

SASFAA LONG-RANGE PLAN (2001-06)
2002-03 Governance and Planning Committee Assessment

ORGANIZATIONAL STRUCTURE

BY-LAWS

GOAL: Ensure that the By-Laws reflect the mission of the Association and support the viability of the organization.

OBJECTIVE: Review annually to ensure that the By-Laws continue to further the mission of the Association.

Activities:

The Secretary reviewed the By-Laws of the Association to ensure that they did reflect the mission of the Association and did support the viability of SASFAA. All 17 articles of the By-Laws were read and reviewed with this objective in mind.

Assessment:

It was determined that the By-Laws continue to reflect the mission of SASFAA.

Recommendations: None.

EXECUTIVE BOARD

GOAL: Ensure that the terms of office for elected officers be of sufficient length to provide 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:

The Nominations and Elections committee developed a dual slate of candidates for the positions of president-elect, vice president and treasurer. The timeline established by the 2001-02 Nominations and Elections committee was followed.

Assessment:

The GAP committee commends the Nominations and Elections committee, chaired by Past President Aldridge, for having a diverse slate of candidates and for its use of a strict timeline for nominations.

Recommendations:

The GAP committee recommends that:

- the Chair of the Nominations and Elections committee continue to ensure, to the extent possible, that minorities are represented on the slate of candidates.
- the Nominations and Elections committee should continue to use the timeline and procedures set up by the 01-02 committee and adhered to by the 02-03 committee.
- the Nominations & Elections committee reviews the election procedures to determine the value of continuing the practice of candidate speeches and to make recommendations for changes if warranted.

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.

OBJECTIVE:

- 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 meeting, 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 and 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 diversity of the Association, including sector, gender and ethnicity.

Activities:

The number of committees was reduced from the previous year's total of sixteen to twelve. There were seven new committee chairs. Of all committee chairs and liaisons, three were four-year public, three were two-year schools, four were lender/guarantor, one was from the Department of Education, and one was proprietary. The private school sector was not represented. There were five males and seven females. Eleven were Caucasians and one was African American. Although no committee chairs were from Alabama, three members of the elected Board were from that state.

Assessment:

The organizational structure of the association's committees and liaisons was reasonable to accomplish the work of SASFAA. There was good representation by member states. Qualified individuals serving for the first time as a committee chair as well as re-appointments formed an excellent framework for new perspectives and leadership development as well as continuity in vital services. President Koonce should be commended for reducing the number of committees, increasing the number of new committee chairs as well as for the representation across school types and states.

Recommendations:

The GAP committee recommends that:

- SASFAA continue to identify and aggressively pursue potential minority leaders.
- the Board should review the possibility of the Membership chair serving a two-year term, which would run concurrently with the Secretary's term of office (so that continuity exists over two Treasurers' terms).

COMMITTEES

GOAL: Ensure that committees are of sufficient size and number and represent the diversity of the membership 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 diversity including sectors, genders, and ethnicity.
- Ensure that committees with broadly defined responsibilities such as legislative relations, professional development and the annual conference include at least 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 committee meetings are held at such times and locations that keep travel and lodging costs to a reasonable level.
- Ensure that each committee provides a written annual summary of its activities so this information may be included in the president's annual report.

Activities:

Please see Attachment A for a detailed analysis of the members of committee for 2002-03. This information was obtained from the annual reports that were submitted by committee chairs; there were several missing, however.

Assessment:

For the 2002-03 year, only four percent of SASFAA's membership served as a member of a committee. In addition, another observation that was made is that there is a lack of committee members from the two-year institutions.

Committees are to be commended for electronic communications as an economical alternative to in-person meetings and for meeting in conjunction with other state and regional activities to reduce the cost of meetings.

