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***SASFAA***

**2004-2005  
GAP Report**

**Presented  
June 10, 2005**

**SASFAA LONG-RANGE PLAN (2001-06)**  
**2004-05 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 and Vision statements of the Association.

Activities:

The Secretary provided a report and there were no By-Laws changes for 2004-2005.

Assessment:

No assessment was necessary.

Recommendations:

The GAP committee recommends that a special appointee for 2005-2006, Susan Little, should collaborate with the Secretary in forming a committee to review the By-Laws for any needed changes and submit to the Board for appropriate action.

**EXECUTIVE BOARD**

**GOAL 1: 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 offices of President-Elect, Vice-President and Treasurer.

Assessment:

The GAP committee noted, that despite strong efforts to identify qualified individuals for a diverse slate, the committee was unsuccessful.

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 current President and current State President start the process of obtaining viable names of possible candidates at the transitional meeting in order to be proactive in getting nominations.
- Incoming president needs to stress the importance of reading and reviewing the GAP report and the recommendations set forth so that changes can be made.

**GOAL 2: 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 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 diversity of the Association, including sector, gender and ethnicity.

Activities:

The number of committees decreased from the previous year's total of fifteen to fourteen. There were four new chairs who had never served as committee chairs before. Of all committee chairs, four were four-year public, four were two-year schools, two were lender/guarantor, one was from the Department of Education, and two were from the private school sector and one from state agency. There were seven males and seven females. Thirteen were Caucasians and one was African American. Although no committee chairs were from Georgia, numerous SASFAA members from Georgia assisted with the 2005 Atlanta conference.

Assessment:

The GAP committee recognizes that 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 reappointments formed an excellent framework for new perspectives and leadership development as well as continuity in vital services.

Recommendations:

The GAP committee recommends that:

- SASFAA continue to identify and aggressively pursue potential minority leaders.

**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 chair provides a written annual summary of its activities so this information may be included in the president's annual report.

#### Activities:

See Attachment A which analyzes the composition of the total executive board and committee members for 2004-2005.

#### Assessment:

Approximately nine percent of SASFAA's members participated as committee volunteers.

Fiscally, many of the committees utilized email and teleconferencing and coordinated some of their meetings when other meetings were in session to save on costs.

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:

- Committee chairs provide more statistical information so that the GAP committee can accurately assess the composition of the board and committee members and be able to compare those percentages to the overall membership composition.
- SASFAA President identify potential elected board members and committee chairs who have never attended the NASFAA Leadership Training and commit to sending no more

than three each year in order to promote future leaders. The board should consider elected officers first, then committee chairs. Efforts should be made to target under-represented groups.

- Continue to use email and teleconferencing and coordinating several meetings together to ensure fiscal responsibility.

- 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.

- The Diversity committee should continue to be represented by every SASFAA state.

## **MEMBERSHIP**

**GOAL 1: 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
- Conduct a survey at least once every five years to determine membership needs.

### **Activities:**

Contacted current members, past members and all institutions who had no previous record of membership to encourage them to become members. Communicated with each state membership chair the status of their individual membership numbers.

Assessment:

The GAP committee commends Forrest Stuart for his excellent contribution in the further development of the Membership database.

The GAP committee was unable to assess comparisons, i.e. ethnicity, sector, etc.

Recommendations:

The GAP committee recommends that:

- The GAP committee strongly recommends that the chair provide the membership stats to be included in the annual report so that proper assessments can be completed in order to complete comparison of growth or decline in membership. Include a breakdown of membership by school type, state, experience levels, and status (paid, honorary and complimentary).
- Continue yearly solicitations to current, past and new potential members soliciting their participation in SASFAA.
- By no later than August 1, every school located in the nine 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.

**GOAL 2: 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 the University of North Carolina - Asheville in June and a Mid-level Aid Officer's Workshop with SWASFAA in Dallas, TX also in June. The Management Institute was held in December 2004 at the Grove Park Inn in Asheville, North Carolina.

Assessment:

The GAP committee commends Vice President Barree and her committee for conducting successful training activities. The GAP Committee would also like to commend Karen Fooks and her committee for development and implementation of **a helpful and enlightening institute.**

Recommendations:

- Work with state presidents to promote SASFAA membership and activities at state conferences by having a SASFAA display booth at the fall meeting/conference.
- Creating new publicity brochure to promote SASFAA to new members, Presidents/Chancellors, business partners and city/government officials.
- The GAP Committee recommends that the Management Institute be held on a 4 year cycle with the next Institute to be held in December 2008. The SASFAA President in 2007-2008 will appoint the Management Institute Chair.

**POLICIES AND PROCEDURES**

**GOAL 1: 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 shall be reviewed before the June board meeting by the Secretary to ensure all changes, deletions and additions made during the year have been incorporated.

