experience. Annual reports were received by GAP for only six committees and two officers but others may have been sent directly to the president. GAP commends the president and president-elect for their decision to appoint two task forces for short-term projects.

Recommendations:

- *Committee chairs should be encouraged to establish listserves for their committees to facilitate timely and inexpensive communications between committee members.*
- *A structured format for annual reports should be provided to all committee chairs. Each annual report should include, but is not limited to, names and affiliations of committee members, activities, recommendations for next year's committee/incoming officer and how the activities of the committee address the goals and objectives in the long range plan.*

MEMBERSHIP

GOAL: Ensure that the membership of the association represents the composition of financial aid professionals in the region.

OBJECTIVES:

- Review membership categories and aggressively seek to increase membership in under-represented areas.
- Undertake a review of the membership categories for appropriateness at least once every five years.
- Review membership structure at least once every five years to determine if membership should be individual, institutional or on some other basis.
- Explore additional membership categories such as associate (non-voting) membership for former aid administrators, students, guidance counselors, or others.

Activities:

None

Assessment:

None

Recommendations:

None

POLICIES AND PROCEDURES

GOAL: Ensure that the By-Laws and policies and procedures are accurate and complete, further the mission of the association, ensure fiscal integrity, and support the viability of the association.

OBJECTIVES:

- Establish a procedure to ensure that the By-Laws and policies and procedures are accurate and complete and that the association is in compliance with these rules.
- Review the By-Laws and policies and procedures annually to ensure that they continue to further the mission of the association and its financial integrity.
- Ensure that officers and committee chairs are responsible for the review and updating of all policies under their purview.
- The secretary shall be responsible for reviewing and updating as appropriate, all other policies and procedures.
- Ensure that any recommendations for policies and procedures changes be approved by the SASFAA board.
- Obtain copies of policies and procedures from state associations in the region, as well as from other regional associations once every five years to identify areas of potential weaknesses in SASFAA's policies and procedures.

Activities:

Four policy changes in the areas of site selection, nominations and elections, governance and planning, and the SASFAA website were approved by the executive board. President Joel Harrell and President-elect Carol Mowbray appointed a task force to undertake a thorough review of SASFAA by-laws and policies and procedures. The committee has been charged with obtaining and reviewing other state and regional policies and procedures. A final report of suggested changes is due expected by the February 1998 executive board meeting.

Assessment:

It is the opinion of GAP that the current policy and procedures manual is weak and ill-cataloged. GAP commends President Harrell and President-elect Mowbray for their prompt attention to this goal and their collaborative effort to address it.

Recommendations:

- *The long range plan is one of SASFAA's key policy documents. It is important that a historical record be maintained of all modifications, deletions, and additions. The 1997-98 Governance and Planning Committee should develop a structured format to be used to record these changes and establish a consistent format to be used by future GAP committees in their annual assessment of compliance with the long range plan.*

COMMUNICATION/ COLLABORATION

GOAL: Enhance alliances between and among various sectors of the financial aid community.

The SASFAA membership includes many sectors of the student aid community located in the nine states of the association's region. Services to these sectors are provided through representation on the executive board and other committees of the association, special sessions at the annual conference, membership services, and networking. In addition, SASFAA serves as the regional link between state financial aid associations and the National Association of Student Financial Aid Administrators.

OBJECTIVES:

- Work with all sectors of the region's financial aid community to ensure representation and participation in all association programs and activities.
- Provide membership services so the needs and interests of all sectors are addressed fairly and equitably.
- Serve as a link with and between various sectors of the association, and as a link between the state associations and the National Association of Student Financial Aid Administrators.
- Promote mentorship opportunities for all sectors of the financial aid community.

Activities:

All sectors with the exception of proprietary/vocational-technical are well represented on SASFAA committees. There was strong attendance by all sectors at the annual conference. The conference program was designed to offer interest sessions for all sectors, job levels and experience levels. A SASFAA internet listserve was created to encourage sharing of information and issues among the membership. The SASFAA website includes information about the annual conference, the new aid workshop and other training opportunities. The website also included hotlinks to state association website and listserves. SASFAA was represented at the NASFAA Board of Directors meetings by the SASFAA president, immediate past president, president-elect, NASFAA National Chair and two representatives at large. The president and president-elect represented SASFAA at one or more conferences in every state.

