

# **SASFAA Governance and Planning Committee Assessment**

**2006-2011 SASFAA Long-Range Plan**

**2008-2009**

**Southern Association of Student Financial  
Aid Administrators, Inc.**



**June 2009**

**Lisanne Masterson, Chair  
2008-2009 SASFAA Past President**



June 5, 2009

TO: SASFAA Board of Directors  
SASFAA Membership

FROM: Governance and Strategic Planning Committee

Lisanne Masterson, Chair, Brevard College  
Brenda Brown, University of Miami School of Law  
Cara Suhr, Tennessee Technology Center – Nashville  
Sul Black, Benedict College  
Dan Miller, Mississippi University College for Women

SUBJECT: Assessment of the 2006-2011 SASFAA Long-Range Plan

The SASFAA Mission Statement,

*“The Southern Association of Student Financial Aid administrators was founded in order to establish a community of members, who through the sharing of ideas and professional competencies and experiences would serve more ethically and effectively the diverse needs of students, parents, and institutions. The present and future existence of the Association continues to be based on this founding principle.*

*To facilitate this mission, the Association pledges to support professional communications in all areas concerned with the administration of student educational financing programs. The Association is committed to developing future leaders by actively involving its membership. To accomplish the goals set forth by the Association in a dynamic environment, the Southern Association of Student Financial Aid Administrators offers personal and professional development opportunities and embraces sound principles and practices of aid administration.”*

The SASFAA Vision Statement,

*“The Southern Association of Student Financial Aid Administrators is a dynamic organization serving practitioners, users and providers of student financial aid programs. This effort occurs in an environment of mutual response and support which encourages questions, discussion and shaping of ideas – thus promoting opportunities, equity and access in and to higher education.”*

The charge given to the SASFAA Governance and Planning Committee (GAP) was to review the SASFAA 2006-2011 Long-Range Plan (Plan) and to ascertain to what extent the Board, state

Presidents and committee chairs/liaisons, acting on behalf of the membership, achieved their goals and objectives that they established for themselves in response to the Plan.

This assessment followed the four major sections identified in the Plan: Organizational Structure; Communication/Collaboration; Professional Development and Finances. Organizational Structure included By-Laws, Board of Directors, Committees, Leadership, Membership and Policies and Procedures. Communication/Collaboration also included a discussion on Legislative Relations.

The committee reviewed the goals and objectives established in the Plan and then evaluated the responses provided by the various Board members, state Presidents and committee chairs/liaisons to determine how they met or did not meet their specific goals and objectives. This included a review of the activities conducted as well as an assessment as to whether or not goals and objectives were met.

The final activity of the GAP committee includes the recommendations that are necessary to meet fully the goals and objectives set forth in the Plan. Much progress was made in 2008-2009; however, the recommendations, if met in future years, will enhance the profile of SASFAA within the financial aid community and better serve the membership.

The GAP committee appreciates the hard work of the Board, state Presidents and committee chairs/liaison and the SASFAA members that gave of their expertise, time and energy to make this a better Association. Sincere thanks to each of you for your efforts. We are a better Association because of you.

**2008-2009 Governance and Planning Committee Assessment  
SASFAA Long-Range Plan (2006-2011)**

***ORGANIZATIONAL STRUCTURE***

**BY-LAWS**

**GOAL 1: The Bylaws will reflect the mission, vision and purpose of the Association and support the viability of the organization.**

**OBJECTIVE:**

- 1.1 Review annually to ensure that the Bylaws continue to further the mission of the Association.

Activities:

A technical correction was made by the Board of Directors to Article III (b) to change “providing” to “promoting”.

Assessment:

A technical correction to the Bylaws was approved by the Board of Directors.

Recommendations:

Continue an annual review of the Bylaws.

**BOARD OF DIRECTORS**

**GOAL 2: The terms of office for elected officers will be of sufficient length to ensure continuity and to complete official business while providing opportunities for new leadership.**

**OBJECTIVE:**

- 2.1 Review the terms and composition of office of elected officers at least once every five years.

Activities:

An Officer Survey was completed during the 2008-09 year of the past three Executive Boards

Assessment:

Fifty-six current/former members of the Board were sent the survey, with forty-two responding. 92.8% of the respondents thought the terms were of appropriate length. Several respondents mentioned a possible interest in having a treasurer-elect.

Recommendations:

The Board should evaluate the feasibility of adding a treasurer-elect position.

**GOAL 3: The advice and assistance provided to the Board of Directors by committee chairs are such that the goals of the Association are readily accomplished, future leadership is developed, and Board activities remain fiscally responsible.**

**OBJECTIVES:**

- 3.1 Assess the purpose and need of each committee when making committee chair/liaison appointments.
- 3.2 Committee goals and objectives should be developed annually to meet the goals of the SASFAA Long-Range Plan and incorporate recommendations from the most recent Governance and Planning (GAP) report.
- 3.3 Consider whether all committee chairs should be in attendance at all Board of Directors meetings, keeping in mind the need to develop future leadership for the Association yet maintaining the ability to conduct business at reasonable cost.
- 3.4 Select an appropriate mix of returning and new committee chairs to ensure that continuity of Association business and the development of future leadership.
- 3.5 Ensure that committee chair appointments, to the extent possible, reflect inclusiveness.
- 3.6 Review the Long-Range Plan annually to monitor progress toward goal attainment.
- 3.7 Evaluate and update comprehensively the Plan every five years.

Activities:

The President structured the 2008-2009 board with an appropriate mix of new and returning members to ensure diversity among its members.

The President selected committee chairs based on gender, school type, new/returning committee member, ethnicity and state representation.

The President presented all officers and committee chairs with a spreadsheet with their goals and objectives as outlined by the GAP Report, the Long Range Plan and the Policies and Procedures Manual. They were responsible for completing the spreadsheet and keeping it updated during the year.

The President conducted a survey of current board and past two boards regarding committee importance, committee attendance and board meetings, and types of meetings to hold.

## Assessment

The President was successful in conveying goals and objectives to the officers and committee chairs with the use of the spreadsheet. A periodic review of committee goals and objectives were made within the progress reports given by the officers and committee chairs at each board meeting.

All committee chairs were invited to each Board meeting to obtain their input on a variety of subjects and as a way of developing leadership abilities.