Recommendations:

The GAP committee recommends that:

- SASFAA identify potential leaders from committee and elected Board membership and provide funding to send them to the NASFAA Leadership Training each March. Efforts should be made to target under-represented groups.
- The Lender Liaison and State Agency Liaison should coordinate their reports to the Board to lessen overlap in areas of reporting information.
- all committees and elected board members should use the standard annual report format (template provided in Attachment B) to submit their summary of activities at the end of the year.
- SASFAA work to increase the number of members from two-year institutions who are committee members/chairs.
- all one-person committees are 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, to name just a few type of possible tasks.

- the Diversity committee be represented by every SASFAA state and where possible by every minority.

MEMBERSHIP

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

OBJECTIVE:

- 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 associates (non-voting) membership for former aid administrators, students, guidance counselors, or others.
- Conduct a survey at least once every five years to determine membership needs.

Activities:

The Membership chair requested a list from the U.S. Department of Education of all institutions in the southeast region. A membership mailing was sent to all institutions that had no previous members.

Assessment:

Even with budget cuts in many states, membership numbers did not decrease from prior year's levels.

Recommendations:

The GAP committee recommends that:

- by no later than August 1, every school located in the 9 states of SASFAA (according to the U.S. Department of Education), as well as current and prior year SASFAA members, should receive a letter from the President and the Membership chair promoting the time to renew membership or asking them to join for the first time.
- the Membership chair should be asked to provide basic statistics with their committee's annual report, such as but not limited to, a breakdown of membership

by school type, state, experience levels, and status (paid, honorary and complimentary).

- the Membership committee chair provides a monthly back up of the membership database to the Secretary.

GOAL: Promote and encourage active participation by all members in activities of the Association.

OBJECTIVE:

- Provide opportunities for the participation and growth of new members.
- Promote continued involvement among all members.

Activities:

SASFAA conducted the New Aid Officer’s one-day workshop at the annual conference and will conduct the one-week New Aid Officer’s Workshop at Furman University in June and a Mid-level Aid Officer’s Workshop with SWASFAA in Louisiana also in June. President Koonce provided information on volunteers (from members not currently assigned committee work) to the Conference committee to ensure that these volunteers were invited to participate in the annual conference.

Assessment:

The GAP committee commends Vice President Green for assigning mentors from the Board, committee chairs and other volunteers to all those identified as first time attendees at the conference.

Recommendations:

The GAP committee recommends that mentoring activities should be encouraged and continued.

POLICIES AND PROCEDURES

GOAL: Ensure that the policies and procedures are accurate and complete in order to provide consistent associational direction.

OBJECTIVE:

- Establish a procedure to ensure that the policies and procedures are accurate and complete and that the Association is in compliance with these rules.
- Review the policies and procedures annually to ensure that they continue to further the mission of the Association and its financial integrity.

- Ensure that officers and committee chairs are responsible for the review and updating of all policies under their purview
- The secretary shall be responsible for reviewing and updating as appropriate, all other policies and procedures.
- Ensure that any recommendations for policies and procedures changes be approved by the SASFAA board.

Activities:

The Policy and Procedures manual was reviewed for accuracy and completeness. Changes were recommended to Section 8.4.6.1 Newsletter Rates and Section 10.5.7 Travel for State Presidents and President-elects. In Section 8.4.6.1, it was recommended that the newsletter ad rates be adjusted to reflect the cost of the web-based advertisement rather than the paper form. In Section 10.5.7, it was recommended that the wording be changed to reflect that SASFAA will be responsible for paying the hotel and room expenses for each state's President-elect to attend the SASFAA transitional meeting. These recommendations were approved by the Board and the changes were made to the manual and posted to the website.

The Secretary developed a cover for the Policies and Procedures Manual with the assistance of Erik Melis, Guy Gibbs, and Bill Wall. These individuals developed several different designs for the Board's consideration and a final design was approved.

SASFAA's operational calendar was also updated during the year. Each officer and committee chair were contacted and asked to review their section of the calendar and report any changes/deletions/additions to the Secretary. All of the reported changes were added to the calendar and the updated version will shortly be posted to SASFAA's website.

