

SASFAA LONG RANGE-PLAN 1999-2000 Governance and Planning Committee Assessment

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ORGANIZATIONAL STRUCTURE

EXECUTIVE BOARD

GOAL: Ensure that the terms of office for elected officers are 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:

In June, 1999 the SASFAA Board approved the final Treasurer Task Force Report for implementation in the 1999-00 year. This resulted in significant changes in the responsibilities of the office of treasurer, membership committee chair and conference committee chair. Responsibilities which had been handled by the treasurer have now been re-assigned to others where they more logically belong. This has required much work on the part of all involved and has resulted in a greatly improved operation of the treasurer's responsibilities.

The nominations and election committee was asked to review the advisability of having a position of treasurer-elect become part of the SASFAA structure. After significant discussion by the committee and also the Board it was recommended that no change be made. The work accomplished by the Treasurer Task Force should have removed the need for a treasurer-elect position.

The nominations and election committee provided a slate of officers from six states, three sectors, half male and female, and one minority candidate.

The state president's group developed potential SASFAA leadership in their states and on their committees by actively involving their memberships in SASFAA activities, encouraging nominations for the elected officers' positions, encouraging volunteerism and chairing committees.

The GAP committee reviewed the terms and composition of the officers. In view of the fact that the only officers' positions discussed for possible change in the past two years are those of treasurer and

VP for professional development (both issues were tabled without approval), the GAP committee feels no action is needed for any position.

ASSESSMENT:

The GAP Committee commends the Treasurer Task Force and the entire Board for the careful attention to detail which they put into the approval and implementation of the Task Force Report.

RECOMMENDATIONS:

SASF AA should actively solicit nominations from minority members. This process should be a year long one, not just beginning a few weeks before the work of the nominations and elections is to take place.

SASF AA should consider sending all newly elected officers to the NASF AA Leadership Training activity in March of each year. If we are going to expect quality leadership from our officers, it should be important to provide as much training as is available. By sharing rooms costs could be kept to a reasonable level.

SASF AA should always provide the newly completed Operations Schedule to each individual who is considering running for office or assuming the chairmanship of a committee. For elected officers, consideration should be given to printing actually printing in the summer Newsletter the responsibilities for review by all who are considering running for office. This will allow for individuals to have time to consider exactly what is being expected of them.

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:

President Givhan appointed eight committee chairs (communication, conference, finance and audit, legislative relations, membership, newsletter editor, sponsorship, and site selection) and four agency liaisons (foundation, state agencies, lending agencies, and U.S. Department of Education) and one task force (historian). Other committees are under the purview of the elected officers (by-laws, nominations and elections, awards, governance and planning). U.S. Department of Education representatives rotated their attendance so that one representative could attend each of the board meetings.

Of the twelve positions open to the president, five of the individuals appointed did not serve in the

same capacity as a board member/committee chair in the previous year (conference, membership, finance and audit, legislative relations and lending agency liaison). Each committee chair was invited to attend all four board of directors meetings.

Committee chairs and liaisons represented seven of the nine member states and the U.S. Department of Education liaison represented two of the three SASFAA federal regions. Sectors represented were four year public (4); four year private (3); lender/guarantor (4); and, foundation (1); community college and proprietary (0).

Make up of the committee chairs and agency liaisons was: 10 Caucasians, two African Americans, seven males and five females.

ASSESSMENT:

President Givhan again used the option of special appointments to accomplish specific tasks for the association. The work of the Historian rather than naming a standing committee allows this important task to be accomplished at minimal cost while insuring a quality product.

The president elect has done a fine job of reviewing the recommendation from last year's GAP committee as it pertains to the length of time individuals have been asked to serve in the same capacity. New committee chairs have been appointed as needed to insure that long-serving committee chairs get a well-deserved break from SASFAA responsibilities.

RECOMMENDATIONS:

Recommendations were made both in the 1997-98 and 1998-99 GAP reviews concerning the foundation representative on the Board. Those recommendations should be reviewed with consideration given to not requiring the representative to attend every Board meeting. It is an important position, but the cost of attending is borne by the Foundation. Attending the annual conference Board meeting or the summer and February meetings might be a better use of resources.

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 the 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, makes 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 each committee provides a written annual summary of its activities so this information may be included in the president's annual report.

ACTIVITIES:

President Givhan appointed eight committees that are not determined by the by-laws of the association and four liaisons. Committee composition for communications and site selection consisted solely of the committee chair. Finance and audit, membership, newsletter and sponsorship had members who were selected based on prior experience with the committee's activities and/or relationship with another committee (i.e. sponsorship and conference committee), or submission of a volunteer form indicating interest in the work of the committee.

Professional development had representation from all states. Ex officio members and lender assistants are not included as members of the committee. All sectors except for proprietary schools were represented in the instructional staff.

Conference committee included representation from all states.