Assessment:

All SASFAA activities are open to the entire membership so there appears to be adequate opportunities for all sectors to participate. Since membership is individual, all members have access to all activities and benefits without regard to type or size of the institution. The conference program and new aid administrators workshop curriculum included a broad range of interest sessions that appeal to the diverse needs of the membership. Mentorship opportunities are particularly strong for participants of the new aid administrators workshop because of the intense nature of the workshop and one-on-one interaction between faculty and participants. While the SASFAA listserve has not generated as much use as might be desirable, it does provide an avenue for members to learn and seek out assistance from other individuals or to find other colleagues with similar situations. SASFAA representation at the state and national level remains very strong.

Recommendations:

- *Proactive efforts should be made to increase participation in the SASFAA listserve and usage of the website.*

GOAL: Disseminate information to enhance communications among members in a timely and cost-efficient manner.

SASFAA has used a variety of mechanisms to disseminate information and data -- newsletters, directories, bulletins, guides and brochures, and other publications-- needed by all sectors of the association's membership to perform their duties and responsibilities more effectively. The SASFAA newsletter is one of the means of communicating general

information to the membership. Other means of communication include a membership directory, a minority directory, bulletins, guides and brochures, and other publications.

OBJECTIVES:

- Provide timely information useful to all sectors of the membership.
- Address a full range of issues, ranging from policies to daily operations.
- Provide the SASFAA president's annual report to the membership in accordance with Section 1, Article 7 of the By-Laws.
- Provide a means for networking between and among all sectors of the membership.
- Enhance the use of new and emerging technologies (i.e., internet, etc.) as a more timely and cost-efficient means of communicating with the membership.

Activities:

SASFAA established a website and listserv to provide timely and inexpensive access to all SASFAA information including training calendars, newsletter updates, conference and workshop information, board minutes and other information that may be of interest to members. In addition, a searchable membership database was provided on-line to assist members in contacting other members.

Assessment:

SASFAA listserv participation has stabilized at about 330 members despite inclusion of an article and sign-on instructions in every issue of the SASFAA newsletter and some state newsletters. Actual usage has been extremely limited perhaps because of the extensive information sharing that goes on in the FINAID-L and DIRLOAN2 listservs. Despite the opportunities that the listserv and web have provided, GAP is disappointed that the board and committees have not made better use of the technology to provide information and updates to the membership or to solicit comments and feedback concerning legislative/regulatory issues.

Recommendations:

- *Committee chairs and officers should be expected to provide periodic updates to the listserv and web about relevant activities.*
- *The President should identify individual(s) to provide assistance and advice regarding electronic communication within SASFAA.*
- *Consider the feasibility of automatically adding all SASFAA members to the SASFAA listserv with the clarification to each member that (s)he can unsubscribe if (s)he does not choose to belong to the list.*

GOAL: Apprise members of legislative issues affecting the profession, educate members of alternative approaches, encourage involvement on issues and advocate positions when reasonable consensus exists.

As a professional association, SASFAA has the responsibility to inform members of legislative issues affecting the operation or administration of student financial aid and the delivery of funds to students attending postsecondary institutions. In fulfilling its communication responsibility to the membership, SASFAA should outline and delineate alternative approaches for addressing the issues and concerns affecting the student financial aid profession. Whenever reasonable consensus exists on issues (e.g. support for federal work study or federal grant programs), the association has the responsibility to advocate support for these positions.

OBJECTIVES:

- Apprise members of legislative issues affecting the profession.
- Educate members of alternative approaches.
- Encourage involvement on issues affecting the profession.
- Advocate positions when a reasonable consensus exists.

Activities:

The Legislative Relations Committee included one individual from each state to act as a liaison with the states. Several messages about legislative concerns were posted to the SASFAA listserv. President Harrell provided testimony on behalf of the association at the NASFAA reauthorization hearing in Atlanta and President Harrell and several members of the Legislative Relations Committee testified on behalf of the association at the Department of Education reauthorization hearing in Atlanta. SASFAA was also represented by two members on NASFAA's reauthorization task force and had significant input into the development of the NASFAA reauthorization recommendations. Numerous federal and reauthorization interest sessions were offered at the annual conference and updates on legislative and regulatory issues by the federal relations, lender liaison and state agency liaison were included in several issues of the SASFAA newsletter.

Assessment:

SASFAA has been very ably represented by President Harrell both at the NASFAA Board of Directors and the NASFAA/ED hearings. However, GAP believes that the association has not made adequate use of the technologies available to keep the membership apprised of issues or the SASFAA positions on these issues.