The President did an excellent job of mixing new and returning members to the 2008-2009 SASFAA Board. The board had five committee chairs returning in the same position, two prior-year committee chairs served in new capacities for the year, and there were seven new committee chairs.

All committee chairs and officers made excellent progress toward achieving their goals and objectives for the year.

The President did an excellent job of selecting committee chairs based on gender, school type, ethnicity, sector and state representation. There were 11 men and 17 women on the Board. 12 of the board members were from four year public institutions; 5 were from four year private institutions; 3 were from two year public institutions, 1 was from a two-year private, 1 was from the graduate/professional sector, and 6 represented other sectors. State representation was as follows: Alabama -2; Florida – 3; Georgia – 3; Kentucky – 3; Mississippi –2; North Carolina – 4; South Carolina – 3; Tennessee – 5; Virginia – 3.

The Officer Survey was completed and sent out, with an excellent response being received.

The President is to be commended for meeting diversity objectives with her committee chairs.

The 2009-10 Long Range Planning Chair was invited to participate in GAP meeting this year in order to provide continuity as we move into the next complete review of the Long Range Plan.

## Recommendations:

The President should ensure that all committees' goals and objectives for the year concur with the Long Range Plan and the recommendation of the most recent GAP report.

The GAP Committee should be provided with a comprehensive list of committee members whether they are new or returning members. Comments on the list should indicate if the member is new or returning.

In light of continuing developments within the profession, it is important that the incoming President consider whether or not all committee chairs/liaisons should attend every Board meeting.

The Long-Range Plan must be evaluated and updated every five years. This process should begin no later than 2009 with a new plan to be approved and in place in 2011.

Add a column to the listing of committees that includes prior year roles on SASFAA board and/or committees.

Review the necessity of having four in-person board meetings. For example, could the summer or fall board meeting be held via conference call?

Consider the possibility of starting some transition training at the annual conference.

Maintain the discretion of the President to determine the number and type of board meetings, as well as who should attend.

## **COMMITTEES**

**GOAL 4: Committees should be 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:**

- 4.1 Appoint committee members, to the extent possible, to reflect a practice of inclusiveness.
- 4.2 Ensure that committees with broadly-defined responsibilities such as legislative relations, professional development, and annual conference include at least one representative from each state in the region. Discuss appointments with the current state Presidents at the time of selection.
- 4.3 Ensure that committees, unless otherwise specified in the By-Laws or by policy, function with the fewest number of members sufficient to accomplish the goals of that committee.
- 4.4 Ensure that the committee chair, with approval of the Board of Directors, makes every effort to identify an appropriate mix of returning and new members to assure the continuity of committee business and development of future leadership.
- 4.5 Pursue 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.
- 4.6 Require that each committee provides a written annual summary of its activities so this information may be included in the President's annual report.

### **Activities:**

The President selected an appropriate mix of returning and new committee chairs to ensure the continuity of executive Board business and the development of future leadership.

The legislative relations, professional development, newsletter and annual conference committees included when possible, at least one representative from each state. The selection of

committee members to ensure old and new members as well as diversity can be difficult since some committees have pre-determined membership.

The President requested a written year-end report from each committee chair/liaison as well as those elected members of the Board. The State Presidents were also encouraged to provide an overall assessment of their activities as Board members.

The Diversity Committee is writing policies and procedures for their committee to be approved by the Board and added to the Policy and Procedures Handbook within the list of Standing Committees.

#### Assessment:

The President developed an effective committee structure and appointed qualified committee chairs. A total of five (5) minority leaders were selected to serve as committee chairs for the 2008-2009 year. Ensuring inclusiveness can be difficult due to the number of available positions and in attempting to keep a balance of other factors (e.g., state and school type representation).

Four (4) returning and five (5) new committee chairs/liasons were selected to serve for the 2008-2009 year.

The SASFAA Board consisted of 13 men and 15 females. Twelve (12) of the members were from 4-year publics; six (6) were from four-year privates; three (3) were from two-year publics and seven (7) represented other sectors. Numbers represented by state are: AL-3; FL-2; GA-3; KY-3; MS-2; NC-4; SC-3; TN-6 and VA-2.

Several committees including nominations and elections, legislative relations, membership, newsletter, professional development and annual conference included at least one representative from each state.

E-mails and teleconferencing when appropriate were used to reduce costs and minimized face-to-face meetings. Several committees should be commended for saving the Association thousands of dollars by meeting via conference call to conduct its business. An excellent job was accomplished in managing travel costs and staying within the budget.

A written evaluation of the goals and objectives were received from the elected officers, state President and committee chairs/liasons. The information will be used for the President's annual report and was utilized by the GAP committee in their evaluation of the goals and objectives identified in the Long-Range Plan.

The Diversity Committee is to be commended for their activity of highlighting the diversity of our state associations.

Policies & procedures for the Diversity Committee should be reviewed and considered by the Board for inclusion in the Policy & Procedures Handbook.

Recommendations:

The Board should consider alternatives to on-site meetings and other electronic tools whenever possible to keep costs at the most reasonable level. Such alternatives might include conference calls, electronic mail and arranging committee meetings in conjunction with other events where some committee members would normally be in attendance. Review the possibility of shortening Board meetings to reduce on-site costs.

The Board needs to approve policies and procedures for the operation of Diversity Committee.

The Site Selection Chair should have a vast knowledge of contract negotiation and that at least one member of the committee be trained as a potential Site Selection Chair.

**LEADERSHIP**

**GOAL 5: Members who possess leadership aspirations and capabilities will be identified and developed for significant involvement within the Association.**

**OBJECTIVES:**

- 5.1 Identify and finance one individual annually, other than the President-Elect or Treasurer, to attend the NASFAA Leadership Conference if never attended previously.
- 5.2 Finance, when needed, the SASFAA portion of the NASFAA inter-regional visitation program.
- 5.3 Provide recognition of state and regional leaders.
- 5.4 Establish a SASFAA leadership workshop for developing state member officers and leaders which may be held at a state conference or the SASFAA annual conference.
- 5.5 Provide a forum at the SASFAA conference for recognition of any state project(s) submitted to NASFAA.
- 5.6 Provide a scholarship to award to a need-based student in order to recognize the leadership contributions of the SASFAA President to the Association. The scholarship will be awarded at the conclusion of the Past-President year.
- 5.7 The SASFAA Executive Committee will solicit a listing from each state President of potential leaders and provide an opportunity for them to meet during SASFAA visits to the state meetings.

