

1997-98 Governance and Planning Committee Evaluation of Compliance with SASFAA Long Range Plan

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:

Under the leadership of Bill Wall, the SASFAA Policy and Procedure Manual Committee reviewed the terms and responsibilities for all elected officers and state presidents(as well as standing committees, other committees, committee chairs, and liaisons to the Board). The results of this assessment are contained in the committee's report, which has recently been released.

The Nominations & Elections committee, chaired by Past President Joel Harrell was able to identify a slate of candidates that were acceptable to the membership as well as provide opportunities for new leadership.

Assessment:

President Mowbray and the Policy and Procedure Manual committee is to be commended for the thorough and detailed review of the terms and responsibilities of the elected officers. This review will enable the association to function in a more effective manner as well as provide opportunities for new leadership within the association.

Recommendations:

None

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/liaison 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 Mowbray appointed eight committee chairs (budget, conference, legislative relations, membership, newsletter, site selection, communications, and sponsorship), six liaisons (lender, guaranty/state agencies, foundation, and three U. S. Department of Education representatives) and one task force chair (policy and procedure). All committee chairs were invited to attend all four executive board meetings. Of the three U. S. Department of Education representatives, only one was invited to each of the four meetings. Of the eleven positions open to the president, six of these individuals did not serve in some capacity as a board member/committee chair in the previous year. Two of these individuals had never previously served on the board or as a committee chair. Committee chairs and liaisons represented seven of the nine SASFAA states, and included representatives from all sectors except proprietary/vocational-technical. Eleven individuals were white. There were five males and six females.

Assessment:

The number of committee chairs/task forces/liaisons appears to be reasonable and prudent given the associations positive financial position. Attendance of all committee chairs at all meetings is reasonable when balanced against the cost need to foster future leadership. There is generally a good representation by sector and state and a good mix of new and returning individuals.

Recommendations:

- *The new position of Communications Chair appears to have provided a welcomed and much needed service for the association. It is recommended that this position be continued for future years. Efforts should continue to identify promising individuals who have not previously served on a SASFAA board or as a committee chair and to encourage minority participation. GAP also encourages proactive efforts to seek out and encourage proprietary/vocational-technical school participation.*
- *The GAP committee recommends a review of the Foundation Liaison position to bring it more in line with it's associational responsibilities. Given the corporate and archivist responsibilities, it may be prudent to structure this differently.*

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 twelve 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, communications, policy and procedures task force), one had one member with the remainder having two or more members. Conference and Legislative Relations have one representative from each state. Professional Development has representation from six states.

Assessment:

As of the May 22 treasurer's report, all committees were well under budget or generated revenues in excess of expenditures. The Management Institute Task Force was the only exception with a projected deficit of \$3,180.45.

Recommendations:

None

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:

The membership committee mailed membership forms and letter of solicitation to institutions listed in the Title IV code book that did not have a current (1996-97 or 1997-98) member. In addition, membership solicitation letters were mailed to 1996-97 members on 7/31/97 and on 8/1/97. Additional solicitation letters were mailed to potential new members in August and September, 1997. Significant work was done on the membership database, which ensures that records are maintained in a secure location. Backup diskettes were made after each update of the membership database.

Assessment:

The GAP committee commends Membership Chair Rosemary Stelma for the excellent work that was done in the solicitation of new members. Forty-seven (47) new members were gained based on using the Title IV codebook to identify institutions who had no SASFAA members. The procedures that are now used for maintaining and backing up the membership database also ensures for a smooth transition of this data to the treasurer and other committees and provides a stable, compatible, and secure environment.

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:

The SASFAA Policy and Procedure Manual Task Force has recently completed an eighteen month review of the current SASFAA Policy and Procedure Manual. This task force, which was chaired by William Wall, has recently distributed a copy of this revised document which will be acted upon by the SASFAA board at its June 1998 end of year meeting.

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Assessment:

The Governance and Planning Committee would like to commend President Mowbray, Chairperson Wall, and the entire task force for the diligent work and commitment that was made toward the completion of this project. The GAP committee has performed a cursory review of this document and it is evident that a tremendous amount of work has been done toward the completion of the items that were listed in the Long-Range Plan.

