

**SASFAA LONG RANGE-PLAN
2000-2001 Governance and Planning Committee Assessment**

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.

Assessment:

The GAP committee commends the Executive Board for the continuation of the exemplary service provided to the association during the 2000-2001.

Activities:

The Nominations and Elections committee developed a slate of officers for the positions of president-elect, vice president and treasurer.

Recommendation:

The GAP committee recommends that SASFAA identify and aggressively pursue potential minority leaders. We further recommend that these individuals be invited to attend a leadership development session at the annual conference. Minority members who have served in leadership positions in SASFAA can be asked to lead this session, thus being used as role models and mentors for this group.

The GAP committee recommends that the Chair of the Nominations and Elections committee ensure, to the extent possible, that minorities are represented on the slate of officers.

The GAP committee recommends that the President continue his/her effort to ensure that each committee is composed of more than one member.

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 Cox appointed nine committee chairs (archives and research, audit and finance, conference, electronic services, legislative advocacy, membership, newsletter and site selection, sponsorship), one committee was served by co-chairs (diversity issues) and three agency liaisons (lending agencies, state agencies and U. S. Department of Education) and two task force (decentralize training and history). Other committees are under the purview of the elected officers (awards, by-laws, governance and planning, and nominations and elections).

Of the fifteen positions open to the president, thirteen of the individuals appointed did not serve in the same capacity as a board member/committee chair in the previous year (archives and research, audit and finance, conference, decentralized training, electronic services, legislative advocacy, lending agency liaison, newsletter and site selection, state agency liaison). Nine of these individuals have never previously served on the executive board or as a committee chair. Each committee chair was invited to attend all four executive board meetings.

Committee chairs and liaisons represented all nine SASFAA member states and the U. S. Department of Education liaison represented one of the three SASFAA regions. Sector representatives were four year public (4); four year private (5); community college (1); lender/guarantor (5) and proprietary (0).

Make up of committee chairs and agency liaisons were: twelve Caucasians, three African Americans, nine females and six males.

Assessment:

President Cox is to be commended for his review of prior GAP recommendations and actively addressing several of them during his administration. He is to be specially commended for his efforts in the advancement of Electronic Service initiatives, diversity concerns and reviewing the role of the foundation liaison and appointing the Archives and Research committee.

Vice President for Professional Development Rosemary Stelma is commended for revising and updating the *Guide for Conducting the Summer New Aid Officer's Workshop*.

Secretary Guy Gibbs is commended for his use of the SASFAA website in reporting Board activities after each Board meeting.

Recommendations:

To keep the membership abreast of the activities of the Board, the GAP committee recommends that a draft copy of the minutes be posted on the web site at least 30 days after each Board meeting. An announcement should be posted to the SASFAA listserv stating that minutes are available for review by the membership.

The GAP committee strongly agrees with President Cox's recommendation that more time and effort be put into legislative advocacy.

The President should continue to use his/her discretion regarding the attendance of committee chairs or special appointees at Board meetings in an effort to remain fiscally responsible.

The GAP committee recommends that state presidents continue to meet prior to the Board meeting in an effort to continue to provide support for each other.

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 the 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 Cox appointed twelve committees that are not determined by the by-laws of the association and three liaisons. Committee composition for Archives and Research, Membership, Newsletter and Site Selection consisted solely of the committee chair. Finance and Audit had members who were selected based on prior experience with the committee's activities or submission of a volunteer form indicating interest in the work of the committee.

The Professional Development committee had representation from all SASFAA member states. All sectors except proprietary schools were represented on the instructional staff.

The Conference committee had representation from all SASFAA member states.

Since the second board meeting was held in December, President Cox held a conference call to approve the slate of officers.

Assessment:

The GAP committee commends the officers, committee chairs, and liaisons for their work in advancing the goals of SASFAA. It is evident that these leaders have made great strides in the use of electronic means in conducting the business of the association.

Special commendations go to the Electronic Services committee for their effort in moving the SASFAA web site from a private host to a public host. We acknowledge that this was not an easy task and a lot of hard work, coordination and extra efforts went into making this possible.

Based on the recommendation of the 1999-2000 GAP committee, the president-elect attended the Governance and Planning meeting.

Recommendation:

The GAP committee recommends that each committee chair's annual report include the specific goal from the SASFAA Long Range Plan that relates to the committee's activities and the accomplishments for each goal.