Assessment:

The GAP committee commends Secretary Neel for all her efforts to keep SASFAA Policy and Procedures manual scurrent and accurate.

Recommendations:

The GAP committee recommends that:

- The GAP committee recommends that a special appointee for 2005-2006, Susan Little, would collaborate with the Secretary in forming a committee to review the Policy and Procedures for any needed changes and submit to the Board for appropriate action.

**GOAL 2: 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:

Now that ATAC is our website provider, they will be conducting the archiving of all reports, minutes, etc. Anything not provided on the website will have to be archived at the SC Student Loan Corp for scanning and electronic storage as in previous years.

Assessment:

It is the understanding of GAP that ATAC is electronically storing records as of November 2003. The GAP Committee is unaware of the current status and location of previous records and documents not stored on the website.

The GAP committee did not have enough information to adequately assess this goal.

Recommendations:

The GAP Committee recommends that:

- Obtain from ATAC an inventory of archived documents.
- Obtain from the South Carolina Student Loan Corporation an inventory of archived documents.
- Poll the SASFAA membership requesting historical documents.
- One of the functions of the special appointee, Susan Little, is to designate an individual(s) to ascertain the status of the SASFAA Archives.
- A determination needs to be made as to what should be archived and how it will be sent to the South Carolina Student Loan Corporation in a timely manner.

**COMMUNICATION/COLLABORATION**

**GOAL 1: 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:

SASFAA is represented on the NASFAA Board of Directors by President Sain, Immediate Past President Day, and President-Elect Gibbs (as an observer). In addition, Susan Little and Karen Fooks serve as Representatives- At- Large. David Gelinas serves as National Chair-Elect and David Cecil services as a Commission Director. President Sain and President-Elect Gibbs attended the state meetings of SASFAA member states. Through NASFAA’s Interregional Visitation program, George

Chin, Peg Mason and Mick Hanson attended the SASFAA conference as National Chair, Regional President and Rep-At-Large.

In addition, the following members represent SASFAA on various NASFAA committees: Barry Simmons, David Mohning, Mary Givhan, Dave Cecil, Rosemary Stelma, Stacey McCorison, Crusie Lucero, Freida Jones, Dewey Knight, Karen Koonce, Donald Griggs, Bob Godfrey, Leonard Gude, Bryan Erslan, Karen Fooks, Susan Little, Ron Day, and David Gelinas.

The state presidents continue to meet prior to each Executive Board meeting to share ideas and provide support for each other. President-elect Gibbs will hold the Elected Officer's Retreat in St. Petersburg, Florida on June 11, 2005. President-Elect Gibbs also held a state president-elect workshop at the annual conference in February. Carol Mowbray conducted this workshop.

Listserv and Website provided pertinent information of all the activities available to the membership throughout the year. Suggestions for future training and workshops were solicited on the conference evaluation as well as on the membership survey.

Assessment:

The GAP Committee commends SASFAA's volunteers for their involvement in SASFAA and NASFAA activities.

Recommendations:

None

**GOAL 2: 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 SASFAA 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:

ATAC provided continued use of Listservs, electronic newsletters, pre-conference information, diversity activities, NAOW and Management Institute promotion. A conference booth provided SASFAA 2006 information.

Newsletter provided information on a quarterly basis.

Use of website to promote all SASFAA training opportunities with online registration.

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

- Set up 2005 conference mini site with periodic updates.
- Provided sponsorship applications via web.
- Made electronic voting at 2005 conference available online.
- New Aid Office Workshop Training online registration

#### Assessment:

The website continues to enhance all communication efforts in a cost-efficient manner. The committees also utilized emails and teleconference to communicate in an effort to contain costs.

The GAP committee commends the Newsletter chair, April Kendrick, and Electronic Services Chair, Erik Melis, for their timely communication of Association information to the membership.

#### Recommendations:

- The publication of the Newsletter in PDF format for ease of printing.
- Continue to evaluate the functionality and design of the website.

**GOAL 3: 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.
- Encourage timely, effective involvement in financial aid issues affecting the profession.
- Advocate positions when a reasonable consensus exists.

Activities:

The Legislative Relations Committee presented articles for newsletters, updates were presented at board meetings and the chair worked with legislative representatives from each state.

Assessment:

GAP committee commends the Legislative Relations Committee for their efforts.

Recommendations:

- Provide alerts via the listserv of reauthorization issues, legislative concerns and any other issues pertinent to the financial aid community including all educational institutions, lenders, and servicers.
- Keep state legislative representatives as active and involved members of the committee.
- Review the SASFAA Legislative Guide, revise as necessary, obtain Board Approval and post to the SASFAA website.