The legislative relations and lender liaison committee reports had not been received at the time of this report; therefore, no information is available on them.

It is evident that every effort was made to hold meetings in conjunction with other meetings, or by telephone or e-mail. Nominations and elections held their meeting in conjunction with a conference committee meeting. The GAP committee met in conjunction with the GASFAA meeting which held down travel costs for two of the five members. Other committees met in conjunction with the annual conference in Biloxi.

Many committees used web site list serves as their main way of communicating. This involved assistance from the communications chair and worked quite well. The newsletter editor used this as the primary means of communicating with the editorial board.

Also, state presidents used a web site list serve as their main means of communicating.

ASSESSMENT:

All committees and officers are to be commended for their extensive use of list serves when communicating with their fellow workers. This has allowed for timely, accurate and complete correspondence.

The finance and audit committee should be commended for their extensive review of the 1998-99 financial records. Their report provided more detail than SASFAA has received in recent memory in an annual audit.

It is evident that many of the officers and committee chairs made a careful review of the previous GAP committee reports and recommendations. This close attention to detail is obvious in their work for this year.

RECOMMENDATIONS:

The GAP Committee strongly recommends that all committees and officers be reminded regularly of the need to provide an on-time annual report in the same consistent format that is provided at the beginning of the year by the president.

The GAP committee strongly recommends that each one person committee be expanded to include more members. While not all members would travel in an official capacity, they could help to review site proposals, gather information that is needed for the web site, or provide information for the lender liaison to report back to the Board.

It is recommended that a review be made of the time commitment required of our communications chair with an emphasis on "sharing the wealth" of the workload.

It is recommended that the Treasurer's Operational Calendar should have added to it a specific note to provide a 4/15 budget report to the GAP committee chair for the annual review.

The GAP committee strongly recommends that the incoming president-elect (elected the at most recent annual meeting) be named as a member of this committee each year. It has been very helpful to the current new president-elect and the committee has found his insights helpful. This is the first place that any significant training on the activities of the Association can take place for the president-elect and has been extremely helpful.

MEMBERSHIP

GOAL: Ensure that the membership of the association represents the composition of the 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:

Results from the 1998-99 membership survey were distributed to the Board during this year. Lisa Tumer, 1998-99 membership chair did a fine job of preparing the survey and tabulating the results.

ASSESSMENT:

The 1999-00 membership chair, Melissa Ellyson, worked diligently with the treasurer to assume more of the membership responsibilities as required by the 1999 Treasurer Task Force adopted by the Board.

Membership chair Melissa Ellyson is to be strongly commended for her significant work in organizing the SASFAA membership records.

The most significant accomplishment of this committee was the complete overhaul of the SASFAA membership database. Conversion to Microsoft Access allowed for greater ease of transition to subsequent chairs by utilizing a software more universally recognized. Conference registration also reaped the benefits of this new software through the ease of tracking necessary information.

RECOMMENDATIONS:

With only 231 members who responded to the survey, consideration should be given to providing future surveys on the web with provisions made for electronic responses.

As a part of the approval of the new five-year plan (2001-2006) a review should be made of our membership categories and membership structure.

It is recommended that the president elect provide a volunteer form at the annual meeting, print it in the winter newsletter and make it available on the web site for maximum exposure to the members. This information should be compiled and kept for a period of three years so that members who repeatedly volunteer are the first ones considered for committee appointments.

It is recommended that a format be developed for consistent year-to-year reporting of members by state, institution types, and experience.

A membership brochure should be developed for dissemination to new members.

It is recommended that (as mentioned in the 1998-99 GAP review) that the membership committee identify non-member institutions and invite membership in SASFAA in a special mailing. This would be done in conjunction with the above recommended membership brochure.

POLICY 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 policy and procedure 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:

Secretary Guy Gibbs has worked at great length to provide a revised Policies and Procedures Manual for Board approval at the June transitional meeting. All committee chairs, liaisons and officers were asked to provide information for this project.

A two year project involving preparing an Operational Calendar for SASFAA officers and committee chairs has now been completed.

ASSESSMENT:

Secretary Gibbs is to be especially commended for following through on the complex task of completing the Operational Calendar for SASFAA. Without his attention to detail and perseverance which involved members of the Board for the past two years this document would not exist. A copy was presented at the April 2000 NASFAA Board of Directors meeting and all five other regional presidents-elect requested copies for reference in preparing a similar document in their regions.

RECOMMENDATIONS:

The Operational Calendar should be given to all SASFAA members who are considering running for office or assuming the chair responsibilities on one of our committees. It would also be helpful information to share with all committee members in order to provide a clear understanding of the work of the committee on which they will serve.

It is recommended that the first Board meeting of each year should be used to stress to all Board members that they will be responsible for updating their section of the Operational Calendar before the year is over.

As we approach the end of our current five year plan, it is recommended that the most recent Policy and Procedures Manual from the other five regional associations be reviewed. This would allow SASFAA to easily identify areas which might be addressed in our PPM.