Activities:

The Board identified individuals to attend the NASFAA Leadership Workshop in March and provided monetary support through the SASFAA budget to send those individuals to the workshop.

The Board approved the appointment of three special appointees to the Board for 2008-2009 for Management Institute, Leadership Symposium, and All Roads Lead to SASFAA.

At the 2009 annual conference, pre-conference workshops were held for State Presidents-Elect and New Aid Officers.

Due to budgetary constraints, the inter-state visit program for State Presidents-elect and the All Roads lead to SASFAA initiatives were not funded for 2008-09.

North Carolina was recognized during the annual conference for receiving a 2008 NASFAA State Award for Service to Advance the Goals of Access and Diversity for their Middle School Summer Enrichment Scholarship Program.

The NASFAA regional leadership award was presented to Betty Whalen.

Due to budgetary constraints, the need-based scholarship to the institution of the immediate Past President of SASFAA to recognize his/her contributions to the Association was not utilized.

A Leadership Symposium was held at the Grove Park Inn December 8-10, 2008.

SASFAA was recognized during the annual conference for receiving a NASFAA Regional Award for the Conference/Site Selection Manual.

#### Assessment:

The President worked with the Board to identify individuals other than the President-Elect, Vice President and Treasurer to attend the NASFAA Leadership Workshop. Due to budgetary constraints, only the SASFAA President-elect was sent with SASFAA paying his expenses to attend the workshop held in Washington, DC, in March.

The Leadership Symposium provided an excellent opportunity for grooming potential state leaders. All states were represented, with a total of 27 participants. Special Note: Over 50% will serve as an officer or committee chair at their state level in the upcoming year.

#### Recommendations:

Continue the development of potential leaders of the Association through workshops, symposiums, conference sessions, etc.

Continue to develop opportunities to mentor mid-level aid administrators. Consider having a mid-level type of experience at the annual conference similar to that offered to new aid officers. Another possibility would be to have a mid-level workshop in conjunction with a state conference as this may increase attendance and reduce costs.

Continue to send the President-elect and others, when financially feasible, to the NASFAA Leadership Workshop. The Committee agrees that it is beneficial to send the SASFAA President-elect in the same year as the State Presidents-elect who will all serve on the SASFAA Board at the same time.

Continue the inter-state visit program, and inter-regional visits as funding is available. Based on the results of the survey of the inter-state visit program, the primary focus should be on the State Presidents-elect.

Conduct the Leadership Symposium every two or three years and encourage states to conduct their own leadership activities during the years in which SASFAA does not offer it.

Consider packaging presentations from the Management Institute and Leadership Symposium for use at the annual conference and by states to provide sessions at their conferences.

Continue to formally recognize any state that submitted a project for NASFAA awards. The GAP Committee recommends a newsletter article in the summer to recognize each state that submits a project in addition to recognizing them at the annual conference.

Consider adding a regional award for state projects.

## **MEMBERSHIP**

**GOAL 6: The membership of the Association should represent the composition of financial aid professionals in the region.**

### **OBJECTIVES:**

- 6.1 Seek to increase membership.
- 6.2 Undertake a review of the membership categories for appropriateness at least once every five years.
- 6.3 Conduct a survey at least once every five years to determine membership needs that is scheduled two years before the effective date of the next 5-year long-range plan.
- 6.4 Increase membership involvement in activities of the Association.
- 6.5 Monitor the persistence rate of members and analyze the reasons for discontinuing membership.
- 6.6 Incorporate ideas which surface from membership survey.
- 6.7 Provide mentoring opportunities for new members.
- 6.8 Provide membership services so the needs and interests of all sectors are addressed fairly and equitably.

### **Activities:**

The friendly membership competition was promoted in 2008-2009 at the regional and state levels. Emails were provided to the committee members with the current totals to be communicated with their state association.

A concerted effort was made by the membership chair to ensure that the membership database has complete and accurate information. The membership chair presented several recommendations to the Electronic Services Chair and ATAC for updates to the membership

database to ensure the information is accurate complete and statistics can be easily accessed and archived.

An online membership survey was conducted as a result of the 2007-08 Revenue Review Task Force recommendations. The survey was emailed to all SASFAA members since 2007-08 regarding membership structures, fee increases, satisfaction of Association services, and suggestions for remaining financially sound.

#### Assessment:

The Association has provided excellent mentoring opportunities through the NAOW experiences and activities at the annual conference. The NAOW Instructors will continue to serve as mentors to the NAOW attendees throughout the year.

SASFAA does an excellent job addressing the needs for all sectors fairly and adequately.

The membership chair is to be commended for her efforts to ensure the completeness and accuracy of the membership database and her efforts to solicit new members through an electronic brochure.

Four hundred twenty-two members (approximately 40%) responded to the online membership survey. There were no recommendations for change in membership categories or the membership structure. The membership also did not want fees to be raised to any significant degree during this period of organizational budget constraints. There was an affirmation of the value of benefits like the listserv and newsletter – inexpensive ways to stay connected to the profession.

#### Recommendations:

Undertake a review of the membership categories for appropriateness at least once every five years.

Review the membership structure at least once every five years to determine if membership should be individual, institutional or on some other basis.

Continue to analyze the membership database, following up on recommendations made by membership chair to make sure the database is setup to accurately record and archive the SASFAA active membership for each and every year. This will then make it possible to make accurate comparisons from year to year.

The membership database should be archived at year end in excel or some other format for ease of determining persistence and other membership statistics.

The most recent Membership Survey should be part of the GAP Committee documentation that is handed off each year.

Continue to use the annual conference to mentor new members and leaders. Remember that the term ‘new members’ is not limited only to members new to the financial aid profession but may include seasoned aid professionals new to the SASFAA region.

Explore capturing records of involvement by our members.

## **POLICIES AND PROCEDURES**

**GOAL 7: Policies and procedures are accurate and complete in order to provide consistent Associational direction.**

### **OBJECTIVES:**

- 7.1 Establish a procedure to ensure that the policies and procedures are accurate and complete and that the Association complies with them. The review should include an analysis of the minutes of each Board Meeting to be sure policy/procedures approvals have been incorporated.
- 7.2 Require that officers and committee chairs review and update policies and procedures under their purview.
- 7.3 Recommendations for policies and procedures changes shall be approved by the SASFAA Board of Directors.
- 7.4 The Secretary shall incorporate policies and procedures as they are approved to the Policy and Procedures Manual.