Assessment:

The GAP committee commends Secretary Talley for all her efforts to keep the SASFAA Policies and Procedures manual and operational calendar current and accurate.

Recommendations:

The GAP committee recommends that:

- the Policies & Procedures manual is updated to specify that the Vice President have oversight responsibility for all training activities to include the New Aid Officer's workshop, the Management Institute and the Mid-level financial aid administrators' workshop.
- SASFAA should update the Policy and Procedure manual to change the due date of annual reports to April 1 instead of April 15 to ensure all information is received prior to the GAP committee's review meeting.

- The Policies and Procedures manual should be updated to reflect a description and role for each standing and ad hoc committee.

GOAL: Maintain the records of the Association.

OBJECTIVE:

- Establish procedures to maintain the records of the Association.
- Periodically review the methods and location used to maintain records.
- Ensure the accessibility and continuity of the Association's records.

Activities:

The GAP committee understands that information for archives is being sent to South Carolina Student Loan Corporation for scanning and electronic storage.

Assessment:

The GAP committee did not have enough information to adequately assess this goal. However, we are concerned about how and when the Association's records are being archived.

Recommendations:

The GAP Committee recommends that:

- archived data is accessible through a secured Internet site.
- a determination needs to be made as to what should be archived and how it will be sent to SCSLC in a timely manner. The Secretary for Board approval should develop a Policy and procedure. The GAP committee further recommends that the Secretary be responsible for ensuring that the records of the Association are maintained according to the P & P manual.
- consideration should continue to be given to recording statistics of annual events and membership data.

COMMUNICATION/COLLABORATION

GOAL: Facilitate alliances between and among various sectors and diverse members of the financial aid community.

OBJECTIVE:

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

Activities:

SASF AA is represented on the NASF AA Board of Directors by President Koonce, Immediate Past President Aldridge, and President-elect Day (as an observer). In addition, Crusie Lucero serves as NASF AA Past Chair and Susan Little serves as a commission director. President Koonce and President-elect Day attended the state meetings of SASF AA member states. Through NASF AA’s Interregional Visitation program, Katherine Brewer and Suzy Allen attended the SASF AA conference as visiting regional presidents. The state presidents continue to meet prior to each Executive Board meeting to share ideas and provide support for each other. President-elect Day held the Elected Officer’s Retreat in St. Petersburg, Florida on June 5, 2003. President-elect Day also held a state president-elect workshop at the annual conference in February. Karen Fooks conducted this workshop.

Assessment:

None.

Recommendations:

None

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

OBJECTIVE:

- Provide timely information useful to all sectors of the membership.
- Address a full range of issues, ranging from policies to daily operations.
- Provide the SASF AA president’s annual report to the membership in accordance with Section 1, Article 7 of the By-Laws.
- Provide a means of 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:

Most of the communication to membership was accomplished through the SASFAA listserv. Significant activities and accomplishments reported by the Electronic Services Committee included the following:

- Updated 2002-2003 Board and Committee information and made the elected officers and state presidents a separate item on the SASFAA web menu from the Committee Chairs and Liaisons
- Modified and updated SASFAA Volunteer Form per request from Ron Day
- Updated Calendar by Date and Calendar by State listings
- Posted Board Meeting minutes in “draft” and "final" version
- Posted 2001-2002 President’s Annual Report
- Posted the 2002 version of the SASFAA P&P manual (The manual has been converted to Adobe PDF format and the bookmarks are being added to allow for easier online navigation)
- Worked with Sponsorship Committee Chair to post updates to Sponsorship information for 2002-2003
- Updated to 2001-2002 budgets and added 2002-2003 budget information
- Posted SASFAA Newsletter to the web
- Posted information to web for Summer New Aid Officers Workshop and Mid-Level Aid Officers Workshop
- Posted web-based information for the 2003 SASFAA Conference (the updates were actually provided by last year’s Electronic Services chair, Lester McKenzie, who is serving on the 2003 Conference Committee).
- Posted updated membership directory information to the web site
- Worked with the Membership Committee to post an updated online version of the SASFAA membership database to the web
- Created SASFAA State Legislative Relations listserv for use by Legislative Relations Committee in communicating with state association counterparts
- Created a SASFAA Summer Aid Workshop list for the New Aid Officers Aid Workshop
- Added functionality to web for people to subscribe to SASFAA listserv or unsubscribe from SASFAA listserv directly through web