COMMUNICATION/COLLABORATION

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

OBJECTIVES:

- Work with all sectors of the region's financial aid community to ensure representation and participation in 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 association 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 meetings by Susan Little, immediate past president, Mary Givhan, president, Bill Cox, president elect, and representative-at-large Cruzita Lucero. David Gelinias served as a NASFAA commission director. Several other SASFAA members served on a variety of NASFAA committees during the year. The president-elect provided a summary of the action items and information from the NASFAA Board of Governors to the members through the SASFAA Newsletter and on the SASFAA web site.

One of the SASFAA elected officers attended all state meetings. The nine state presidents met prior to each SASFAA Board meeting to exchange ideas and information. State presidents report they enjoyed open, frank discussions regarding methods of communication within each state, state association budget issues, and the development of state policies and procedures. They also shared names of speakers, presenters, and session topics.

During 1999-2000 South Carolina and North Carolina planned and held a joint spring conference at Springmaid Beach in SC in April 2000 with over 450 financial aid administrators in attendance.

President Givhan held an organizational meeting and planning session during the Transitional Board Meeting. President-elect Cox provided an opportunity for the presidents-elect of the nine states to meet during the annual SASFAA Conference in Biloxi, MS. President-elect Cox also held a planning meeting of 1999-2000 and 2000-2001 elected officers in Key West, FL in May. The Transitional Board Meeting will be June 9-10 in Florida.

President Givhan appointed a SASFAA History Task Force which began its work early in the year. Work continues on this project.

The Conference Committee chair, Kay Stroud, along with all members of this committee planned an annual conference with appeal to all sectors and experience levels.

ASSESSMENT:

The activities of the year have provided multiple opportunities for involvement and exchange of ideas among members. SASFAA continues to function with individual membership, allowing all members to have access to activities and benefits with out regard to type or size of institution. SASFAA membership is extended to all participants of the New Aid Officers Workshop for the following fiscal year so they may continue to learn about the services, programs and activities of the association.

SASFAA has indeed had strong representation and significant involvement at the state and national levels.

The GAP Committee commends President Givhan on her initiation of the SASFAA History Project.

The GAP Committee commends President Givhan on her organization of the SASFAA elected officers to attend the various state meetings, encouraging their leadership development and providing exposure to other state associations.

The GAP Committee commends the states of South Carolina and North Carolina in their pioneer work in overcoming the obvious barriers and differences to hold a successful joint conference.

RECOMMENDATIONS:

The GAP Committee recommends that the Annual Conference include time slots for special sessions designed to address issues and needs of the various sectors (4 year public, 2 year public, private , proprietary, agencies, and lenders.

The GAP Committee recommends that the president continue the process of designating the elected officers to attend the various state meetings in the region.

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

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 SASFAA web site has been redesigned and has been the source of information on significant activities for membership review and retrieval. Newsletters were provided with state information, committee reports, news of members' activities and accomplishments, and a variety of photos which serve to bring the organization closer. The newsletters were posted to the association's web site.

The conference committee, as well as other groups, made greater use of list serve features in their organizational work.

Annual reports from committees and officers will be made available for the membership on the web site.

ASSESSMENT:

While progress has been made in the use of electronic media, there is much potential for greater use of our current technology including both the web site and list serves.

Difficulties were prevalent in electronic interfaces among the Newsletter, Communications, and Membership Committees. Efforts are being made to resolve these issues.

The GAP Committee commends Karen Fooks for her diligence in maintaining the SASFAA web site and list serves and for her foresight in registering, not only sasfaa.org, but also sasfaa.com and sasfaa.net.

The GAP Committee commends Ann Hendrick in her role as editor of the SASFAA Newsletter for providing an attractive and functional publication for the membership.

RECOMMENDATIONS:

The GAP Committee recommends the development of a membership brochure outlining the benefits of membership, with a guide to the use of SASFAA electronic services.

The GAP Committee recommends that the president continue to strongly encourage more extensive use of the web site and list serves.

The GAP Committee recommends that committee chairs and officers be required to post their reports designed for Board meetings to the web site at least five (5) days in advance of the meeting for review by other Board members, committee chairs, and the membership. List serve notices should announce these postings to the membership with links to the reports.

The GAP Committee recommends that the full Conference agenda be posted to the web site as soon as possible each fall.

The GAP Committee recommends a dramatic increase in the usage of list serves to provide reminders, updates and information pertinent to SASFAA activities with links to all agendas, reports, and upcoming events.

The GAP Committee recommends the formation of a task force to explore the feasibility of outsourcing the web site development and maintenance.

The GAP Committee recommends a "meeting of the minds" regarding selection and usage of software which is workable for all concerned.

The GAP Committee recommends that the tasks of the Communications Committee expand to provide support in the enrollment of all SASFAA members on the list serve.