## **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:

NAOW, Mid-level, all Annual Conference sessions including keynote speaker, Jon-Paul Hutchins, general session speaker, Mark Abelsson, general session speaker, Jeff Baker, general session speaker, Carney McCullough, and the use of tracks, Diversity sessions, President elects workshops, leadership development training at NASFAA.

SASFAA sponsored a one-day New Aid Officer's workshop at the annual conference in February 2005. SASFAA will sponsor a week-long New Aid Officer's workshop and co-sponsor a Mid-level Officer's workshop in June 2005.

The SASFAA annual conference provided a range of sessions that appealed to various experience levels and sector interests. Over 950 people attended the conference plus speakers and guests. The cultural history of Georgia was celebrated at the conference.

Assessment:

The GAP Committee commends the conference committee, chaired by Brent Tener, the Diversity, New Aid Officers and Management Institute Committees for all their efforts and offerings to the membership. Evaluations reflected the high satisfaction of the membership for the training and sessions provided.

The Diversity Committee, chaired by Dee Talley, should also be commended for the organization of successful events at the annual conference – especially the Multi-Cultural Leadership Symposium. The committee made significant accomplishments during the year to include: selection of quality speakers at the conference, support of the conference program by providing a diversity track in the conference program, hosting of an 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 continued at the annual conference that would provide training on topics that will assist Directors and Associate Directors enhance their management skills.
- SASFAA continue outsourcing the PC lab for the annual conference.
- Continue conference transitional meeting at the end of the annual conference to discuss and review and evaluate conference activities, sessions, speakers, etc for the following year's committee.
- GAP supports the attendance of the following year's curriculum coordinator and site coordinators at the current year's NAOW. Mid-level should continue, but discuss the prospect of scheduling it at another time other than immediately after the NAOW since this means a commitment for the VP and sometimes the Treasurer to be out of the office for basically 2 weeks.
- Change Policy and Procedures Manual to reflect that the Management Institute Chair should be appointed by President and not be the direct responsibility of the Vice President as this is not a training workshop, but an enhancement of management abilities for Directors and Asst Directors.
- Follow up advertising for NAOW and Mid-Level to continue after annual conference via the listserv, emails, flyers and websites.
- Propose site selection for NAOW and Mid-Level a minimum of 2-3 years out instead of the current year.
- Continue to utilize training opportunities offered by NASFAA and materials such as CORE, etc.
- Select sites for the Summer Workshop where the host institution agrees to provide a staff member to be the site coordinator.
- Promote the New Aid Officer's workshop and the Mid-Level workshop at the annual conference by staffing a booth in the exhibit hall and provide literature for the conference registration packets.
  - Select a curriculum coordinator from a list of previous instructors.

- continue the Mid-Level workshop every other year in conjunction with SWASFAA.

## **FINANCES**

### **GOAL 1: 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:

Conducted yearly financial review. Completed IRS 990 in timely fashion for Nov 15<sup>th</sup> IRS deadline. Continued use of credit card machine at SASFAA activities. Cost cutting measures included utilizing emails, teleconferencing and dual meetings for many committees. Daily receipt balancing at the conference. Continued online reimbursement procedures saving on postage and checking charges. Lester McKenzie, SASFAA Treasurer, changed credit card billings to addresses of officers.

#### Assessment:

GAP commends Budget and Finance for completing review and IRS 990 in a timely manner. GAP also commends SASFAA Treasurer, Lester McKenzie, for his untiring efforts.

#### Recommendations:

The GAP committee recommends that:

- Have treasurer email budget line itemized expenses for each board member and committee chair on at least a quarterly basis.
- Treasurer, working in conjunction with the Electronic Services Chair, look at updating budget on the website two weeks after each quarterly board meeting.
- Supply itemized expense report for each incoming board and committee chair by May 1<sup>st</sup> in order to prepare budget forecasts for next years budget.

- Be proactive in obtaining statements for June events and paying these expenses during current budget year.

**GOAL 2: 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:

Monitored the investments of the SASFAA reserves that matured during the fiscal year. Evaluated the fees and dues assessed to our members and kept the cost affordable as many of our constituents have budgetary constraints and SASFAA is trying to be sensitive to these limitations and did not raise dues or conference fees. Utilized electronic invoices for faster processing. Continued transfer protocol with Bank of America for payment of large expenditures especially in regards to the conference.

Assessment:

The GAP committee commends Sponsorship Chair, Bob Godfrey, for his efforts to secure a large number of sponsorship contributions this year.

Recommendations:

The GAP committee recommends that:

- Continue monitoring the association's investments.

- Continue converting financial activities that would save on costs and speed the processing of activities.
- The Sponsorship chair should notify potential sponsors concerning yearly sponsorship opportunities within seven days after the initial board meeting.