The GAP committee recommends that the Archives and Research committee continue its effort in completing the task imaging and archiving the association's records. The board should identify how the records will be transferred to the Registered Agent. Minimum standards of what should be archived should be established with consideration given to the disposition of documents that are not archived.

In consideration of the current economy of each state in the SASFAA region, the GAP committee recommends that SASFAA continue to negotiate with potential sites for the best rates possible to make it possible for members to attend activities of the association.

The GAP committee recommends the Treasurer's Report as of 4/15 be provided to the GAP committee and that this activity is added to the Treasurer's Operational Calendar

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:

The annual membership drive was conducted entirely on the web site.

Assessment:

The GAP committee commends the membership chair Mellisa Ellyson for her use of the electronic process.

Recommendation:

The GAP committee recommends that a membership brochure be developed and distributed in by August 1.

The GAP committee recommends that membership trends over the last five years be reviewed to ascertain what direction our membership is going in an effort to forecast what future membership will be.

POLICY AND PROCEDURES

GOAL: Ensure that the bylaw and policies and procedures are accurate and complete, further the missions of the association, ensure fiscal integrity, and support the viability of the association.

OBJECTIVES:

- Establish a procedure to ensure that the bylaw and policies and procedures are accurate and complete and that the association is in compliance with these rules.
- Review the bylaw 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 will be responsible for reviewing and updating as appropriate, all other policies and procedures.
- Ensure that any recommendations for policy and procedure changes are 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:

No comments.

Assessment:

Secretary Guy Gibbs has continued his efforts in reviewing and updating the Policy and Procedures Manual. The document was forwarded to the Electronic Services committee to be posted on the SASFAA web site.

Recommendations:

No comments.

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 mentor ship opportunities for all sectors of the financial aid community.

Activities:

SASFAA was represented on the NASFAA Board of Directors by president, Bill Cox, past president, Mary Givhan, and president-elect, Clark Aldridge. In addition, Cruise Lucero serves as NASFAA Chair-Elect. Willie Williams served as Chair of the Finance Committee and Dave Gelinas serves as Representative-At-Large.

The President and President-Elect attended the state meeting of SASFAA member states. Through NASFAA's Interregional Visitation program, President Cox attended the SWASFAA Executive Board meeting. Pam Gilligan, President of EASFAA and Judy Finello, NASFAA Representative-At-Large attended the February board meeting and the annual conference.

The state presidents continue to meet prior to each Executive Board meeting to share ideas and provide support for each other.

President-Elected Clark Aldridge held the Elected Officers Retreat in Gulf Shore, Alabama on May 11-12, 2001.

President-Elect Aldridge held a state president-elect workshop at the annual conference in February. Past President Susan Little conducted this workshop.

Assessment:

Through the efforts of the conference committee, the professional development committee, the decentralized training committee and the diversity issues committee, many opportunities have been offered the membership in order for all sectors to participate in the activities of SASFAA. Since membership is individual, all members have access to SASFAA activities without regard to type or size of the institution.

Recommendations:

The GAP committee recommends that the state presidents continue to meet prior to each board meeting to encourage the exchange of information and ideas that would support each state's efforts.

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:

President Cox appointed an ad hoc committee to research the possibility of eliminating the paper newsletter and moving it exclusively to the website. Using such a format would greatly improve the timeliness of disseminating information to the membership.

Assessment:

The GAP committee commends the SASFAA Board for greater use of the website in communicating with SASFAA members.

In addition to the website, the Newsletter has also provided an avenue for members to keep abreast of SASFAA activities.

The GAP committee commends the Conference Committee of the wide use of the website in communicating conference activities to the membership.

The GAP committee commends the Electronic Services committee for SASFAA's advancements in the electronic media.

Recommendations:

The GAP committee recommends that the Board continue to explore additional usage of SASFAA's electronic medium, the website and listserv, for conducting business of the association and communicating with its members.

The GAP committee continues to recommend that an announcement be posted to the SASFAA listserv when committee reports have been posted to the SASFAA website.

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:

No comments.

Assessment:

No comments.

Recommendations:

With reauthorization in our midst, the GAP committee continues to recommend that the SASFAA Legislative Guide be reprinted and distributed to the membership.

The GAP committee strongly recommends that the listserv and/or website be used in communicating legislative issues to the membership.

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:

In June 2000 the Executive Board approved the development of a decentralized training program using NASFAA training modules for Fall 2000 and Spring 2001. President Cox appointed Judy Deines to head this effort using guidelines that were established by the 2000-2001 Executive Board.