The GAP Committee recommends that the size of the Communications Committee be expanded to a size adequate to fulfill the aforementioned recommendation.

The GAP Committee recommends that in order to enhance the web site and increase awareness of the activities in sister states that each state be assigned a month in which to provide information, photos, and features from that state to share with the members.

The GAP Committee recommends that each committee be assigned a month in which to feature its activities on the web site for membership review.

The GAP Committee recommends that all surveys conducted in the future be web based.

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.

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 federal relations committee made use of the list serve and the web site to provide members with legislative information.

ASSESSMENT:

None.

RECOMMENDATIONS:

The GAP Committee recommends the review, revision (if necessary), and the re-printing of the SASFAA Legislative Guide for distribution at the upcoming Annual Conference.

The GAP Committee recommends more extensive usage of the list serve on a timely basis to apprise the membership of impending legislation issues affecting the profession.

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.

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 review 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-conference 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 advance functions of aid administrators.
 - Offer advanced training 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 Annual Conference provided a wide selection of topics and presentations for all levels of experience.

The New Aid Officers session provided a foundation from which to increase the competency of those in attendance. New attendees were identified and attempts were made to make them feel welcome.

SASFAA's annual New Aid Officers Workshop will be held June 18-23 at Furman University in Greenville, SC. The twelve instructors represent 8 states and 3 sectors.

ASSESSMENT:

The Association continues to emphasize technology and its impact on the financial aid professional.

The GAP Committee commends Kay Stroud, Conference Chair, and the other members of the Conference Committee for the inclusion of the PC Lab at the Annual Conference.

RECOMMENDATIONS:

The GAP Committee recommends that equipment which is requested by presenters at the Annual Conference be provided, even at the risk of an increase in the cost of registration fees.

The GAP Committee recommends the development of a Conference Committee Handbook, and that a task force composed of former conference chairs be established to write this guide.

The GAP Committee recommends that presenters provide session handouts for posting on the web for review and download by conference participants at least one week prior to the beginning of the conference.

The GAP Committee recommends investigating the feasibility of offering NASFAA decentralized training as a pre or post conference opportunity.

The GAP Committee recommends that during the 2000-01 year the determination of potential topics and location (with contracts signed for hotel accommodations to reserve optimum dates) for the next Management Institute be made.

The GAP Committee recommends a task force be established to determine the feasibility of including an intermediate track in the summer workshop.

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 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:

The committee initiated the process of evaluating the fee structure by assessing what other regional associations are charging in the way of membership dues.

Continued oversight of reserve accounts to determine when reinvestment was beneficial to the association to achieve higher yields on investments.

The finance and audit committee worked with the treasurer to evaluate the benefit of placing monies in a mutual fund to earn a higher rate of return on the association's assets than what could be achieved through traditional Certificates of Deposit.

The finance and audit committee conducted an audit of the prior year records, resulting in additional recommendations for cash management and financial oversight.

Cash balances were monitored for both the regular checking account and the mutual fund account to determine where additional funds could be invested in Certificates of Deposit that are fully insured.

A major task involved the revising of the SASFAA Guide to Financial Management and the Guidelines and Procedures for the Office of Treasurer.

ASSESSMENT:

The entire GAP committee strongly commends the work of the Finance and Audit Committee for the 1999-00 year. It is evident that much work has been done to clarify responsibilities of various officers and committee chairs as they pertain to financial matters. The work of this year's committee will benefit SASFAA for many years to come and it is acknowledged with great appreciation.

RECOMMENDATIONS:

The GAP Committee recommends that information be gathered on the feasibility of purchasing contingency insurance to protect SASFAA in the event an emergency cancellation of our annual meeting should be necessary.

It is recommended that the committee become the primary party responsible for conducting training at the first Board meeting of each for expenses filing and reimbursement standards and practices. Having the committee assume this role removes the treasurer from potential criticism and the unpleasant task of delivering what some may feel are 'unpleasant' requirements. It also serves to remind the Board about the responsibility of the committee to provide oversight of the financial activities of the Board.

The GAP committee strongly recommends that all members who request reimbursements for Association-related expenses be thoroughly impressed with the importance of following procedures which have been written and explained to them. It is impossible to manage the finances of a \$300,000 budget without full cooperation and care of those who are responsible for spending that money.

It is recommended that the Board approve a definite policy for inclusion in the Policies and Procedures Manual which details how used equipment should be disposed of when it is no longer of use to the Association.

It is recommended that an immediate review be made of the travel agency \$15 charge which is attached to all airline tickets booked for SASFAA to determine if another agency would charge a lesser amount, or even have no charge because of our ticket volume. This issue has been discussed for several years and should be researched and decided on one way or another.

Because the audit which was conducted this year was so successful, it is recommended that the practice of inviting an experienced treasurer from another region to participate in our audit be continued. It is obvious that the detail which went into this past year's audit is greater than we have ever experienced.