**THE COMMITTEE:**

Ron Day, Chair  
Birmingham Southern College  
Birmingham, Alabama

Rosemary Tutt  
National Education  
Lexington, Kentucky

Guy Gibbs (new)  
Northern Virginia Community College  
Annandale, Virginia

Jane McNaughton (new)  
Edamerica  
Brentwood, Tennessee

Thurman Mitchell (new)  
Hinds Community College  
Raymond, Mississippi

Earl Mayo  
South Carolina Tuition Grants Commission  
Columbia, South Carolina

Attachment A

**SASFAA 04-05  
Committee Total**

<b>State</b>	<b>Gender</b>		<b>Ethnic</b>		<b>School Type</b>		<b>service with SASFAA</b>	
AL	14	Male	56	Caucasian	102	4 yr Pub	38	New 51
FL	12	Female	82	African-American	30	4 yr Priv	22	Returning 87
GA	14			Hispanic	2	2 yr	20	
KY	14			Other	4	Prop	3	
MS	9					Lend/Gua/Agency	55	
NC	15					Other	0	
SC	18							
TN	23							
VA	19							
Other	0							
<b>Total</b>	<b>138</b>		<b>138</b>		<b>138</b>		<b>138</b>	

## **GAP Committee Recommended format for SASFAA Annual Reports**

As stated during the transitional board meeting in June 2004, each elected board member, committee, and liaison chair is requested to present an annual report to the president prior to **April 1, 2005**. This information is vital for purposes of the required President's Annual Report and for the GAP Committee's report that is presented at the June 2005 board meeting.

Below is a list of the items needed for the report:

1. Committee Membership and Institutional Affiliation (spreadsheet attached).
2. Objectives 2004-2005.
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, phone, 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

**Committee: Long-Range Planning Committee**

**Goal 1** A comprehensive long-range planning approach for the period 2006-2011 will be developed for the approval of the Board of Directors for the 2004-2005 Associational year.

**In Response to** SASFAA's Mission Statement

**Expected Outcome(s):** Improvements to current language and expansion of components of the existing long range plan (2001-2006) and recommendations to conduct activities to strengthen the long-range planning process so that a final plan may be approved by the Board of Directors no later than June 2005.

**Strategies:**

1. Appointment of a long-range planning committee.
2. Analyze member-state long range plans for congruence and differences that may be present within our region.
3. Analyze other regional association's long-range planning documents.
4. Analyze NASFAA strategic long-range plan.
5. Review NASFAA's Scan of our Changing Environment, 2004-2005 to identify any potential threats and opportunities.
6. Review and analyze the most current GAP report for recommendations related to long-range planning.
7. Recommend that SASFAA undertake a planning retreat that includes the SASFAA leadership.
8. Recommend that a membership survey be undertaken by the Association for distribution in February 2005. a brief history of SASFAA's long range planning development.
9. Write a brief history of SASFAA's long-range planning development for inclusion in the next iteration of the LPR.
10. Recommend that the Board of Directors identify SASFAA core values and include them in the long-range plan.

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**Actual Outcome(s)**

The LRP reviewed all existing Long-range plans of its member states (MS and NC did not have one to review) for congruency, possibilities and issues.

The LRP committee contacted all regional associations as well as NASFAA for their long range/strategic plans. The committee obtained a copy of the RMASFAA, EASFAA, MASFAA and NASFAA plans and analyzed them for SASFAA opportunities.

The LRP reviewed NASFAA's Scan of our Changing Environment, 2004-2005 to consider existing environmental factors in its charge to revise/update the SASFAA LRP.

The committee contacted prior chairs of the LRP development to obtain the history of the development of the long-range plan for the association.

The committee reviewed prior GAP reports and GAP recommendations.

The committee kept the Board members informed of its approach, concerns and recommendations.

The committee developed a membership survey to be conducted, tallied and interpreted during the Spring 2005.

The committee began initial planning for a leadership retreat for Association strategic planning.

### **Analysis, if any**

As a result of the review of the GAP reports and recommendations, state members long range plans and other association long range plans, the committee updated the SASFAA LRP. The revised LRP includes strengthening the GAP reporting and recommendations, provides for the planning cycle to revise and update each LRP, and expands membership, communications, and finance objectives.

The revised LRP will include a history of the development of the long-range plan within SASFAA.

### **Next Step(s) (if any)**

Distribute, tally and interpret the membership survey.

Plan the Association strategic planning retreat.

Revise the long-range plan as needed, based on information obtained from the membership survey and planning retreat.

**Committee: Long-Range Planning Committee**

**Goal 2** The SASFAA Long-range planning development will be integrated into each annual planning cycle.

**In Response to** SASFAA's Mission Statement

**Expected Outcome(s):** The long-range plan will be reviewed for progress towards accomplishing its stated goals annually.