Assessment:

Since SASFAA is conducting more and more of its business in an electronic format, it is even more important that the membership database be updated in a timely manner so that all other services can be updated accordingly and members can receive listserv e-mails in a timely manner.

The GAP committee commends the Newsletter chair, Sandra Neel, for her timely publications of the newsletters and for the new format.

The GAP committee also commends the Electronic Services committee, chaired by Erik Melis, for all of the accomplishments and activities listed in the Activities section above and for continuing to allow SASFAA to make advancements in the electronic media.

Recommendations:

The GAP committee recommends that:

- an ad-type link to the newsletter be created on the first page of SASFAA's website.
- the chairs of Membership, Conference and Electronic Services along with the Treasurer should be tasked with completing a requirements document for the creation of an integrated database on membership information. The process whereby membership information is updated must be done in a timely, streamlined manner that would allow all members access to the services supplied to the membership. This should also include the ability for a member to change their demographic information on-line.
- the effectiveness of the newsletter in its current format is evaluated.
- SASFAA evaluate the current functionality and design of the website. A review other regional association websites should be conducted for possible enhancements for our own. A "What's New" section should be included on the website and a process by which items are posted and removed.
- the Association investigates contracting web hosting and maintenance with a third-party vendor.

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.

OBJECTIVE:

- Apprise members of legislative issues affecting the profession.
- Educate members of alternative approaches.
- Encourage timely, effective involvement in financial aid issues affecting the profession.
- Advocate positions when a reasonable consensus exists.

Activities:

The Legislative Relations committee drafted three letters to appropriate Congressional representatives concerning the Pell Grant maximum and the FY2003 and FY2004

education budgets. The committee also developed and submitted SASFAA's reauthorization position and sent it to the House higher education committee, the U.S. Department of Education and NASFAA. A reauthorization session was offered at the annual conference. The SASFAA Legislative Guide is being updated and should be posted to the web before June 30, 2003.

Assessment:

The GAP committee commends Legislative Relations chair, Karen Fooks, for this committee's hard work and prompt attention to reauthorization issues.

Recommendations:

The GAP committee recommends that in addition to timely e-mails to the listserv on legislative issues, any related documents should be cross-posted to the website at the same time.

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.

OBJECTIVE:

- Determine the training/professional development needs of members, recognizing categorical distinctions among members such as experience, institutional type, and level of responsibility.
- Improve and enhance the annual conference on the basis of systematic reviews and evaluation of previous conferences, as well as current needs of members.
- Present programs and sessions possessing both vitality and relevance for all members.
- Provide a diversity of topics recognizing both the need for regulatory and technical knowledge, as well as the need for skills in management and human relations.
- Provide open forum opportunities to accommodate timely topics not considered when the program was planned.
- Recognize and encourage the development of informal "networking" strategies for sharing information and locating job opportunities.
- Encourage worthy and thought provoking research, publications, and presentations by members.
- Recognize and provide opportunities for pre- and post-conference training and recreational activities.