Using the theme *SASFAA 2001...A Beach Odyssey*, the annual conference was held in Hilton Head, South Carolina.

Plans are under way for the Summer New Aid Officers Workshop to be held at Furman University in Greenville, South Carolina.

Assessment:

The association again offered high quality professional development through the annual conference and summer new aid officers workshop.

The Conference Committee is to be commended for again offering the computer lab at the annual conference.

As directed by President Cox, the conference committee is to be commended for its extensive use of the website in posting conference information.

The Diversity Issues Committee was successful in securing Dr. Dubley Flood as the keynote speaker at a general session.

Diversity Issues Committee member Lisa Bruce coordinated the development of a booklet on diversity which was distributed at the annual conference.

The Vice President revised and updated the *Guide for Conducting the Summer New Aid Officers Workshop*.

The Vice President for Professional Development conducted a survey of the membership to determine interest in an intermediate workshop.

Annual conference session handouts were placed on the SASFAA website for the membership.

The Decentralized Training Task Force coordinated a fall and spring decentralized training workshop held in Mississippi.

Recommendations:

The revised Guide for Summer New Aid Officers Workshop should be passed on to future Vice Presidents.

An ad hoc committee composed of past conference chairs should be appointed to develop a Conference Committee Handbook.

The GAP committee recommends a review of the number of professional development committee members with emphasis on the number of workshop instructors needed to conduct a high quality summer new aid officers workshop in a cost effective manner.

The SASFAA Board should cautiously evaluate the decentralized training efforts within the context of the budget and its usefulness to the membership.

After the conclusion of the intermediate aid officer's workshop in June 2002, the Board should evaluate the need for such a workshop.

The GAP committee recommends that the annual conference session handouts continue to be posted on the SASFAA website.

The GAP committee recommends that the Conference Committee consider mailing a brief conference notification to members, emphasizing that more information can be found on the SASFAA website.

The GAP committee recommends that the board continue to work on plans for the management institute to be held in December 2002.

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 Finance and Audit committee conducted the annual audit of the association.

The Finance and Audit developed the 2000-01 SASFAA budget.

The Treasurer continues to use internet banking in conducting the business of the association.

Assessment:

The travel agency charge was evaluated and compared to other agencies. It was determined that SASFAA would continue with the present travel agent.

We continue to receive high support from our vendors and sponsors.

The registered agent was moved to Susan Little of Snellville, GA

Obsolete equipment was donated to a charitable organization.

The flow of information was much smoother between the vendor/sponsor chair and the treasurer.

Incoming board members were trained in how to complete the expense forms for reimbursement.

Recommendations:

To enhance discussion and development of the next year's budget, the GAP committee recommends that the prior three years final budgets, as well as the current and proposed budgets be provided to the members present at the transitional board meeting beginning. This should be implemented at the June 2002 transitional executive board meeting.

The GAP committee should be provided with the past three years final budgets, and the current year before their annual meeting in May.

The GAP committee recommends that the budget process for the upcoming year start shortly after the annual conference each year.

The GAP committee recommends that the annual audit should be completed in a timely manner, soon after the 990 is finalized.

The annual audit report should be presented to the board at the February meeting as stated in the Financial Management guide.

The policy that was enacted in June 2000 that requires SASFAA to pay for the rooms for State Presidents at Executive Board meetings should be reviewed.

The GAP committee strongly recommends the practice of sharing rooms for all committee and Board Meetings, excluding the annual conference and transitional board meetings.

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)
2000(00-01 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.

- § (00) The GAP committee recommends that SASFAA identify and aggressively pursue potential minority leaders. We further recommend that these individuals be invited to attend a leadership development session at the annual conference. Minority members who have served in leadership positions in SASFAA can be asked to lead this session, thus being used as role models and mentors for this group.
- § (00) The GAP committee recommends that the Chair of the Nominations and Elections committee ensure, to the extent possible, that minorities are represented on the slate of officers.
- § (00) The GAP committee recommends that the President continue his/her effort to ensure that each committee is composed of more than one member.
- § (00) To keep the membership abreast of the activities of the Board, the GAP recommends that a draft copy of the minutes be posted on the web site at least 30 days after each Board meeting. An announcement should be posted to the SASFAA listserv stating that minutes are available for review by the membership.
- § (00) The GAP committee strongly agrees with President Cox's recommendation that more time and effort be put into legislative advocacy.
- § (00) The President should continue to use his/her discretion regarding the attendance of committee chairs or special appointees at Board meetings in an effort to remain fiscally responsible.
- § (00) The GAP recommends that state presidents continue to meet prior to the Board meeting in an effort to continue to provide support for each other.