**Strategies:**

11. Appointment of a long-range planning committee.
12. Committee end-of-year reports will be submitted no later than April 1 annually using a prescribed format to determine progress toward accomplishing Association goals and determining next steps.
13. The GAP report will be completed no later than April 30 so that the SASFAA president-elect may use the outcomes and incorporate the information and data into the next fiscal year's planning.
14. The GAP report and President-elect's analysis for the Association's next steps will be reviewed at the transitional board meeting in June.
15. Committees will use the GAP report outcomes in order to develop their goals for the fiscal year.

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**Actual Outcome(s)**

The long-range planning committee combined individuals who had long-time and significant experience with SASFAA, NASFAA, the lending community, and the member states. The committee membership was diverse in its ethnicity and school control. The committee represented new member perspective. The committee had representation of individuals knowledgeable regarding its finances, investment strategies and professional development opportunities.

The GAP committee is on target to obtain committee end-of-year reports on April 1 and has sent several reminders and an appropriate format to collect information and analyze it.

**Analysis, if any**

The GAP report should be available on April 30 to analyzed by the incoming 2005-2006 Associational board prior to the transitional meeting scheduled for June, 2005. The recommendations from GAP report should be used as a foundation for each incoming committee chair to develop its goals and objectives.

**Next Step(s) (if any)**

The Board of Directors and LRP should review each committee's goals and objectives to confirm that they do related to the GAP recommendations.

## GAP COMMITTEE RECOMMENDATIONS

### Conference Committee

All goals and objectives of committee need to be part of plan for the first board meeting of each year. Make distinctions for committee goals to cut down on animosity. Who is the conference for? It's for the schools. Each sector needs to find something at the conference. Have we lost our target?

GAP commends the conference committee for the largest conference ever and largest vendor/sponsor participation. These are good accomplishments.

On conference evaluation it would be helpful to get the number of responses to each question. 330 people responded to the evaluation and there were 969 attendees. How many of the 969 were vendors? A recommendation is to work with membership to get an overall conference breakdown by sector – schools versus vendors; public versus private, etc. Also tracking of complimentary memberships is necessary. Analyze who attends the conference and compare it to the membership. Travel, budget and location are factors influencing conference attendance.

A count between membership and conference attendance would help with meal functions.

GAP commends Janet Sain, Lianne Masterson, Brent Tener, Zita Barree, Lynn Reinstadtler and Lisa Tumer for the conference chair binder. This valuable resource contains many spreadsheets. Site selection's help on negotiating contracts is an important part of this planning process.

### Diversity

GAP commends Dee Talley for her hard work as chair of the committee. GAP also commends the committee for taking a stand on sensitive topics. Due to conference evaluation feedback, GAP recommends that session definitions or explanation of session content be considered as some members expressed concern about not understanding the nature of the general session. Open communication is very important. Two new committee members and 10 returning allows a base of experience to tap.

### Electronic Services

Erik Melis was commended by GAP. He will serve one more year in this capacity. One suggestion was to reformat the website due to inability to easily find documents. Susan Little will head a special projects committee to rewrite the Policy and Procedures Manual Electronic Services impacts all committee. SASFAA member states look at SASFAA's Policy and Procedures Manual as a guide so it is important to have the most updated information available.

### Federal Relations

Mike Hawkes from ECMC will take Bill Spiers' place. A face to face committee meeting could take place at the conference. Kim Jenerette from South Carolina was mentioned as a possible future Federal Relations chair as he has done an exceptional job in his home state. GAP commended Bill Spiers for stepping in at mid year. If Reauthorization occurs in 2005-2006, this committee will be busy with responses.

### Budget and Finance

Karen Koonce did not provide a detailed report of her committee which made the evaluation process very difficult. A recommendation is to make the role of the person who chairs this committee part of the long range plan. Should the chair have a certified financial planner designation, for example, or a CPA designation? There are resources within SASFAA to tap to help determine the makeup of the committee members. Guy Gibbs, President Elect, made a recommendation to have Clark Aldridge work on updating the Guide to Financial Management in 2005-2006 as part of the overall updating of the Policy and Procedures Manual.

### Lender Liaison

Lenders contribute in more ways than financial. A recommendation is to have a list serve of just lenders in SASFAA to identify and track concerns and issues from the lender perspective. Are we meeting the needs of our lender members? Lender liaison chair has to be neutral and not seen as a competitor but as a person to represent lenders and present lender concerns to the Board. Suggestion is to have a lender-only track at SASFAA. Look at results of SASFAA survey to make recommendations based on lender responses perhaps having a Financial Aid Basics or Financial Aid Environment session at the conference.

### Management Institute

GAP commends the committee and the very beneficial program. The management institute takes an 18 month planning cycle. Mid-level is headed by SASFAA in 2006. Earl Mayo recommended a 4 year cycle which will have to be voted on in 2006.