- Continue to provide an annual, intensive training workshop designed to provide new aid administrators the basic framework of knowledge needed to administer student financial assistance programs.
- Encourage participation in professional development activities by experienced members who represent the diversity of the membership and are capable of motivating and teaching others.
- In cooperation with other organizations such as the National Association of Student Financial Aid Administrators and the Department of Education, maintain a core curriculum with revisions and updates necessary.
- Provide training sites, which are geographically accessible, financially feasible, and educationally enhancing.
- Offer periodic opportunities for experienced aid administrators to grow in leadership, management, and other advanced functions of aid administration.
- Offer advanced training programs and seminars for experienced members on unique topics related to financial aid administration after considering whether such activities are geographically accessible, financially feasible, and educationally enhancing.
- Provide special attention to new technologies as both an object of training efforts and as a vehicle for presenting other topics for training, discussion, and advancement.

Activities:

SASF AA will sponsor a New Aid Officer's workshop and a Mid-level Officer's workshop in June 2003. SASF AA sponsored a one-day New Aid Officer's workshop at the annual conference in February 2003.

The SASF AA annual conference provided a range of sessions that appealed to various experience levels and sector interests. A total of 753 people attended the conference plus 31 speakers and guests. The 40th anniversary of SASF AA was celebrated at the conference.

Assessment:

The GAP committee commends the conference committee, chaired by Janet Sain, for providing a conference that met the expectations and professional needs of 96% of the participants who evaluated the conference.

The Diversity committee, chaired by Deborah Clark, should also be commended for the organization of successful events at the annual conference. The committee made significant accomplishments during the year to include: selection of a quality speaker at the conference, support of the conference program by providing a diversity track in the conference program, hosting of an evening event to celebrate diversity among cultures of the membership, and hosting of a quality luncheon and program for invited conference attendees.

Recommendations:

The GAP Committee recommends that:

- a professional track for experienced aid officers be offered at the annual conference that would provide training on topics that will assist Directors and Associate Directors enhance their management skills.
- SASFAA investigate outsourcing the PC lab for the annual conference.
- the amount of time scheduled for the SASFAA state president-elects workshop be increased.
- the Site Selection committee investigates the option of using a professional meeting planner to assist SASFAA in selecting future annual conference locations.
- SASFAA only select sites for the Summer Workshop where the host institutions agree to provide a staff member to be the site coordinator.
- the curriculum coordinator and site coordinator for the next year's Summer Workshop attend this year's workshop to learn first hand the details involved in delivering a quality program.
- the New Aid Officer's workshop and the Mid-level workshop are promoted at the annual conference by staffing a booth in the exhibit hall and providing a brochure or flyer in each conference attendee's registration packet.
- the curriculum coordinator is selected from a pool of previous attendees or instructors.
- site selection for the New Aid Officer's workshop needs to start a minimum of 12 months but preferably 24 months in advance of the delivery of the training program.
- the Mid-level workshop is continued at least every other year in coordination with SWASFAA.
- the SASAA Executive Board make a decision if and when to pursue the next Management Institute event.

FINANCES

GOAL: Ensure Fiscal integrity.

OBJECTIVE:

- Adhere to the practices outlined in the SASFAA Guide to financial Management.
- Review the SASFAA Guide to Financial Management periodically to ensure the continuity of sound financial practices.

Activities:

Although the Finance and Audit committee provided an annual report, the audit for 01-02 is not yet complete. The committee did present the report from the most recent audit (2000-01) completed. Several recommendations were made in that audit and corrective measures have been incorporated into current policies and procedures to rectify the problems identified.

The Finance and Audit committee did investigate the use of credit cards for registration and membership fees but based on survey results, the demand did not seem to support the expense.

Assessment:

Since the audit for 2001-02 is not yet complete, this goal cannot effectively be assessed.

Recommendations:

The GAP committee recommends that:

- the Treasurer should submit the 990 tax return by November 15, 2003 and then report the results of the 2002-03 audit to the SASFAA Board at the February 2004 Board meeting. This will ensure that the audit is completed prior to the GAP committee holding its review meeting.

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

OBJECTIVE:

- Determine the appropriateness of fees assessed for dues, the annual conference, workshops, and ancillary services including vendors, at least once every five years.
- Provide for the establishment, maintenance, investment, and monitoring of a sufficient Associational reserve fund.