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 website, 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.

§ (00) The GAP committee recommends that each committee chair's annual report include the specific goal from the SASFAA Long Range Plan that relates to the committee's activities and the accomplishments for each goal.

§ (00) The GAP committee recommends that the Archives and Research committee continue its effort in completing the task imaging and archiving the association's records. The board should identify how the records will be transferred to the Registered Agent. Minimum standards of what should be archived should be established with consideration given to the disposition of documents that are not archived.

§ (00) In consideration of the current economy of each state in the SASFAA region, the GAP committee recommends that SASFAA continue to negotiate with potential sites for the best rates possible to make it possible for members to attend activities of the association.

§ (00) The GAP committee recommends the Treasurer's Report as of 4/15 be provided to the GAP committee and that this activity added to the Treasurer's Operational Calendar

§ (00) The GAP committee recommends that a membership brochure be developed and distributed in by August 1.

§ (00) The GAP committee recommends that membership trends over the last five years be reviewed to ascertain what direction our membership is going in an effort to forecast what future membership will be.

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 199/2000 fiscal year.

§ (98) According to the Long-Range Plan, membership surveys have been conducted in 1988/89, 1991/992, 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 website 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.

§ (00) The GAP committee recommends that a membership brochure be developed and distributed in by August 1.

§ (00) The GAP committee recommends that membership trends over the last five years be reviewed to ascertain what direction our membership is going in an effort to forecast what future membership will be.

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.

§ (00) No recommendations.

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's 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 website.

- § (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 apprized 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 listserv.
- § (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.
- § (00) The GAP committee recommends that the state presidents continue to meet prior to each board meeting to encourage the exchange of information and ideas that would support each state's efforts.
- § (00) With reauthorization in our midst, the GAP committee continues to recommend that the SASFAA Legislative Guide be reprinted and distributed to the membership.
- § (00) The GAP committee strongly recommends that the listserv and/or website be used in communicating legislative issues to the membership.
- § (0) The GAP committee recommends that the Board continue to explore additional usage of SASFAA's electronic medium, the website and listserv, for conducting business of the association and communicating with its members.
- § (0) The GAP committee continues to recommend that an announcement be posted to the SASFAA listserv when committee reports have been posted to the SASFAA website.

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-elapsed" 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.
- § (00) The revised Guide for Summer New Aid Officers Workshop should be passed on to future Vice Presidents.
- § (00) An ad hoc committee composed of past conference chairs should be appointed to develop a Conference Committee Handbook.
- § (00) The GAP committee recommends a review of the number of professional development committee members with emphasis on the number of workshop instructors needed to conduct a high quality summer new aid officers workshop in a cost effective manner.
- § (000) The SASFAA Board should cautiously evaluate the decentralized training efforts within the context of the budget and its usefulness to the membership.
- § (00) After the conclusion of the intermediate aid officer's workshop in June 2002, the Board should evaluate the need for such a workshop.
- § (00) The GAP committee recommends that the annual conference session handouts continue to be posted on the SASFAA website.
- § (00) The GAP committee recommends that the Conference Committee consider mailing a brief conference notification to members, emphasizing that more information can be found on the SASFAA website.
- § (0) The GAP committee recommends that the board continue to work on plans for the management institute to be held in December 2002.

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.
- § (00) To enhance discussion and development of the next year's budget, the GAP committee recommends that the prior three years final budgets, as well as the current and proposed budgets be provided to the members present at the transitional board meeting beginning. This should be implemented at the June 2002 transitional executive board meeting.
- § (00) The GAP committee should be provided with the past three years final budgets, and the current year before their annual meeting in May.
- § (00) The GAP committee recommends that the budget process for the upcoming year start shortly after the annual conference each year.
- § (00) The GAP committee recommends that the annual audit should be completed in a timely manner, soon after the 990 is finalized.
- § (00) The annual audit report should be presented to the board at the February meeting as stated in the Financial Management guide.
- § (00) The policy that was enacted in June 2000 that requires SASFAA to pay for the rooms for State Presidents at Executive Board meetings should be reviewed.
- § (00) The GAP committee strongly recommends the practice of sharing rooms for all committee and Board Meetings, excluding the annual conference and transitional board meetings.

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