### Membership

GAP wants a breakdown of membership statistics in the report. This has been a previous recommendation for several years. Sector as well as state breakdown would be helpful. A breakdown of new members as well as growth rates is necessary.

### Professional Development

Michael's illness prevented Zita from sending a report.

### Newsletter

GAP recognizes and commends April Kendrick for her tremendous job this year. The state newsletter editors are committee representatives. Does the membership prefer paper newsletters over electronic or the ability to print an electronic version of the newsletter?

### Nominations and Elections

There were 8 people for 6 slots. It is difficult to get qualified diversified candidates to run for office. GAP recommended a list of passwords and usernames be available at the conference for members who forget to bring that information. No paper ballots for the next election was mentioned.

### Secretary

Sandy Neel will have help from Susan Little in the rewrite of the Policy and Procedures Manual during 2005-2006.

### Site Selection

Recommendations were to have a junior chair of this committee and to move further out in negotiating New Aid Officer Workshop contracts.

### Sponsorship

GAP commends Bob Godfrey for his tireless efforts. We do need breakdown of conference income and expenses from the Treasurer as well as levels and amounts of conference sponsorship.

### State Presidents

The State Presidents' role should be reviewed by the Long Range Planning Committee and let LRP make recommendations. GAP should also review roles of all the members of the Executive Board as well as committee chairs and let LRP make recommendations.

### Long Range Planning

Make sure that the Board monitors GAP 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).
- (03-04) The Chair of the Nominations and Elections committee continue to ensure, to the extent possible, that minorities are represented on the slate of candidates.
- (03-04) The current President and current State President start the process of obtaining viable names of possible candidates prior to the transitional meeting in order to be proactive in getting nominations. Emphasis should be placed on the financial support and commitment to board and committee chairs in regards to travel, room and board expenses in conjunction with scheduled meetings.
- (03-04) The Executive Board reviews utilizing the electronic version of election procedures to determine the value of continuing the practice of candidate speeches and to make recommendations to the P&P manual in order to utilize ATAC for voting purposes.
- (03-04) Incoming president may need to stress the importance of reading and reviewing the GAP report and the recommendations set forth so that changes can be made.
- (03-04) SASFAA continue to identify and aggressively pursue potential minority leaders.
- (03-04) 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).
  - (04-05) The Chair of the Nominations and Elections Committee work with the state presidents to seek qualified, diverse, and competent individuals as candidates for elected officers.

- (04-05) The Chair of the Nominations and Elections Committee work with the states to insure, to the extent possible, that minorities are represented on the slate of candidates.
- (04-05) The Executive Board reviews the electronic voting processes to make it fully functional for ALL voting, i.e., absentee voting, on-site voting, non-attendees voting, etc.
- (04-05) The Executive Board reviews the practice of candidate speeches occurring during the conference.
- (04-05) SASFAA continue to actively identify, development, and pursue minority leaders.
- (04-05) The Executive Board should review the contents of the GAP report and set forth a process to implement recommendations.
- (04-05) 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).
- (04-05) The Board should review the qualifications needed for the Audit and Finance Chair, i.e., Accounting, CPA, Financial Planner, etc.

## **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.
- (03-04) Provide more statistical information so that the GAP committee can accurately assess the composition of the board and committee members and be able to compare those percentages to the overall membership composition.
- (03-04) SASFAA identify potential elected board members and committee chairs who have never attended the NASFAA Leadership Training and commit to sending no more than three each year in order to promote future leaders. The board should consider elected officers first, then committee chairs. Efforts should be made to target under-represented groups.
- (03-04) To promote more participation, publicize the financial commitment SASFAA has made in regards to travel, room and board expenses for elected officers and committee chairs to ensure more diversity in sector participation.
- (03-04) Continue to use email and teleconferencing and coordinating several meetings together to ensure fiscal responsibility.
- (03-04) Continue efforts to have multiple members on each committee.
- (03-04) 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.
- (03-04) SASFAA work to increase the number of members from two-year institutions who are committee members/chairs.
- (03-04) All one-person committees should 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, to name just a few type of possible tasks.
- (03-04)The Diversity committee should continue to be represented by every SASFAA state and where possible, by every minority.
  - (04-05) More statistical information should be made available to the GAP committee by each individual who presents an annual report, i.e., detailed listing of members, responsibilities, sector, etc.
  - (04-05) SASFAA continue to send several individuals to the NASFAA Leadership Training workshop – inclusive of the President Elect, newly elected Secretary or Treasurer, individual(s) designated by the President, etc.
  - (04-05) The Board pursue the use of all electronic meeting capabilities, i.e., email, teleconferencing, webconferencing, etc., to insure fiscal responsibility is being met.
  - (04-05) Continue, with the assistance of the state presidents (where possible), to have representation of all nine states on each committee.
  - (04-05) Seek a balance with experienced and new individuals on each committee.