- Review routinely all risks and liabilities affecting cash management and contractual obligations.
- Determine the appropriate cash balance to be brought forward annually.
- Periodically evaluate the financial impact of vendor sponsorship.

Activities:

All but one certificate of deposit investment accounts were consolidated with SunTrust Investment Group.

As of April 1, 2003, a total of \$132,865 had been received from sponsors for the 2002-03 year.

Assessment:

The GAP committee commends Sponsorship Chair, Alan Whittington, for his efforts to bring in large number of sponsorship contributions this year.

Recommendations:

The GAP committee recommends that:

- the Sponsorship chair should make a recommendation to the Board for the amount to charge vendors for the use of a double booth in the exhibit area.
- the Sponsorship chair should send letter of intent to potential sponsors within seven days after the August Board meeting.

THE COMMITTEE:

Clark Aldridge, chair
Montevallo University
Montevallo, Alabama

Zita Barree (returning)
Virginia Commonwealth University
Richmond, Virginia

Ron Day (new, President-elect)
Birmingham Southern College
Birmingham, AL

Margaret Hunt (new)
Midlands Technical College
Columbia, South Carolina

Paul Mittelhammer (returning)
Citibank
Atlanta, Georgia

See separate handout

Name of Committee	
Committee Chair	

1. Committee Membership and Institutional Affiliation.

Member	New / Return	School/Agency	State	Type of Institution	Gender	Ethnic Origin
Joe Sample	New	Big State Univ.	AL	Four Year Public	M	C

2. Objectives 200_ – 200_.
3. Indicate how the committee objectives are related to the SASFAA Mission Statement.
4. Which Long-range Planning Goals did the committee objective support? Please identify.
5. State the activities and accomplishments, which were significant for this committee.
6. What would this committee do differently? What did the committee find most successful? Least successful?
7. Were resources available to the committee adequate to accomplish its goals and objectives? If not, what was needed that was not provided?
8. Was the level of support from the Board of Directors appropriate? If not, what was needed that was not provided?
9. What was the major means of communication between your committee members? Meetings, email, memo, fax, telephone, etc. Were these means adequate? Which did you find to be most effective?
10. Please provide your recommendations and suggestions for next year’s committee.

APPENDIX

SUMMARY OF LONG RANGE PLANNING GAP COMMITTEE RECOMMENDATIONS

ORGANIZATIONAL STRUCTURE

The GAP committee recommends that:

- (01-02) the Chair of the Nominations and Elections committee ensures, to the extent possible, that minorities are represented on the slate of officers.
- (01-02) careful evaluation be done to determine if both the new aid and mid-level officers workshops should fall to the responsibility of the Vice President.
- (01-02) the Nominations and Elections committee use the timeline and procedures set up by the 01-02 committee.
- (02-03) the Chair of the Nominations and Elections committee continue to ensure, to the extent possible, that minorities are represented on the slate of candidates.
- (02-03) the Nominations and Elections committee should continue to use the timeline and procedures set up by the 01-02 committee and adhered to by the 02-03 committee.
- (02-03) the Nominations & Elections committee reviews the election procedures to determine the value of continuing the practice of candidate speeches and to make recommendations for changes if warranted.
- (02-03) SASFAA continue to identify and aggressively pursue potential minority leaders.
- (02-03) the Board should review the possibility of the Membership chair serving a two-year term, which would run concurrently with the Secretary's term of office (so that continuity exists over two Treasurers' terms).

COMMITTEES

The GAP committee recommends that:

- (01-02) 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.
- (01-02) the Diversity Issues committee recruit minority members who have served in leadership positions in SASFAA to lead a session on leadership development at the annual conference, thus being used as role models and mentors for this group.
- (01-02) 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.