### **Activities:**

Each officer and committee chair was to conduct a regular review of their respective areas of the Policy and Procedure Manual to document current practices and to insert additional information.

The Secretary continues work to verify the changes and incorporate those changes/updates (approved through the February board meeting) into the Policies and Procedures manual. This task should be accomplished by the Transition Board Meeting.

The Secretary is working with an Ad-hoc Committee appointed by the President at the February board meeting to conduct a review of the current attachments within the SASFAA Policy and Procedure Manual and provide a recommendation as to the feasibility of maintaining those attachments as stand alone documents.

### **Assessment:**

Officers and committee chairs have worked diligently to ensure that the SASFAA Policy and Procedure Manual was correctly updated.

The President has done a good job monitoring the activities of the Association for compliance with policies and procedures.

All changes to the policies and procedures that were adopted by the Board and incorporated into the SASF AA Policy and Procedure Manual. The Secretary is to be commended for ensuring the most current revision of the Policy and Procedure Manual is posted to the website in a timely manner.

Recommendations:

The SASF AA Policy and Procedures Manual shall be continually updated as appropriate and updates posted to the SASFAA Web site upon approval by the Board. The Web site shall be updated in a timely fashion.

**GOAL 8: Maintain the records of the Association.**

**OBJECTIVES:**

- 8.1 Establish procedures to maintain and archive the records of the Association at the close of each fiscal year.
- 8.2 Review periodically the methods for maintaining accessibility, retrieval, security and the location for archival of records.
- 8.3 Ensure the accessibility and continuity of the Association's records

Activities:

The Electronic Services Committee provided at least annual updates to the web site.

SASF AA documents once held by the South Carolina Student Loan Corporation were inventoried in 2005-2006 and scanned to CD's in 2006-2007. These CD's are in the possession of the Secretary.

All current records of the Association have been maintained to include appropriate records of receipts and expenditures. This information will be available to prepare the annual year-end financial statements as of June 30, 2009.

Assessment:

(From GAP Committee in 2006-07) The Secretary has suggested that a procedure be added to the SASF AA Policy and Procedure Manual which details who is responsible for gathering all minutes, officer and committee reports, and any other items deemed appropriate by the Board and ensure they are scanned at the end of the year. A specific listing of who would keep the CD's and on what computer they would be loaded.

Limited activity to support this goal occurred during the year. The website was updated with current information; however, no decisions related to guidelines for preservation of information were developed. Therefore, the following recommendations from the 2006-07 GAP Committee are still relevant and are included as 2008-2009 recommendations.

Recommendations:

It is recommended that a procedure be included in the SASF<sup>AA</sup> Policy and Procedure Manual that details who is responsible for gathering all minutes, reports and other items deemed appropriate by the Board. This person should be identified as the individual charged with having the materials scanned and appropriately archived.

It is recommended that documents be saved in an electronic format yearly.

It is recommended that a list of who would keep the archived records and where they are stored be established.

***COMMUNICATION/COLLABORATION***

**GOAL 9: Facilitate alliances between and among various sectors and members of the financial aid community.**

**OBJECTIVES:**

- 9.1 Work with all sectors of the region's financial aid community to ensure representation and participation in all Association programs and activities.
- 9.2 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:

The President attended all NASF<sup>AA</sup> board meetings and participated in NASF<sup>AA</sup> conference calls. SASF<sup>AA</sup> was also represented at NASF<sup>AA</sup> board meetings by the Past President and President-Elect.

The President or President-Elect was in attendance at each Fall state conference. Due to budgetary constraints, travel for the President and President-elect to Spring state conferences was curtailed.

Assessment:

SASF<sup>AA</sup> was represented well throughout the region by either the President or President-Elect attending each Fall state meeting during the year. A SASF<sup>AA</sup> update was presented at each Spring state meeting by a member of the SASF<sup>AA</sup> board.

In addition, the President, President-Elect and Past-President represented SASF<sup>AA</sup> at NASF<sup>AA</sup> Board meetings throughout the year. The President-Elect provided excellent reports of the activities of the NASF<sup>AA</sup> Board to the SASF<sup>AA</sup> Board and submitted articles for the SASF<sup>AA</sup> newsletter to be posted to the SASF<sup>AA</sup> Web site.

Recommendations:

It is recommended that the database allow for tracking of membership involvement.

**GOAL 10: Disseminate quality information to enhance communications among members in a timely and cost-efficient manner.**

**OBJECTIVES:**

- 10.1 Improve frequency and quality of communication with members.
- 10.2 Address a full range of issues, ranging from policies to daily operations.
- 10.3 Provide the SASFAA President's annual report to the membership in accordance with Section 1, Article 7 of the Bylaws.
- 10.4 Use technologies to improve communications with the membership.
- 10.5 Employ marketing/communications strategies to focus information to various segments of the membership.
- 10.6 Develop outreach materials to market SASFAA effectively to various constituencies.
- 10.7 Develop a volunteer process and communicate it clearly. Consider creating "SASFAA Kits" on committee structure, programs, services, etc.

Activities:

The President's report will be completed after the final board meeting and posted to the website by July 31, 2009. The membership will be notified of the availability of this document via the SASFAA listserv no later than July 31.

The contract with ATAC has been adjusted to upgrade the membership database.

The Newsletter Editor emailed newsletter reminders to the SASFAA Board, committee chairs and membership to solicit articles for the newsletter. Additional reminders were sent to ensure pertinent articles were included in the newsletters.

Quarterly newsletters were published as scheduled.

The Membership Committee continued the project of investigating the possibility of an electronic brochure.

The Legislative Relations Committee posted monthly legislative reading guides.

Assessment:

Officers, board members, and committee chairs entrusted with the responsibility of communicating with the membership have provided timely and valuable information to the members in a cost efficient manner.

Recommendations:

Post the President's annual report to the SASFAA Web site and notify the membership through the SASFAA listserv no later than July 31.

Continue to review emerging technologies and incorporate those which could provide significant benefits to SASFAA members and result in cost-savings to the Association.