- (04-05) Seek to have a balanced representation from each state on various committees.

## **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.
- (03-04) The GAP committee strongly recommends that the chair provide the membership stats to be included in the annual report so that proper assessments can be completed in order to complete comparison of growth or decline in membership. Include a breakdown of membership by school type, state, experience levels, and status (paid, honorary and complimentary).
- (03-04) In between the formal survey to be conducted every five years, have membership chair conduct informal survey on what the membership needs are and see how SASFAA can facilitate and meet these needs in their state especially in the area of training.
- (03-04) Continue yearly mailings to current, past and new potential members soliciting their participation in SASFAA.
- (03-04) By no later than August 1, every school located in the nine 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.
- (03-04) The Membership committee chair continue to provide a monthly back up of the membership database to the Secretary.
  - (04-05) The GAP committee strongly recommends that the chair provide the membership stats to be included in the annual report so that proper assessments

- can be completed in order to complete comparison of growth or decline in membership. Include a breakdown of membership by school type, state, experience levels, and status (paid, honorary and complimentary).
- (04-05) The Membership Chair should continue to the development and implementation of a membership brochure.
  - (04-05) Immediately following the first Board meeting of each year, a letter from the President and the Membership Chair should be sent to all post-secondary schools within the SASFAA region detailing information related to membership.
  - (04-05) The Board should review the timing of membership dues as it relates to the availability of electronic data, i.e., listservs, ATAC, etc.
  - The Membership Chair should continue to provide monthly information to each state regarding their respective membership numbers within SASFAA.

## **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.
- (03-04) The Policies and Procedures manual should be updated to reflect a description and role for each standing and ad hoc committee. A formal report should be a part of the Annual report for review by the GAP committee each year. It should include By-Laws updates as well.
- (03-04) Communicating to board, GAP and the membership how they can access any archived records involving the association.

- (03-04) SASFAA get an inventory from SC Loan Corp listing what they have in storage and if they completed the scanning process for us.
- (03-04) The secretary should work with the electronic services committee in order to insure adequate access to reports on our website.
- (03-04) 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 should obtain approval to develop a Policy and Procedure.
- (03-04) 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.
- (03-04) Consideration should continue to be given to recording statistics of annual events and membership data.
  - (04-05) GAP recommends that the P & P manual be completely reviewed to include needed changes as they relate to our new website (ATAC).
  - (04-05) The Board should seek to secure an inventory of the archived information located at the SC Loan Corp.
  - (04-05) The Board should seek to find what (if applicable) remains to archived, what items constitute value regarding archives, and who should insure the maintenance of the archives.
  - (04-05) The Board should insure that all archived information be made available to the membership via the website.
  - (04-05) The Board should review the P & P manual as it relates to expenses for travel to and from various events.
  - (04-05) GAP recommends that SASFAA cover the cost of attending the national conference (NASFAA) for its voting representatives who are elected officers of the association (current President and Past President).
  - (04-05) GAP recommends the continuation of recording annual event data 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.
- (03-04) we investigate the cost of being able to provide printing option of the newsletter in order to provide the membership with the opportunity for those who want to read it on paper as opposed to on the web. Possibly provide listserv message with highlights with corresponding links. Check into possibility of getting ATAC formatted newsletter on disk to be printed as an additional option. Survey the membership to see what they prefer. Many states do both.
- (03-04) SASFAA evaluate the current functionality and design of the new ATAC website. A review of 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.
- (03-04) Provide alerts via the listserv of reauthorization issues, legislative concerns and any other issues pertinent to the financial aid community including all educational institutions, lenders, and servicers.
- (03-04) Keep state legislative representative as an active and involved member of the committee. Strongly encourage state presidents to keep their reps involved and responding to leg chair as well as those who volunteer should be considered.
- (03-04) Advertise the information that there is a legislative guide on the website that members can utilize to respond to the upcoming reauthorization issues.
  - (04-05) The GAP committee recommends that the Electronic Services Chair work with ATAC to insure ease of access to various forms, i.e., Board minutes, GAP report, the President's Annual Report, etc.

- (04-05) The GAP committee recommends that the newsletter be made available electronically in a PDF format if financially feasible.
- (04-05) The GAP committee recommends that legislative issues be made available to members on a more timely fashion (similar to the South Carolina Association method) via the listserv.
- (04-05) GAP recommends that the website be reviewed on an annual basis for functionality, design, and ease of access.
- (04-05) The GAP committee recommends that a more detailed and concerted effort be made to communicate with members.