It is recommended that all Board members be reminded that all contracts should be submitted to the finance and audit committee chair for review before the president signs them to safeguard the Association and make recommendations to the president for approval.

APPENDIX

SUMMARY OF LONG RANGE PLANNING GAP COMMITTEE RECOMMENDATIONS

Legend:

95(95/96 Long Range Plan)
96(96/97 GAP Committee Evaluation)

97(97/98 GAP Committee Evaluation)
98(98/99 GAP Committee Evaluation)
99(99/00 GAP Committee Evaluation)

ORGANIZATIONAL STRUCTURE

- (95) 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 of vice president-elect, the individual would not serve as a member of the SASFAA Executive Board.
- (96) 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 proprietary/vocational-technical school participation.
- (97) No Recommendations
- (98) No Recommendations
- (99) SASFAA should actively solicit nominations from minority members. This process should be a year long one, not just beginning a few weeks before the work of the nominations and elections is to take place.
- (99) SASFAA should consider sending all newly elected officers to the NASFAA Leadership Training activity in March of each year. If we are going to expect quality leadership from our officers, it should be important to provide as much training as is available. By sharing rooms costs could be kept to a reasonable level.
- (99) SASFAA should always provide the newly completed Operations Schedule to each individual who is considering running for office or assuming the chairmanship of a committee. For elected officers, consideration should be given to printing actually printing in the summer Newsletter the responsibilities for review by all who are considering running for office. This will allow for individuals to have time to consider exactly what is being expected of them.
- (99) Recommendations were made both in the 1997-98 and 1998-99 GAP reviews concerning the foundation representative on the Board. Those recommendations should be reviewed with consideration given to not requiring the representative to attend every Board meeting. It is an important position, but the cost of attending is borne by the Foundation. Attending the annual conference Board meeting or the summer and February meetings might be a better use of resources.

COMMITTEES

- (95) 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.
- (95) A committee chair should not serve for longer than three consecutive years on the same position (does not count years served as a member).
- (95) A member should not serve for longer than three consecutive years on the same committee (does not count years served as chair).
- (96) Committee chairs should be encouraged to establish listservs for their committees to facilitate an inexpensive communications between committee members.
- (96) 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.
- (97) The new position of communications chair appears to have provided 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 the SASFAA Board or as a committee chair to encourage minority participation. GAP also encourages proactive efforts to seek out and encourage proprietary/vocational-technical school participation.
- (97) The GAP committee recommends a review of the foundation liaison position to bring it more in line with its association responsibilities. Given the corporate and archivist responsibilities. Given the corporate and archivist responsibilities, it may be prudent to structure this differently.
 - (98) The GAP committee supports the recommendation of the 97/98 GAP committee to review the position of foundation liaison to align it with SASFAA associational responsibilities, and in particular to address archiving documents and records.
 - (98) The GAP committee recommends review of the appointments of communications, site selection and state agency liaison to the long-range plan so that a chair does not serve for longer than three consecutive years in the same position.
 - (98) The GAP committee recommends that appointments reflect full member state and sector representation.
 - (98) The GAP committee recommends that strong consideration be given to outsourcing the technical development and maintenance of the web page with coordination of information and oversight assigned to the communications chair or newsletter editor.
 - (98) The GAP committee recommends that the membership of the conference committee be carefully reviewed to include sectoral and state membership reflective of the membership of SASFAA. In addition, the GAP committee recommends that the chair of the conference committee represent his or her state and that the future appointment for the conference chair represent his or her state to avoid duplication of state membership and promote fiscal responsibility.
 - (98) In order for the GAP committee to effectively assess committee activities, each committee chair, officer and liaison should submit a year-end report prior to the meeting of the GAP committee. In addition, a Budget Summary Report of expenses and revenues needs to be prepared through April 15 and provided to the committee. Legislative relations, lending and U.S. Department of Education reports were not available. The Budget Summary Report was dated February 12, 1999.
 - (98) The Gap committee recommends that all year-end reports be submitted in the same format. The format was provided by the president in the 1998-1999 Executive Board, Committee Chairperson, and Agency Liaisons Responsibilities on July 25, 1998.
 - (99) The GAP Committee strongly recommends that all committees and officers be reminded regularly of the need to provide an on-time annual report in the same consistent format that is provided at the beginning of the year by the president.
 - (99) The GAP committee strongly recommends that each one person committee be expanded to include more members. While not all members would travel in an official capacity, they could help to review site proposals, gather information that is needed for the web site, or provide information for the lender liaison to report back to the Board.
 - (99) It is recommended that a review be made of the time commitment required of our communications chair with an emphasis on "sharing the wealth" of the workload.
 - (99) It is recommended that the Treasurer's Operational Calendar should have added to it a specific note to provide a 4/15 budget report to the GAP committee chair for the annual review.
 - (99) The GAP committee strongly recommends that the incoming president-elect (elected the at most recent annual meeting) be named as a member of this committee each year. It has been very helpful to the current new president-elect and the committee has found his insights helpful. This is the first place that any significant training on the activities of the Association can take place for the president-elect and has been extremely helpful.