Decide on the feasibility of an electronic membership brochure and move forward in developing the brochure when approved by the Board.

Legislative alerts and a monthly digest of information should continue to be posted to the SASFAA Web site.

**LEGISLATIVE RELATIONS**

**GOAL 11: Apprise members of legislative issues affecting the profession, educate members of alternative approaches, encourage involvement on issues and advocate positions when reasonable consensus exists.**

**OBJECTIVES:**

11.1 Promote the SASFAA region's role in the higher education community.

11.2 Increase SASFAA members' awareness of the potential affect on outcome of legislative issues, proposals and actions.

Activities:

The committee provided legislative alerts to the membership. A monthly digest of information relevant to financial aid was provided via the listserv.

The committee provided suggested text for letters that were written by the President regarding such issues as President Obama's and Congress' recommended changes to financial aid programs.

The committee reminded the membership of opportunities to respond to NPRM's.

Assessment:

The committee did an excellent job providing SASFAA members with timely updates regarding current legislative issues through messages sent over the SASFAA listserv and articles posted in the SASFAA newsletter.

Recommendations:

SASFAA’s role in the higher education community was promoted through the board-adopted letter to regional US Congressional representatives regarding the Administration’s proposed changes to the financial aid programs.

It is recommended that Legislative Committee collaborate with NASFAA staff to educate SASFAA members on legislative issues. They may consider providing legislative resources via the SASFAA listserv and/or website.

Legislative alerts may continue to be announced via the listserv; however, suggest they be in a similar format as the NASFAA Today’s News that provides quick hyperlinks and summaries for quick reference and viewing. The same alerts shall be posted to the SASFAA Web site which will allow for more in-depth review by the membership.

The SASFAA Legislative Guide is posted to the SASFAA website following the annual conference. This guide should be updated after each congressional election.

The Conference Committee should consider legislative sessions at the annual conference that “simplify” the legislative process for its members. For instance, the sessions could be in providing the resources for legislative visits, legislative contacts and tools to communicate and educate legislators on the impact their decisions have on federal student aid and/or college access legislation.

***PROFESSIONAL DEVELOPMENT***

**GOAL 12: The professional growth and competencies of members are addressed by offering workshops, seminars, meetings and other training opportunities.**

**OBJECTIVES:**

- 12.1 Determine the training/professional development needs of members, recognizing categorical distinctions among members such as experience, institutional type, constituencies served and level of responsibility.
- 12.2 Improve and enhance the annual conference on the basis of evaluation of the previous conference, current issues and educational trends and perceived needs of members.
- 12.3 Present a conference program with sessions possessing both vitality and relevance for members.
- 12.4 Provide a varied agenda addressing the need for legislative, regulatory, public policy and operational expertise, as well as the need for competencies in management and human relations.
- 12.5 Foster collaborative training/professional development opportunities between state members, other regional Associations and NASFAA.
- 12.6 Invite/plan interactions and discussions with other higher education Associations such as SACUBO, SACRAO, COHEO, and EFC, etc.

- 12.7 Recognize, encourage, and support the development of informal networking strategies for sharing information and locating job opportunities.
- 12.8 Encourage worthy and thought-provoking research, publications and presentations by members.
- 12.9 Recognize and provide opportunities for pre- and post-conference professional development experiences.
- 12.10 Continue to provide an annual, comprehensive training workshop to provide new aid administrators with the basic framework of knowledge to administer student financial assistance programs.
- 12.11 Identify experienced members to serve as faculty for planning and conducting professional development programs of the Association.
- 12.12 Choose training sites which are accessible, affordable, and educationally suitable (or enhance the educational experience).
- 12.13 Offer opportunities specifically for experienced aid administrators to grow in leadership and management

Activities:

A conference transitional meeting was held in Crystal City following the 2008 annual conference in advance of preparation for the 2009 conference held in Myrtle Beach.

Over 60 general and/or concurrent sessions were offered during the conference on a variety of topics for every level of aid experience and school type. Additionally, three pre-conference workshops were held on Sunday of the conference. The workshops were:

- A Debt Management Workshop – Helping Your Students Meet Their Financial Goals (eighty-eight preregistered)
- New Aid Officers (twenty attendees)
- State President-Elect Workshop for the nine incoming State Presidents

The Association sent the President-elect to the NASFAA Leadership Workshop.

A Management Institute was held December 8-10, 2008, at the Grove Park Inn in Asheville, NC. There were fifty-three (53) in attendance.

A Leadership Symposium was held December 8-10, 2008, at the Grove Park Inn in Asheville, NC. There were twenty-seven (27) attendees, three from each state in the SASFAA region.

The annual New Aid Officers Workshop will take place June 14-19, 2009, at Clemson University in Clemson, SC.

A total of eight student success stories were presented and interspersed throughout the conference – from local students, to SASFAA members, to our NASFAA President.

## Assessment:

### Annual Conference/Pre-Conference Workshops

The 2009 annual conference was held in Myrtle Beach, SC.

Great care was taken by the conference committee to offer sessions that discussed pertinent issues in our industry. The Department of Education sent several individuals to conduct sessions and be available for questions.

Members were encouraged to attend the pre-conference Debt Management Workshop. There were 88 attendees pre-registered, but they had an issue with no-shows.

The New Aid Officers' Workshop continues SASFAA's tradition of providing excellent training to newcomers.

The Presidents-Elect Workshop provided leadership training to incoming state Presidents and serves to enhance the service of each state President on the SASFAA Board.

Sessions offered at the annual conference benefited individuals, institutions, state agencies, lending and secondary markets.

The topics offered at the annual conference were indeed relevant to the needs of the members, but the number of topics/sessions should be balanced with the number of expected participants.

The President is to be commended for implementing Student Success Stories. These stories were presented prior to the beginning of each board meeting, as well as being interspersed throughout the annual conference. A small scholarship was presented to each student on behalf of SASFAA.

### New Aid Officers' Workshop/Mid-Level Workshop

The New Aid Officers' Workshop continues to be an excellent source of training for new aid administrators. With a comprehensive curriculum and experienced aid officers serving as instructors, participants have consistently rated this workshop as meeting their expectations and providing a sound base for their professional success.

SASFAA did not offer a Mid-Level Workshop in 2008-09.