- (01-02) the President provide the format for the annual report that appears in the P & P and that the committee chairs adhere to the deadline for submitting the report in a timely manner.
- (01-02) the Diversity Issues committee be represented by every SASFAA state and, where possible, by every minority.
- (02-03) SASFAA identify potential leaders from committee and elected Board membership and provide funding to send them to the NASFAA Leadership Training each March. Efforts should be made to target under-represented groups.
- (02-03) The Lender Liaison and State Agency Liaison should coordinate their reports to the Board to lessen overlap in areas of reporting information.
- (02-03) all committees and elected board members should use the standard annual report format (template provided in Attachment B) to submit their summary of activities at the end of the year.
- (02-03) SASFAA work to increase the number of members from two-year institutions who are committee members/chairs.
- (02-03) all one-person committees are 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, to name just a few type of possible tasks.
- (02-03) the Diversity committee be represented by every SASFAA state and where possible by every minority.

MEMBERSHIP

The GAP committee recommends that:

- (01-02) the Membership chair continue to have a mailing out to the membership by no later than August 1.
- (01-02) the membership committee explore avenues of storing membership database to ensure no loss of data.
- (01-02) SASFAA continue to negotiate with potential sites for the best rates possible to make it possible for members to attend activities of the association in consideration of the current economy of each state in the SASFAA region.
- (02-03) by no later than August 1, every school located in the 9 states of SASFAA (according to the U.S. Department of Education), as well as current and prior year SASFAA members, should receive a letter from the President and the Membership chair promoting the time to renew membership or asking them to join for the first time.
- (02-03) the Membership chair should be asked to provide basic statistics with their committee's annual report, such as but not limited to, a breakdown of membership by school type, state, experience levels, and status (paid, honorary and complimentary).
- (02-03) the Membership committee chair provides a monthly back up of the membership database to the Secretary.
- (02-03) mentoring activities should be encouraged and continued.

POLICIES AND PROCEDURES

The GAP committee recommends that:

- (01-02) the Archives and Research committee continue its efforts in completing the task of 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.
- (01-02) consideration should be given to recording statistics of annual events.
- (02-03) the Policies & Procedures manual is updated to specify that the Vice President have oversight responsibility for all training activities to include the New Aid Officer's workshop, the Management Institute and the Mid-level financial aid administrators' workshop.
- (02-03) SASFAA should update the Policy and Procedure manual to change the due date of annual reports to April 1 instead of April 15 to ensure all information is received prior to the GAP committee's review meeting.
- (02-03) the Policies and Procedures manual should be updated to reflect a description and role for each standing and ad hoc committee.
- (02-03) archived data is accessible through a secured Internet site.
- (02-03) a determination needs to be made as to what should be archived and how it will be sent to SCSLC in a timely manner. The Secretary for Board approval should develop a Policy and procedure. The GAP committee further recommends that the Secretary be responsible for ensuring that the records of the Association are maintained according to the P & P manual.
- (02-03) consideration should continue to be given to recording statistics of annual events and membership data.

COMMUNICATION/COLLABORATION

The GAP committee recommends that:

- (01-02) to keep the membership abreast of activities of the Board, a draft copy of the minutes should be posted on the website 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.
- (01-02) with the increased use of electronic services, the SASAA Board should evaluate the amount of resources necessary to support this function.
- (01-02) the Board explore additional usage of SASFAA's electronic medium, the website and listserv, for conducting business of the association and communication with its members.
- (01-02) the Electronic Services committee evaluate options available to become self-sufficient for website and listserv usage.
- (01-02) an announcement be posted to the SASFAA listserv when committee reports have been posted to the SASFAA website.