Recommendations:

- *The association should actively solicit member involvement in legislative/regulatory activities and should make extensive use of the website and listserv to keep members apprised of issues and to seek input in formulating SASFAA positions. In addition, the president and legislative relations committee should be proactive in using the web and listserv to alert members to legislative/regulatory issues, solicit input in developing formal SASFAA responses and should promptly post copies of all SASFAA NPRM comments, letters and testimony to the list and web. The newsletter editor should investigate ways to use the newsletter to foster issue-oriented discussions.*
- *Maximize the dissemination of information through each state legislative relations representative and actively solicit input/ advice/opinions of states to the association through that link.*

PROFESSIONAL DEVELOPMENT

GOAL: Provide for the professional growth and competencies of members by offering workshops, seminars, meetings and other training opportunities to meet the needs of the membership.

Professional development can be considered the heart of any professional association. The impetus for the initial organization of such a group relates to the common interests of a number of people, combined with a common desire to improve professional skills. SASFAA addresses this goal by continuous assessment of professional development needs and by offering annual meetings, workshops, and other training opportunities.

OBJECTIVES:

- Determine the training/professional development needs of members, recognizing categorical distinctions among members such as experience, institutional type, and level of responsibility.
- Improve and enhance the annual conference on the basis of systematic reviews and evaluation of previous conferences, as well as current needs of members.
- Present programs and sessions possessing both vitality and relevance for all members.
- Provide a diversity of topics recognizing both the need for regulatory and technical knowledge, as well as the need for skills in management and human relations.
- Provide open forum opportunities to accommodate timely topics not considered when the program was planned;
- Recognize and encourage the development of informal "networking" strategies for sharing information and locating job opportunities.
- Encourage the presentation of worthy and thought-provoking papers by members.
- Recognize and provide opportunities for pre- and post-conference training and recreational activities.
- Continue to provide an annual, intensive training workshop designed to provide new aid administrators the basic framework of knowledge needed to administer student financial assistance programs.
- Encourage participation in professional development activities by experienced members who represent the diversity of the membership and are capable of motivating and teaching others.
- In cooperation with other organizations such as the National Association of Student Financial Aid Administrators and the Department of Education, maintain a core curriculum with revisions and updates as necessary.
- Provide training sites which are geographically accessible, financially feasible, and educationally enhancing.
- Offer periodic opportunities for experienced aid administrators to grow in leadership, management, and other advanced functions of aid administration.
- Offer advanced training programs and seminars for experienced members on unique topics related to financial aid administration after considering whether such activities are geographically accessible, financially feasible, and educationally enhancing.
- Provide special attention to new technologies as both an object of training efforts and as a vehicle for presenting other topics for training, discussion, and advancement.

Activities:

The SASFAA annual conference offered a broad range of sessions for all experience levels and sectors, and included numerous sessions about technology as well as federal updates, personal growth and development, and management issues. Networking was fostered through state meeting sessions, roundtables for like-type institutions, a new aid administrator pre-conference workshop and informal networking through social activities. The curriculum and social activities planned for the upcoming new aid administrators workshop offer similar opportunities. Evaluations received from prior year conferences and workshops were used to improve the interest sessions and curriculum for this year's training activities. The Professional Development Committee solicited additional input by sending out surveys six months after the new aid administrator's workshop ended to all 1996 participants to obtain a time-elapsd assessment of their workshop experience. The Professional Development Committee also included a training needs survey in the conference packets to solicit information about members training needs.

Assessment:

SASFAA continues to do an outstanding job in developing strong conference programs and providing new aid administrator training. The sites of Greensboro, NC for the annual conference and Jackson, MS for the new aid workshop were centrally located, easy to get to and reasonably priced. GAP commends the Professional Development Committee for its use of surveys to solicit member training needs and the

effectiveness of SASFAA's activities in this area.

Recommendations:

- *Consider the feasibility and interest in offering an experienced aid administrator management seminar/symposium in 1998-99.*
- *Site selection for the summer workshop should be addressed no less than 18 months in advance. The incoming vice president should begin soliciting potential sites as soon as possible after his/her election with the objective of having a recommendation by the first board meeting of the year.*
- *The Budget Committee should review anticipated vendor/sponsor support including the assessment of fees/advertising and monetary distinctions for vendor, sponsor and patron status and determine if a back-up plan is necessary in anticipation of potential loss of sponsorship support.*
- *The Executive Board and committee chairs should take a more active role in participating in the SASFAA and state listserves and provide timely and informative updates for the SASFAA website.*

FINANCES

GOAL: Provide for and ensure the future financial stability of the association through careful and regular planning and evaluation.