### Master Conference Manual

The Master Conference Manual was not evaluated by the GAP Committee.

## Recommendations:

### Annual Conference/Pre-Conference Workshops

Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year.

Continue the “track” sessions at the annual conference to ensure a good cross-sectional offering to address the various needs of the Association. It is important to remain considerate of the various offerings to provide sessions for all sectors or experience levels. These committees have made improvements in continuing to provide graduate and professional school sessions and should continue to do so. However, we should also focus on providing more mid-level administrators sessions to enhance their commitment to the profession and as future leaders.

Recommend that the Committee encourage school members to “step up” to present sessions at the annual conference during the “Call for Sessions” to ensure the membership that we support their desire to hear from their peers. The Committee can do this by encouraging school individuals to nominate a peer or work together with a peer to develop a session.

Continue bringing in students to share their success stories as related to receiving financial aid.

Continue the use of pre-conference workshops to reach out to specific levels or sectors of aid administrators. For instance, continue providing opportunities to experienced aid administrators but also develop opportunities to mid-level administrators to assist them in enhancing their commitment to the profession and their professional development as leaders.

### Leadership Symposium

Recommend SASFAA offer this type of symposium on a regular basis, every two to three years and be held in various areas of the region.

Maintain list of participants and track level of participation in state and regional activities.

### Management Institute

Continue to offer the Management Institute every four to five years, not to coincide with Mid-Level Workshop or Leadership Symposium.

Maintain focus of the event for high level managers in the Financial Aid Office.

### New Aid Officers Workshop/Mid-Level Workshop

A significant portion of the activities related to Professional Development have not occurred at the time of the review by the GAP Committee. It is recommended that evaluations and other

pertinent information relative to the 2009 NAOW which is planned for June 2009 be presented to the 2009-10 GAP Committee for review and assessment.

Continue to provide outstanding training by experienced aid administrators at the NAOW at accessible and affordable sites.

If possible, a member of the financial aid staff at selected NAOW sites should be involved as a “site coordinator” to assure smooth planning and to facilitate the week’s activities.

Encourage the NAOW instructors to continue to develop distribution lists of their class members to provide pertinent information as well as professional encouragement and networking assistance.

Continue to offer the Mid-Level Workshop and look at other opportunities to provide mid-level training other than once a year (i.e. pre-conference workshop and/or piggy-backing state conferences).

#### Master Conference Manual

The Master Conference Manual is a great asset to the Association and recommends it be reviewed and updated annually. The Committee recommends that Mid-Level Workshop, Management Institute and Leadership Symposium manuals be completed in the 2009-10 year.

#### Other

The presentations from Pre-Conference or separate events such as Leadership Symposium, Management Institute, NAOW or Mid-Level be packaged and offered to state associations for their conferences.

Continue the practice of designating SASFAA representatives to attend the NASFAA Leadership Workshop, as funding is available. Suggest SASFAA identify possible participants for the NASFAA Leadership Workshop as early as possible so SASFAA representation is adequate. Continue to send the President-Elect to the workshop.

In accordance with the Long Range Plan, GAP committee recommends that the Board investigate and initiate interactions and discussions with other higher education Associations.

In accordance with the Long Range Plan, GAP recommends that the Board study new ways to encourage worthy and thought-provoking research and publication.

Consider charging a minimal fee for certain pre-conference workshops in order to cover costs incurred and to manage attendance.

### ***FINANCES***

**GOAL 13: Fiscal integrity will be ensured.**

**OBJECTIVES:**

13.1 Adhere to the practices outlined in the SAFSAA Guide to Financial Management.

13.2 Review the SASFAA Guide to Financial Management annually to ensure the continuity of sound financial practices.

**Activities:**

The Treasurer maintained adequate and appropriate records of receipts and expenditures.

- Submitted financial reports to the Board at each meeting and the annual business meeting.
- Prepared an annual year-end financial statement as of June 30.
- Set up master accounts and obtained credit for the Association as appropriate
- Received and disbursed monies of the Association.

The Treasurer filed IRS form 990 for the fiscal year by the prescribed deadline, currently November 15, and all financial reports in a proper and timely manner.

The Treasurer arranged, in coordination with the Finance and Budget Chair, for an annual independent review of the financial records.

The Vendor/Sponsor Refund Ad-hoc Committee presented a refund policy for Board approval.

**Assessment:**

All necessary reports and paperwork were sent to the Association's financial reviewer by the Treasurer for preparation of the 990.

The Treasurer is prepared to give all receipt and expenditure records to next year's Budget and Finance Chair for review.

Quarterly budget statements were posted to the SASFAA website.

**Recommendations:**

Recommend continuation of the use of a CPA firm to assist with the completion of the 990 and 990T. Using an outside company for preparation of the 990 and 990T has allowed the Association to stay current with non-profit requirements for filing taxes.

Recommend that quarterly budget statements continue to be posted on the SASFAA Web site.

Recommend that the Vendor/Sponsor Chair serve on the Budget and Finance Committee.

**GOAL 14: The future financial stability of the Association is provided through careful and regular planning and evaluation.**

**OBJECTIVES:**

- 14.1 Determine the appropriateness of fees assessed for dues, the annual conference, workshops and ancillary services including vendors, at least once every five years.
- 14.2 Provide for the establishment, maintenance, investment, and monitoring of a sufficient Associational reserve fund.
- 14.3 Monitor, review and revise, as necessary, the Association's investment strategy for positioning the Association's finances
- 14.4 Review routinely all risks and liabilities affecting cash management and contractual obligations.
- 14.5 Determine the appropriate cash balance to be brought forward annually.
- 14.6 Evaluate establishment of an educational foundation to fund scholarship or grant opportunities for professional development.
- 14.7 Incorporate the financial impact of vendor sponsorship in the budget planning process annually.

**Activities:**

The Vendor/Sponsor Chair presented a restructured vendor/sponsor (exhibitor) policy which included a new pricing structure for conference exhibiting, program advertising, workshop sponsorship and advertising and web banner advertising. The policy revised the wording using the term exhibitor.

The Budget and Finance Chair monitored and invested SASFAA reserve funds in Certificates of Deposit using CD laddering to maximize SASFAA investment income.

The Budget and Finance Chair maintained a spreadsheet outlining SASFAA event contracts and the associated liability to the Association. The Spreadsheet is presented to the Board at each meeting and is updated each time a new event is scheduled.