MEMBERSHIP

- (96) No recommendations
- (97) No recommendations
- (98) The GAP committee recommends that future year-end reports include a breakdown of membership by school type, state, experience levels, and status (i.e. paid, honorary and complimentary) and comparisons of these for the three most recent years.
- (98) The GAP committee recommends that SASFAA membership categorizations be thoughtfully considered by relevant committee chairs in light of the services and activities provided by SASFAA (i.e. professional development and conference).
- (98) The GAP committee recommends that every two years, the membership committee identify non-member institutions and invite membership in SASFAA. It is suggested that the membership committee develop a brochure highlighting the benefits of membership for such a mailing and also make it available on the web page. This should be undertaken in the 1999/2000 fiscal year.
- (98) According to the Long-Range Plan, membership surveys have been conducted in 1988/89, 1991/92, 1998/99. The GAP committee recommends that such survey be conducted at least every five years.
- (99) With only 231 members who responded to the survey, consideration should be given to providing future surveys on the web with provisions made for electronic responses.
- (99) As a part of the approval of the new five-year plan (2001-2006) a review should be made of our membership categories and membership structure.
- (99) It is recommended that the president elect provide a volunteer form at the annual meeting, print it in the winter newsletter and make it available on the web site for maximum exposure to the members. This information should be compiled and kept for a period of three years so that members who repeatedly volunteer are the first ones considered for committee appointments.
- (99) It is recommended that a format be developed for consistent year-to-year reporting of members by state, institution types, and experience.
- (99) A membership brochure should be developed for dissemination to new members.
- (99) It is recommended that (as mentioned in the 1998-99 GAP review) that the membership committee identify non-member institutions and invite membership in SASFAA in a special mailing. This would be done in conjunction with the above recommended membership brochure.

POLICIES AND PROCEDURES

- (96) 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.
- (97) No recommendations
- (98) The GAP committee recommends that the Financial Management Guide be revised to be consistent with the Policy and Procedure Manual. Ken Player, chair of the budget committee, recommends that the audit review procedures be analyzed further to maximize the association's ability to safeguard its assets at the least cost. The GAP committee recommends that the Financial Management Guide be rewritten in the same format and style as the Policy and Procedure Manual.
- (98) The GAP committee recommends that each committee/task force chair, agency liaison and officer be charged by the secretary annually with a review and update of the Policy and Procedure Manual as related to its activities.
- (99) The Operational Calendar should be given to all SASFAA members who are considering running for office or assuming the chair responsibilities on one of our committees. It would also be helpful information to share with all committee members in order to provide a clear understanding of the work of the committee on which they will serve.

- (99) It is recommended that the first Board meeting of each year should be used to stress to all Board members that they will be responsible for updating their section of the Operational Calendar before the year is over.
- (99) As we approach the end of our current five year plan, it is recommended that the most recent Policy and Procedures Manual from the other five regional associations be reviewed. This would allow SASFAA to easily identify areas which might be addressed in our PPM.

COMMUNICATIONS/COLLABORATIONS RECOMMENDATIONS

- (95) Newsletter: Include the president-elect's summaries of NASFAA Board Discussions; reports from SASFAA members serving on NASFAA committees; reports from SASFAA committees and agency liaisons; highlights of SASFAA executive board meetings; a calendar of meetings, report due dates, deadlines, and other special dates; state reports and a "letters to the editor" section to provide members with an opportunity to voice concerns.
- (95) Directory: Ensure the directory contains a membership listing that is as current and practical as possible. Ensure that it includes the name, title, address, telephone number, fax number and email address.
- (95) Guides and Brochures: 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. Determine if any such publications are of sufficient proprietary interest to warrant sponsorship of the material by outside vendors. Ensure such publications meet the needs, requirements, and interests of the membership. Ensure the SASFAA executive board evaluates the cost/benefit aspects of each publication and endorses its compilation, preparation and distribution.
- (95) Bulletins: Assess the need for this type of written notice when the same information can be transmitted electronically to all constituencies affected by the communication. 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. Determine whose responsibility it is to compile, print and distribute a bulletin separate and distinct from the SASFAA newsletter. Consider restricting distribution to affected target group(s), e.g. lenders, proprietary school representatives, public school representatives, etc.
- (96) Proactive efforts should be made to increase participation in the SASFAA listserv and usage of the web site.
- (96) Committee chairs and officers should be expected to provide periodic updates to the listserv and web about relevant activities.
- (96) The president should identify individuals(s) to provide assistance and advice regarding electronic communications within SASFAA.
- (96 & 97) Consider the feasibility of automatically adding all SASFAA members to the SASFAA listserv with the clarification of each member that he/she can unsubscribe if he/she does not choose to belong to the list.
- (96) The association should actively solicit member involvement in legislative/regulatory activities and should make extensive use of the web site 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 listserv and web. The newsletter editor should investigate ways to use the newsletter to foster issue-oriented discussions.
- (97) Efforts should continue to increase participation in the SASFAA listserv and usage of the website.
- (97) Serious consideration should be given to moving the SASFAA Newsletter to an Internet

environment (web site). It is GAP's opinion that this will increase the flow of timely and relevant information as well as reduce cost for the association.