OBJECTIVES:

- Determine the appropriateness of fees assessed for dues, the annual conference, workshops and ancillary services including vendors, at least once every five years.
- Provide for the establishment, maintenance, investment, and monitoring of a sufficient associational reserve fund.
- Review routinely all risks and liabilities affecting cash management and contractual obligations.
- Determine the appropriate cash balance to be brought forward annually.

Activities:

President Harrell appointed a Financial Management/Long Range Planning Task Force to address this goal and its objectives. This task force presented its report the executive board for approval at the February 1997 board meeting, four months ahead of schedule. The Budget Committee continued to provide guidance and oversight of the treasurer's activities and conducted a cash audit at the conference. A fiscal audit will be conducted at the close of this fiscal year. Proposed hotel contracts were reviewed by the site selection chair, the treasurer and the president to ensure that SASFAA's potential contractual liabilities are kept to a minimum. The current SASFAA reserve fund is 50% of the budget.

Assessment:

GAP commends President Harrell for appointing a task force to address these issues. GAP also commends the task force for its thorough and timely report, the Guide to Financial Management that the task force developed. This document directly addresses objectives two through four of this goal. All objectives except #1 were addressed.

Recommendations:

- *The Guide to Financial Management should be considered a "core" document of the association and should*

be reviewed and updated at least once every five years.

ASSESSMENT OF 1995-96 LONG RANGE PLANNING COMMITTEE RECOMMENDATIONS

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Organizational Structure Recommendations

• Whenever possible, the president/president-elect should consider the use of short-term task forces/ad hoc committees whose charter ceases when the task is completed. These chairs would attend an executive board meeting on an as-needed basis.

Comments:

Two task forces were created in 1996-97, the Long Range Planning Financial Management/Operations Task Force which completed its activities in June 1997 and the Policy and Procedures Manual Task Force which was created in January 1997 and is scheduled to complete its work in February 1998.

• A committee chair should not serve for longer than three consecutive years in the same position (does not count years served as a member).

Comments:

Only one committee chair has served longer than three years and that individual is scheduled to step down from that position in 1997-98.

• A member should not serve for longer than three consecutive years on the same committee (does not count years served as chair).

Comments:

GAP has insufficient information to evaluate the status of this recommendation.

• The SASFAA Board should evaluate the feasibility of creating the position of vice president-elect. This individual would serve the first year as assistant to the vice president, attend professional development meetings and help plan and attend the annual new aid administrators' workshop. During the term a vice president-elect, the individual would not serve as a member of the SASFAA Executive Board.

Comments:

Not addressed.

• The secretary or a task force should be assigned to obtain policies and procedures from state associations in the SASFAA region, as well as from other regional associations to identify area of potential weaknesses in SASFAA's policies and procedures.

Comments:

A task force was created to address this issue.

Communication Recommendations

Newsletter:

• Include the president-elect's summaries of NASFAA board discussions

Comments:

A summary of the November Board of Directors meeting was included in the winter edition of newsletter. The April BOD meeting report is scheduled to be included in the summer newsletter.

- Include reports from SASFAA members serving on NASFAA committees.

Comments:

Not addressed.

- Continue to include reports from SASFAA committees and agency liaisons.

Comments:

These reports are included in each edition of the newsletter.

- Include highlights of SASFAA Executive Board meetings.

Comments:

Approved board meeting minutes are posted to the website but have not been included in the newsletter.

- Publish a calendar of meeting, report due dates, deadlines, and other special dates.

Comments:

An abbreviated calendar is included in the newsletter but a more extensive, timely calendar is posted to the website and updated frequently.

- Initiate a "letters to the editor" section to provide members with an opportunity to voice their concerns.

Comments:

Not addressed.

- Include state reports.

Comments:

These reports were included in each edition of the newsletter.

Directory

- Ensure the directory contains a membership listing that is as current and practical as possible.

Comments:

Too soon to make an assessment but according to the membership chair the directory is on schedule to be printed in June 1997. The prior year's directory was not delivered until November.