The SASFAA Foundation was formed in the 2006-2007 year. Given the industry changes of 2008-2009, no disbursements were made from the funds set aside for Foundation activities.

The Budget and Finance Chair worked with the Vendor/Sponsor Chair to estimate exhibitor income for the 2008-2009 year.

The Treasurer performed an evaluation of the financial impact of exhibitor support.

The Treasurer and Budget and Finance committee provided for the establishment, maintenance, investment, and monitoring of a sufficient associational reserve fund.

The Vendor/Sponsor Chair is to be commended for exceptional efforts in expanding potential exhibitor possibilities.

The Budget and Finance Chair developed a template for officers and committee chairs to assist in budget formulation.

All current contractual obligations were reviewed and, where necessary, renegotiated.

#### Assessment:

The Revenue Review Task Force is to be commended for their thorough report and this year's board for implementing a number of the proposed recommendations.

The Treasurer has received a copy of all contracts signed during the year.

The Executive Board and committee chairs are to be commended for managing the Association finances in a prudent and responsible manner during a time of transition.

The Site Selection Chair is to be commended for diligence in reviewing and renegotiating all currently held contracts.

#### Recommendations:

Continue, as possible, building the *unrestricted* reserves of the Association. "The Association shall maintain a reserve fund balance of no less than the most recent operating budget. Such funds may be comprised of both savings and investments, provided the funds are not intermingled with the Association's checking account."

Continue to review revenue sources, structure and nomenclature.

Develop budget formulation guidelines for committee chairs in advance of transition conference.

- A Budget formulation template using Excel should be established for use by committee chairs
- An expenditure history should be provided to each committee chair for review and analysis in formulating budget request.

Review and update, as necessary, the operating procedures for the SASFAA Endowment Fund.

The spreadsheet outlining SASFAA event contracts should continue to be maintained.

A thorough evaluation of conference needs and requirements should be conducted after the annual conference before any further annual conference contracts are approved by the Board.

A review of the needs of the Association should be done on an annual basis for all activities that utilize Association funding.

The President should make every effort to have all contracts reviewed from a legal perspective.

Explore possible alternatives to the rotation plan for the annual conference, as well as all other Association training/meeting activities.

Review of all policies regarding complimentary registrations and lodging incurred at required events by Board and Committee members.

All conference/workshops should be self-sufficient, to the extent possible.

Restricted and unrestricted accounts should be reported separately.

## **Summary of Recommendations 2006-2009 GAP Committees**

### *Organizational Structure*

#### **Bylaws**

- (GAP 06-07) Continue an annual review of the By-Laws.
- (GAP 07-08) Continue an annual review of the By-Laws.
- (GAP 08-09) Continue an annual review of the By-Laws.

#### **Board of Directors**

##### Goal 2:

- (GAP 06-07) The Board must make an assessment between 2006 and 2011.
- (GAP 07-08) The Board must make an assessment between 2006 and 2011.
- (GAP 08-09) The Board should evaluate the feasibility of adding a treasurer-elect position.

##### Goal 3:

(GAP 06-07) In light of continuing developments within the profession it is important that the incoming president consider whether or not all committee chairs/liaisons should attend every Board meeting.

(GAP 06-07) The Long-Range Plan must be evaluated and updated every five years. This process should begin no later than 2009 with a new plan to be approved and in place in 2011. Survey should be sent to the past two years officers and committee chairs in the near future and the results duly tabulated. The survey should assess the need of each office and committee.

(GAP 07-08) The President should ensure that all committees' goals and objectives for the year concur with the Long Range Plan and the recommendation of the most recent GAP report.

(GAP 07-08) The GAP Committee should be provided with a comprehensive list of committee members whether they are new or returning members. Comments on the list should indicate if the member is new or returning.

(GAP 07-08) In light of continuing developments within the profession it is important that the incoming President consider whether or not all committee chairs/liaisons should attend every Board meeting.

(GAP 07-08) The Long-Range Plan must be evaluated and updated every five years. This process should begin no later than 2009 with a new plan to be approved and in place in 2011.

(GAP 08-09) The President should ensure that all committees' goals and objectives for the year concur with the Long Range Plan and the recommendation of the most recent GAP report.

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(GAP 08-09) In light of continuing developments within the profession it is important that the incoming President consider whether or not all committee chairs/liaisons should attend every Board meeting.

(GAP 08-09) The Long-Range Plan must be evaluated and updated every five years. This process should begin no later than 2009 with a new plan to be approved and in place in 2011.

(GAP 08-09) A column should be added to the listing of committees that includes prior year roles on the SASFAA board and/or committees.

(GAP 08-09) A review should be made regarding the necessity of having four in-person board meetings. For example, could the summer or fall board meeting be held via conference call?

(GAP 08-09) Consideration should be given to the possibility of starting some transition training at the annual conference.

(GAP 08-09) The President should maintain the discretion in determining the number and type of board meetings, as well as who should attend.

### **Committees**

(GAP 06-07) The Board should consider alternatives to on-site meetings whenever possible to keep costs at the most reasonable level. Such alternatives might include conference calls, electronic mail and arrangement committee meetings in conjunction with other events where some committee members would normally be in attendance.

(GAP 07-08) The Board should consider alternatives to on-site meetings whenever possible to keep costs at the most reasonable level. Such alternatives might include conference calls, electronic mail and arranging committee meetings in conjunction with other events where some committee members would normally be in attendance. Review the possibility of shortening Board meetings to reduce on-site costs.

(GAP 08-09) The Board should consider alternatives to on-site meetings whenever possible to keep costs at the most reasonable level. Such alternatives might include conference calls, electronic mail and arranging committee meetings in conjunction with other events where some committee members would normally be in attendance. Review the possibility of shortening Board meetings to reduce on-site costs.

(GAP 08-09) The Board should consider approval of policies and procedures for the operation of the Diversity Committee.

(GAP 08-09) The Site Selection Chair should have a vast knowledge of contract negotiation and that at least one member of the committee be trained as a potential Site Selection Chair.

## **Leadership**

(GAP 06-07) Continue the development of potential leaders of the Association through workshops, symposiums, conference sessions, etc. Accomplished Carry over

(GAP 06-07) Increase the scholarship given to the immediate Past President's institution in recognition of his/her service to the Association to \$2,000.