- (98) The GAP committee recommends that the president, president-elect or a designee continue to attend SASFAA member state fall and spring conferences.
- (98) The GAP committee recommends that the communications chair establish a network with member-state web masters for exchanging information and ideas to enhance communications.
- (98) The GAP committee recommends that the president send a monthly reminder to all board members and representatives to the board to provide updates to the web master to keep the calendar current and to provide photographs of events.
- (98) The GAP committee recommends that the legislative relations chair increase the frequency of legislative and regulatory updates to members using the listserve.
- (98) The GAP committee recommends that consideration be given to contracting with a professional web design/site management firm to enhance the web site. Coordination of these activities could fall under the auspices of the communications chair.
- (98) The GAP committee recommends that the president continue to support the practice of the state presidents meeting prior to the SASFAA board meetings to encourage the exchange of information and ideas relevant to the state presidents.
- (98) The GAP committee recommends that the legislative relations committee be evaluated to determine the role, responsiveness and activities of the committee as it should function.
- (99) The GAP Committee recommends that the Annual Conference include time slots for special sessions designed to address issues and needs of the various sectors (4 year public, 2 year public, private, proprietary, agencies, and lenders).
- (99) The GAP Committee recommends that the president continue the process of designating the elected officers to attend the various state meetings in the region.
- (99) The GAP Committee recommends the development of a membership brochure outlining the benefits of membership, with a guide to the use of SASFAA electronic services.
- (99) The GAP Committee recommends that the president continue to strongly encourage more extensive use of the web site and list serves.
- (99) The GAP Committee recommends that committee chairs and officers be required to post their reports designed for Board meetings to the web site at least five (5) days in advance of the meeting for review by other Board members, committee chairs, and the membership. List serve notices should announce these postings to the membership with links to the reports.
- (99) The GAP Committee recommends that the full Conference agenda be posted to the web site as soon as possible each fall.
- (99) The GAP Committee recommends a dramatic increase in the usage of list serves to provide reminders, updates and information pertinent to SASFAA activities with links to all agendas, reports, and upcoming events.
- (99) The GAP Committee recommends the formation of a task force to explore the feasibility of outsourcing the web site development and maintenance.
- (99) The GAP Committee recommends a "meeting of the minds" regarding selection and usage of software which is workable for all concerned.
- (99) The GAP Committee recommends that the tasks of the Communications Committee expand to provide support in the enrollment of all SASFAA members on the list serve.
- (99) The GAP Committee recommends that the size of the Communications Committee be expanded to a size adequate to fulfill the aforementioned recommendation.
- (99) The GAP Committee recommends that in order to enhance the web site and increase awareness of the activities in sister states that each state be assigned a month in which to provide information, photos, and features from that state to share with the members.
- (99) The GAP Committee recommends that each committee be assigned a month in which to feature its activities on the web site for membership review.
- (99) The GAP Committee recommends that all surveys conducted in the future be web based.

- (99) The GAP Committee recommends the review, revision (if necessary), and the re-printing of the SASFAA Legislative Guide for distribution at the upcoming Annual Conference.
- (99) The GAP Committee recommends more extensive usage of the list serve on a timely basis to apprise the membership of impending legislation issues affecting the profession.