- Ensure that each listing includes the name, title, address, telephone number, fax number and e-mail address.

Include area(s) of responsibility if practicable.

Comments:

Too soon to make an assessment but all of the above information with the exception of areas of responsibility are maintained in the SASFAA database and are scheduled to be included in the next edition of the directory.

- Continue to provide sectional listings that effectively meet the needs of the membership.

Comments:

Too soon to make an assessment since this report is written in advance of the printing of the membership directory.

- Periodically assess the need to add other listings to address the networking needs of other membership sectors of the association such as institutional type, ethnicity, etc.

Comments:

Not addressed.

- Continue to provide additional information currently included in the directory, i.e., members of the SASFAA Executive Board, committee chairs, liaisons, state association presidents, the SASFAA by-laws, previous SASFAA presidents, honorary members, and distinguished service award recipients.

Comments:

Too soon to make an assessment since this report is written in advance of the printing of the membership directory. This information was included in the most recently printed directory.

Bulletins:

- Assess the need for this type of written notice when the same information can be transmitted electronically to all constituencies affected by the communications.

Comments:

Not applicable. No bulletins were sent in 1996-97.

- Establish criteria to be followed in determining whether or not a bulletin should or must be distributed to the membership in addition to the SASFAA newsletter.

Comments:

Not applicable.

- Determine whose responsibility it is to compile, print, and distribute a bulletin separate and distinct from the SASFAA newsletter.

Comments:

Not applicable.

- Consider restricting distribution to the affected target group(s), e.g., lenders, proprietary school representatives, public school representatives, etc.

Comments:

Not applicable.

Guides and Brochures:

- Ensure such publications meet the needs, requirements, and interests of the membership.

Comments:

Not applicable. No guides or brochures were created in 1996-97.

- Determine if any such publications are of sufficient proprietary interest to warrant sponsorship of the material by outside vendors.

Comments:

Not applicable.

- Ensure the contents of all such publications are copyrighted so the material compiled by association members can be utilized by all association members free of copyright costs.

Comments:

Not applicable.

- Ensure the SASFAA Executive Board evaluates the cost/benefit aspects of each publication and endorses its compilation, preparation, and distribution.

Comments:

Not applicable.

Other Publications:

- Ensure such publications meet the needs, requirements, and interests of the membership.

Comments:

No special publications were created in 1996-97. However, the pre-conference materials, conference program and new aid administrator workshop registration materials all appear to comply with this recommendation.

- Determine if any such publications are sufficient proprietary interest to warrant sponsorship of the material by outside vendors.

Comments:

Vendor support was provided to help offset the cost of the conference program.

- Determine if the contents of such publications should be copyrighted so the material can be utilized by and accessible to all association members free of copyright costs.

Comments:

Not applicable.

- Ensure the SASFAA Executive Board evaluates the cost/benefit aspects of each publication and endorses its compilation, preparation, and distribution.

Comments:

Not applicable.

Professional Development Recommendations

- Conduct periodic surveys of the membership to determine areas of concern and perceived strengths and weaknesses of the association.

Comments:

Not addressed.

- Conduct on-going surveys to evaluate all professional development activities offered by the association.

Comments:

Conference and new aid administrator workshop evaluations were created for use in improving the subsequent years activities.

- Establish a procedure to assure that evaluation results are used in planning subsequent professional development activities.

Comments:

Prior year evaluations are used as a basis for developing the subsequent years program, and, improve site selection and physical facilities.

- In addition to on-site evaluation, solicit "time-elapsed" evaluations approximately six months after each training workshop.

Comments:

The professional development committee followed up with 1996 new aid administrator participants six months after the workshop.

Finance

- Review vendor fees of the other regional associations and the states within SASFAA to determine the

appropriateness of SASFAA's fees.

Comments:

Not addressed.

- Adopt an official policy to raise the reserve fund to 50 per cent of the annual operating expenses.

Comments:

Included as part of the [Guide to Financial Management](#).

- Develop and recommend an investment strategy for the association's reserve fund.

Comments:

Included as part of the [Guide to Financial Management](#).

- Develop a projected 5-year budget plan and update it annually.

Comments:

Not addressed.

- Review periodically the association's necessary fidelity bonding levels and other associational liability issues.

Comments:

Not addressed

1996-97 Governance and Planning Committee

Karen Fooks, University of Florida (Chair)

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Mary Givhan, Mississippi College

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