## **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.
- (03-04) 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.
- (03-04) SASFAA investigate outsourcing the PC lab for the annual conference.
- (03-04) the amount of time scheduled for the SASFAA state president-elects workshop be increased.
- (03-04) Continue conference transitional meeting at the end of the annual conference to discuss and review and evaluate conference activities, sessions, speakers, etc for the following year's committee.
- (03-04) When conducting site selections, make sure hotel facilities are able to handle conference of our size and meet our needs. GAP committee understands that the hotel staffing and management is beyond our control, but all efforts should be made to select one that can be as accommodating as possible.
- (03-04) GAP supports the attendance of the following year's curriculum coordinator and site coordinators at the current year's NAOW. Mid-level should continue, but discuss the prospect of scheduling it at another time other than immediately after the NAOW since this means a commitment for the VP and sometimes the Treasurer to be out of the office for basically 2 weeks.
- (03-04) Change P&P to reflect that the Management Institute chair should be appointed by President and not be the direct responsibility of the VP as this is not a training workshop, but an enhancement of mgt abilities for Directors and Asst Directors.
- (03-04) Follow up advertising for NAOW and Mid-level to continue after annual conference via the listserv, emails, flyers and websites.
- (03-04) Propose site selection for NAOW and Mid a minimum of 2-3 years out instead of the current year. Continue to utilize "Unique Venues" website as a means to locate viable sites for NAOW and Mid and any other sites we may be looking for.
- (03-04) Continue to utilize training opportunities offered by NASFAA and materials such as CORE, etc.
- (03-04) SASFAA only select sites for the Summer Workshop where the host institutions agree to provide a staff member to be the site coordinator.

- (03-04) 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.
- (03-04) The curriculum coordinator is selected from a pool of previous attendees or instructors.
- (03-04) the Mid-level workshop is continued at least every other year in coordination with SWASFAA.
  - (04-05) GAP recommends that a professional track for experienced aid officers be continued at the annual conference to provide training on topics that will assist Directors and Associate Directors enhance their management skills.
  - (04-05) GAP recommends the continued practice of outsourcing the PC lab at the annual conference.
  - (04-05) GAP recommends working with the state to insure adequate time is scheduled for the SASFAA state president-elects' workshop.
  - (04-05) GAP supports the continuation of the conference transitional meeting at the end of the annual conference to discuss and review and evaluate conference activities, sessions, speakers, etc for the following year's committee.
  - (04-05) Continue to seek adequate hotel facilities to handle conference needs. GAP committee understands that the future hotel staffing and management is beyond our control, but all efforts should be made to select one that can be as accommodating as possible.
  - (04-05) GAP supports the continued practice of the attendance of the following year's curriculum coordinator and site coordinators at the current year's NAOW.
  - (04-05) Follow up advertising for NAOW and Mid-level to continue after annual conference via the listserv, emails, flyers and websites.
  - (04-05) GAP strongly recommends that the proposed site selection for NAOW and the Mid Level Workshop be secured a minimum of 2-3 years out instead of the current year.
  - (04-05) GAP recommends the continued use of training opportunities offered by NASFAA and materials such as CORE, etc.
  - (04-05) 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.
  - (04-05) All SASFAA events, including each workshop and conference, be advertised at each state conference and/or state workshops by staffing a booth in the exhibit hall.
  - (04-05) GAP recommends that the curriculum coordinator be selected from a pool of previous instructors.
  - (04-05) GAP recommends the Mid-level workshop be continued in coordination with SWASFAA

## **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.
- (03-04) Budget and Finance try to meet GAP committee deadline of Oct 15<sup>th</sup>.
- (03-04) Have treasurer supply email versions of budget line itemized expenses for each board member and committee chair on at least a quarterly basis.
- (03-04) Supply itemized expense report for each incoming board and committee chair by May 1<sup>st</sup> in order to prepare budget forecasts for next years budget.
- (03-04) Continue monitoring our association's investments.
- (03-04) Continue converting whatever financial activities we can that would save on costs and speed up the processing of all our activities.
- (03-04) 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.
- (03-04) the Sponsorship chair should send letter of intent to potential sponsors within seven days after the August Board meeting.
  - (04-05) GAP recommends that the treasurer supply budget line itemized expenses for each board member and committee chair on at least a quarterly basis.
  - (04-05) GAP recommends that the on-line budget information be updated immediately following each board meeting
  - (04-05) GAP recommends that the qualifications needed for the Budget and Finance Chair be reviewed.
  - (04-05) GAP recommends that the Guide to Financial Management be reviewed, updated and made available to the membership.
  - (04-05) GAP recommends that SASFAA make the on-line payment option available to members for all events.

- (04-05) GAP recommends that all associational investments be carefully monitored.
- (04-05) GAP recommends that future hotel contracts be reviewed to insure proper and adequate space is available for vendors to exhibit.
- (04-05) GAP recommends that all financial data be made available for the annual GAP committee meeting.
- (04-05) GAP recommends that on-line information be made available to potential sponsors immediately following the first board meeting.