Recommendations:

None

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:

SASFAA was represented at the NASFAA Board of Directors meeting by Joel Harrell, Past-President, Carol Mowbray, President, Susan Little, President-Elect, and three representatives at large (Willie Williams, Loretta Franklin, Crusie Lucero). In addition, Sherwin Hibbets served as a NASFAA Commission Director.

With the exception of proprietary/vocational-technical, all sectors were well represented on SASFAA committees. There was strong attendance by all sectors at the annual conference and the conference program was designed to offer interest sessions for all sectors, job and experience levels. With the addition of the Communications committee, the SASFAA internet listserv and website were greatly expanded and used frequently to provide information regarding the annual conference, training

opportunities, and the new aid officers workshop.

The President and President-Elect represented SASFAA at one or more conferences in every state.

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Assessment:

There appears to be adequate opportunities for all sectors to participate in SASFAA activities. Since membership is individual, all members have access to all activities and benefits without regard to type or size of the institution. The expansion and management of the SASFAA listserv and website have greatly increased the opportunity for members to have more information regarding the activities of the association in a more timely fashion. SASFAA continued its representation of having strong and effective leadership at the state and national level.

Recommendations:

Efforts should continue to increase participation in the SASFAA listserv 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:

The Communications Committee expanded the creation and use of listserves for several SASFAA committees including conference committee, executive board, legislative relations committee and the Policy and Procedure Task Force. The Conference Committee, in particular, made extensive use of the listserv to stay on task, meet deadlines, share drafts etc. The legislative relations committee used the listserv to share updates, federal advisories and calls to action. The information on the SASFAA website was expanded considerably to include periodic committee updates, periodic account statements from the Treasurer, expanded information about the annual conference and new aid administrator's workshop. In addition, forms such as conference registration are now available in pdf format to download and print out. Some forms, notably the volunteer form, can also be completed on-line and the information emailed directly to the recipient. As of April 13, the SASFAA website has seen 3,146 "hits" since October.

Assessment:

President Carol Mowbray and Communications Chair Karen Fooks are to be commended for their efforts in the formulation and implementation of the SASFAA Communications Committee. Significant strides were made this year in moving the association to a more timely and effective medium for the communicating of information to the membership. While participation is still not at the desired levels, several committees, along with the executive board, have started taking advantage of the opportunities that are afforded through this activity.

Recommendations:

- *Serious consideration should be given to moving the SASFAA Newsletter to an Internet environment (Website). It is GAP's opinion that this will increase the flow of timely and relevant information as well as reduce cost for the association.*
- *All SASFAA members should be automatically added to the SASFAA listserv with the opportunity to unsubscribe should they desire.*

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 committee included one individual from each state to act as a liaison with the states. Several messages regarding legislative concerns were posted to the listserv. A state-by-state feedback network was implemented and several position papers were drafted. Committee members served as a focus group for NSLDS evaluation and explored numerous electronic initiatives (chat rooms, et cetera) with limited success. Past-President Joel Harrell served as Chair of the NASFAA Legislative Issues Task Force and provided testimony to a Senate Subcommittee regarding the reauthorization of the Higher Education Act of 1965 as amended. Elaine Neely-Eacona (GA) also represented SASFAA on the NASFAA task force. Several interest sessions were offered at the annual conference and updates on legislative and federal issues were also provided at each of the executive board meetings, on the SASFAA listserv and the newsletter.

Assessment:

SASFAA has been adequately represented by the Legislative Relations Committee and other officers and members.

Recommendations:

None

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 meetings, 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 the year's training activities.

Assessment:

SASFAA continues its tradition of providing excellent professional development activities for the membership. The one-day new aid officer pre-conference workshop was again successful with over forty participants. The annual conference in Nashville was very successful as well with over eight hundred attendees.