PROFESSIONAL DEVELOPMENT RECOMMENDATIONS

- (95) Conduct periodic surveys of the membership to determine areas of concern and perceived strengths and weaknesses of the association.
- (95) Conduct on-going surveys to evaluate all professional development activities offered by the association.
- (95) Establish a procedure to assure that evaluation results are used in planning and subsequent professional development activities.
- (95) In addition to on-site evaluations, solicit "time-elapsd" evaluations approximately six month after each training.
- (96) Consider the feasibility and interest in offering an experienced aid administrator management seminar/symposium in 1997-98.
- (96) Site selections 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.
- (96) Site selection for the summer workshop should take place at least two years in advance and the selection responsibility should be given to SASFAA Site Selection Committee chair.
- (96) 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.
- (96) The executive board and committee chairs should take a more active role in participating in the SASFAA and state list serves and provide timely and informative updates for the SASFAA web site.
- (97) A "buddy" or mentoring program should be re-established for new members who attend the annual conference.
- (98) Site selection for the new aid officers' workshop should take place two years in advance with the selection responsibility assigned to the site selection chair working in coordination with the outgoing vice president.
- (98) SASFAA should give strong consideration to providing decentralized NASFAA training within each state of the region. This could be offered at a lower cost to SASFAA members and promote membership in the association.
- (98) The GAP committee recommends that special interest topics/sessions be provided as part of a pre-conference offering.
- (98) The GAP committee recommends the identification of a topic for the next professional management institute by soliciting suggestions from the membership. The professional management seminars should be held at approximately three years intervals.
- (99) The GAP Committee recommends that equipment which is requested by presenters at the Annual Conference be provided, even at the risk of an increase in the cost of registration fees.
- (99) The GAP Committee recommends the development of a Conference Committee Handbook, and that a task force composed of former conference chairs be established to write this guide.
- (99) The GAP Committee recommends that presenters provide session handouts for posting on the web for review and download by conference participants at least one week prior to the beginning of the conference.
- (99) The GAP Committee recommends investigating the feasibility of offering NASFAA decentralized training as a pre or post conference opportunity.
- (99) The GAP Committee recommends that during the 2000-01 year the determination of potential

topics and location (with contracts signed for hotel accommodations to reserve optimum dates) for the next Management Institute be made.

- (99) The GAP Committee recommends a task force be established to determine the feasibility of including an intermediate track in the summer workshop.

FINANCES

- (95) Review vendor fees of the other regional associations and the states within SASFAA to determine the appropriateness of SASFAA's fees.
- (95) Adopt an official policy to raise the reserve fund to 50% of the annual operating expenses.
- (95) Develop a projected 5-year budget plan and update it annually.
- (95) Review periodically the association's necessary fidelity bonding levels and other associational liability issues.
- (96) 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.
- (97) No further recommendations
- (98) Since SASFAA is beginning the fourth year of the five year plan (ends June 30, 2001), The GAP committee recommends that a task force be established to review and update the Long Range Plan. The task force should be formed in the 1999-2000 fiscal year with an appropriate budget.
- (99) The GAP Committee recommends that information be gathered on the feasibility of purchasing contingency insurance to protect SASFAA in the event an emergency cancellation of our annual meeting should be necessary.
- (99) It is recommended that the committee become the primary party responsible for conducting training at the first Board meeting of each for expenses filing and reimbursement standards and practices. Having the committee assume this role removes the treasurer from potential criticism and the unpleasant task of delivering what some may feel are 'unpleasant' requirements. It also serves to remind the Board about the responsibility of the committee to provide oversight of the financial activities of the Board.
- (99) The GAP committee strongly recommends that all members who request reimbursements for Association-related expenses be thoroughly impressed with the importance of following procedures which have been written and explained to them. It is impossible to manage the finances of a \$300,000 budget without full cooperation and care of those who are responsible for spending that money.
- (99) It is recommended that the Board approve a definite policy for inclusion in the Policies and Procedures Manual which details how used equipment should be disposed of when it is no longer of use to the Association.
- (99) It is recommended that an immediate review be made of the travel agency \$15 charge which is attached to all airline tickets booked for SASFAA to determine if another agency would charge a lesser amount, or even have no charge because of our ticket volume. This issue has been discussed for several years and should be researched and decided on one way or another.
- (99) Because the audit which was conducted this year was so successful, it is recommended that the practice of inviting an experienced treasurer from another region to participate in our audit be continued. It is obvious that the detail which went into this past year's audit is greater than we have ever experienced.
- (99) It is recommended that all Board members be reminded that all contracts should be submitted to the finance and audit committee chair for review before the president signs them to safeguard the Association and make recommendations to the president for approval.

Susan D. Little, Chair (6/30/00)
Associate Director, Office of Student
Financial Aid
University of Georgia
220 Academic Building
Athens, GA 30604-6114
Phone # 706/542-6147
FAX # 706/542-8217
slittle@arches.uga.edu

Clark Aldridge (6/30/00)
Director of Financial Aid
Office of Student Financial
Services
University of Montevallo
Station 6050
Montevallo, AL 35115
Phone # 205/665-6050
FAX # 205/665-6047
aldridge@mail.montevallo.edu

Kitty McDonald (6/30/00)
Marketing Executive
edsouth
4642 Hancock Way
Lilburn, GA 30047
Phone #770/921-0074
FAX # 770/921-0074
kcmcdon@aol.com

Dyann Moses (6/30/01)
Director of Financial Aid
Mary Holmes College
P.O. Drawer 1257, HWY 50
West
West Point, MS 39773
Phone # 601/494-6820
FAX # 601/494-1881
finaid1@maryholmes.edu

Betty Whalen (6/30/01)
Director, Financial Resource
Center
Winthrop University
119 Tillman Hall
Rock Hill, SC 29733
Phone # 803/323-2189
FAX # 803/323-2557
whalenb@winthrop.edu

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