- (01-02) the newsletter committee evaluate the possibility of providing the newsletter in a format that would easily include ads.
- (01-02) with reauthorization in our midst, the SASFAA Legislative Guide should be updated and distributed to the membership via the listserv and published on the website.
- (02-03) an ad-type link to the newsletter be created on the first page of SASFAA's website.
- (02-03) the chairs of Membership, Conference and Electronic Services along with the Treasurer should be tasked with completing a requirements document for the creation of an integrated database on membership information. The process whereby membership information is updated must be done in a timely, streamlined manner that would allow all members access to the services supplied to the membership. This should also include the ability for a member to change their demographic information on-line.
- (02-03) the effectiveness of the newsletter in its current format is evaluated.
- (02-03) SASFAA evaluate the current functionality and design of the website. A review other regional association websites should be conducted for possible enhancements for our own. A "What's New" section should be included on the website and a process by which items are posted and removed.
- (02-03) the Association investigates contracting web hosting and maintenance with a third-party vendor.
- (02-03) in addition to timely e-mails to the listserv on legislative issues, any related documents should be cross-posted to the website at the same time.

PROFESSIONAL DEVELOPMENT

The GAP committee recommends that:

- (01-02) the SASFAA Board cautiously evaluate the NASFAA decentralized training efforts within the context of the budget and its usefulness to the membership.
- (01-02) an ad hoc committee composed of past conference chairs be appointed to develop a Conference Committee Handbook.
- (01-02) upon the conclusion of the intermediate aid officer's workshop in June 2002, the Board should evaluate the need for such a workshop.
- (01-02) 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.
- (01-02) the Conference Committee consider mailing a detailed letter of announcement, emphasizing that more information can be found on the SASFAA website, to the membership.
- (01-02) the board continue to work on plans for the management institute to be held in December 2003.
- (01-02) the Conference Committee continue to evaluate the number of sessions keeping in mind the need to ensure good attendance at sessions.

- (01-02) the Conference Committee evaluate the success of the conference from the viewpoint of the presenters.
- (01-02) there be representation of all states for the instruction workshops.
- (02-03) a professional track for experienced aid officers be offered at the annual conference that would provide training on topics that will assist Directors and Associate Directors enhance their management skills.
- (02-03) SASFAA investigate outsourcing the PC lab for the annual conference.
- (02-03) the amount of time scheduled for the SASFAA state president-elects workshop be increased.
- (02-03) the Site Selection committee investigate the option of using a professional meeting planner to assist SASFAA in selecting future annual conference locations.
- (02-03) SASFAA only select sites for the Summer Workshop where the host institutions agree to provide a staff member to be the site coordinator.
- (02-03) the curriculum coordinator and site coordinator for the next year's Summer Workshop attend this year's workshop to learn first hand the details involved in delivering a quality program.
- (02-03) the New Aid Officer's workshop and the Mid-level workshop are promoted at the annual conference by staffing a booth in the exhibit hall and providing a brochure or flyer in each conference attendee's registration packet.
- (02-03) the curriculum coordinator is selected from a pool of previous attendees or instructors.
- (02-03) site selection for the New Aid Officer's workshop needs to start a minimum of 12 months but preferably 24 months in advance of the delivery of the training program.
- (02-03), the Mid-level workshop be continued at least every other year in coordination with SWASFAA.
- (02-03) the SASAA Executive Board make a decision if and when to pursue the next Management Institute event.

FINANCES

The GAP committee recommends that:

- (01-02) to enhance discussion and development of the next year's budget, 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.
- (01-02) the GAP committee is provided with the past three years final budgets, and the current year's before its annual meeting in May.
- (01-02) 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.
- (01-02) the annual audit should be completed in a timely manner, soon after the 990 is finalized.

- (01-02) annual audit report be presented to the board at the February meeting as stated in the Financial Management guide.
- (02-03) the Treasurer should submit the 990 tax return by November 15, 2003 and then report the results of the 2002-03 audit to the SASFAA Board at the February 2004 Board meeting. This will ensure that the audit is completed prior to the GAP committee holding its review meeting.
- (02-03) the Sponsorship chair should make a recommendation to the Board for the amount to charge vendors for the use of a double booth in the exhibit area.
- (02-03) the Sponsorship chair should send letter of intent to potential sponsors within seven days after the August Board meeting.