Recommendations:

- *Site selection for the summer workshop should take place at least two years in advance and the selection responsibility should be given to the SASFAA Site Selection Committee chair.*
- *A "buddy" or mentoring program should be re-established for new members who attend the annual conference.*

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:

All budget deadlines were met, and as of April 15, the association remains within budget. Different investment strategies were analyzed, and it was decided that because the checking account earns such a high interest rate due to its non-profit status, certificates of deposit remain our best investment strategy. The budget chair receives a copy of the bank statement and Quicken database each month and continually monitors, along with the president and treasurer, the Association's assets. A cash audit as well as a checkbook audit were performed during the annual conference and receipts were balanced on a daily basis. An audit committee was formed and a review is in process of the association's audit procedures. Appropriate contracts were reviewed by the president, treasurer, and budget chair to insure that the contracts were in the association's best interest. It is anticipated that the reserve fund will be increased to equal approximately two-thirds of the operating budget.

Assessment:

President Mowbray, Treasurer Karen Gibson, and Budget Chair Ken Player are to be commended for the excellent manner in which the association's funds have been managed during this current year. As of May 22 the association's total funds in reserve equal \$279,993.58 with a current operating fund balance of \$100,503.73. The budget committee has also implemented many of the procedures outlined in The Guide to Financial Management.

Recommendations:

None

ASSESSMENT OF 1996-97 LONG RANGE PLANNING COMMITTEE RECOMMENDATIONS

Organizational Structure Recommendations

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

Comments:

Three of the current committee chairs have not previously served on a SASFAA board. The GAP committee is not aware of efforts to encourage more participation by minorities or individuals from the proprietary/vocational-technical sector.

Committees 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.

Comments:

Several of the SASFAA committees established and frequently used listservs during the current year. (Conference, Legislative Relations, Policy and Procedure Task Force, Summer Workshop staff). President Mowbray is to be commended for implementing a structured format for all annual reports. The GAP Committee found this document to be extremely helpful in conducting an assessment of associational activities.

Policy and Procedures 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.

Comments:

The GAP committee has made one minor correction to the initially approved long-range plan and that correction has been incorporated into the current document for the 1997-98 year. The committee has made this revised document available on the SASFAA web page and has established procedures for additional revisions. In addition, a master copy of the document will be placed on file with the association's archivist (Pickett & Hatcher). The committee has also adopted the 1996-97 assessment format as the official format to be used in conducting their annual assessment of the association's compliance with the long-range plan.

Communication Recommendations

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

Comments:

While the GAP committee acknowledges the significant expansion of the listserv and website, it saw no evidence of proactive efforts to increase member use of these instruments. The committee recommends comprehensive public relations efforts to involve more members.

- Committee chairs and officers should be expected to provide periodic updates to the listserv and web about relevant activities.

Comments:

GAP commends President Mowbray for strongly encouraging all officers and committees chairs to provide updates to the listserv and web. Several committees and officers did avail themselves to this tool.

- The President should identify individual(s) to provide assistance and advice regarding electronic communications

within SASFAA

Comments:

President Mowbray established a SASFAA communications committee, which was charged with this responsibility.

- 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.

Comments:

The GAP committee was not able to determine if actions had been taken with regard to this item.

- 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.

Comments:

The SASFAA listserv and website were used extensively to accomplish these recommendations.

- Maximize the dissemination of information through each state legislative relation's representative and actively solicit input/advice/opinions of states to the association through that link.

Comments:

The GAP committee was not able to determine if this recommendation had been carried out.

Professional Development Recommendations

- Consider the feasibility and interest in offering an experienced aid administrator management seminar/symposium in 1998-98

Comments:

A SASFAA sponsored Management Institute has been planned and will be held in December 1998 in Williamsburg, VA.

- 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.

Comments:

The GAP committee was unable to determine if this recommendation had been addressed.

- 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.

Comments:

Not addressed

- 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.

Comments:

Thanks to the efforts of President Mowbray and Communications Chair Fooks, GAP did observe a significant increase in the number of committee chairs who actively used the listserv and website to provide information to the membership.

Finance

- 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.

Comments:

As evidenced by the Budget Committee report, The Guide to Financial Management has become a "core" document that serves this committee and the Treasurer effectively.

1997-98 Governance and Planning Committee

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