(GAP 07-08) Continue the development of potential leaders of the Association through workshops, symposiums, conference sessions, etc.

(GAP 07-08) Continue to develop opportunities to mentor mid-level aid administrators. Consider having a mid-level type of experience at the annual conference similar to that offered to new aid officers. Another possibility would be to have a mid-level workshop in conjunction with a state conference as this may increase attendance and reduce costs.

(GAP 07-08) Continue to send 5 SASFAA members to NASFAA Leadership Conference. The Committee agrees that is beneficial to send the SASFAA President-Elect in the same year as the State-President Elects who will all serve on the SASFAA Board at the same time.

(GAP 07-08) Continue the inter-state visit program, and inter-regional visits as funding is available. Based on the results of the survey of the inter-state visit program, the primary focus should be on the State Presidents-elect.

(GAP 07-08) Ensure that the 45th Anniversary work is archived and that the video interviews with Past Presidents and distinguished service awardees are continued.

(GAP 07-08) Consider packaging presentations from the Management Institute and Leadership Symposium for use at the annual conference and by states to provide sessions at their conferences.

(GAP 07-08) Continue to formally recognize any state that submitted a project for NASFAA awards. The GAP Committee recommends a newsletter article in the summer to recognize each state that submits a project in addition to recognizing them at the annual conference.

(GAP 08-09) Continue the development of potential leaders of the Association through workshops, symposiums, conference sessions, etc.

(GAP 08-09) Continue to develop opportunities to mentor mid-level aid administrators. Consider having a mid-level type of experience at the annual conference similar to that offered to new aid officers. Another possibility would be to have a mid-level workshop in conjunction with a state conference as this may increase attendance and reduce costs.

(GAP 08-09) Continue to send the President-elect and others, when financially feasible to the NASFAA Leadership Workshop. The Committee agrees that it is beneficial to send the SASFAA President-elect in the same year as the State Presidents-elect who will all serve on the SASFAA Board at the same time.

(GAP 08-09) Continue the inter-state visit program, and inter-regional visits as funding is available. Based on the results of the survey of the inter-state visit program, the primary focus should be on the State Presidents-elect.

(GAP 08-09) Conduct the Leadership Symposium every two or three years and encourage states to conduct their own leadership activities during the years in which SASFAA does not offer it.

(GAP 08-09) Consider packaging presentations from the Management Institute and Leadership Symposium for use at the annual conference and by states to provide sessions at their conferences.

(GAP 08-09) Continue to formally recognize any state that submitted a project for NASFAA awards. The GAP Committee recommends a newsletter article in the summer to recognize each state that submits a project in addition to recognizing them at the annual conference.

(GAP 08-09) Consider adding a regional award for state projects.

### **Membership**

(GAP 06-07) Undertake a review of the membership categories for appropriateness at least once every five years. This objective was deferred but should be reviewed and acted upon during the 2006-2011 Long-Range Plan period.

(GAP 06-07) Review the membership structure at least once every five years to determine if membership should be individual, institutional or on some other basis. This objective was deferred but should be reviewed and acted upon during the 2006-2011 Long-Range Plan period.

(GAP 06-07) In 2006-2007 the persistence rate of members and an analysis of the reasons for discontinuing membership were not completed. It is recommended that consideration be given to determining if this information can be obtained from archived records and that a survey instrument be mailed to those that discontinued their membership and their reasons for doing so.

(GAP 06-07) Ensure that a general membership survey is conducted no later than 2009 and recommendations from the survey be incorporated into the operational plan of the Association.

(GAP 07-08) Undertake a review of the membership categories for appropriateness at least once every five years.

(GAP 07-08) Review the membership structure at least once every five years to determine if membership should be individual, institutional or on some other basis.

(GAP 07-08) Continue to analyze the membership database, following up on recommendations made by membership chair to make sure the database is setup to accurately record and archive the SASFAA active membership for each and every year. This will then make it possible to make accurate comparisons from year to year. GAP recommends this task be given to one individual as a special appointee to fully examine the existing database and functionality

(GAP 07-08) Ensure that a general membership survey is conducted no later than 2010 and the recommendations from the survey be incorporated into the operational plan of the Association.

(GAP 07-08) The membership database should be archived at year end in excel or some other format for ease of determining persistence and other membership statistics.

(GAP 07-08) The most recent Membership Survey should be part of the GAP Committee documentation that is handed off each year.

(GAP 07-08) Continue to use the Conference to mentor new members and leaders. Remember that the term 'new members' is not limited only to members new to the financial aid profession but may include seasoned aid professionals new to the SASFAA region.

(GAP 08-09) Undertake a review of the membership categories for appropriateness at least once every five years.

(GAP 08-09) Review the membership structure at least once every five years to determine if membership should be individual, institutional or on some other basis.

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(GAP 08-09) Continue to use the Conference to mentor new members and leaders. Remember that the term 'new members' is not limited only to members new to the financial aid profession but may include seasoned aid professionals new to the SASFAA region.

(GAP 08-09) Explore capturing records of involvement by our members.

## **Policies and Procedures**

### Goal 7:

(GAP 06-07) The SASFAA Policy and Procedures Manual shall be updated and updates posted to the SASFAA Web site upon approval by the Board. The Web site shall be updated in a timely fashion.

(GAP 07-08) The SASFAA Policy and Procedures Manual shall be continually updated as appropriate and updates posted to the SASFAA Web site upon approval by the Board. The Web site shall be updated in a timely fashion.

(GAP 08-09) The SASFAA Policy and Procedures Manual shall be continually updated as appropriate and updates posted to the SASFAA Web site upon approval by the Board. The Web site shall be updated in a timely fashion.

Goal 8:

(GAP 06-07) A clarification of the responsibilities of the Secretary and the Electronic Services Chair is necessary with respect to posting to the SASFAA Web site. The Secretary, as well as the Treasurer, should have the capability to post to the Web site (through the service provider, if required).

(GAP 06-07) It is recommended that the Board explore other options that will allow Board members to update information on the Web site rather than waiting on ATAC to do the postings. It sometimes takes ATAC a while to get items posted and/or updated.

(GAP 06-07) It is recommended that a procedure be included in the SASFAA Policy and Procedures Manual that details who is responsible for gathering all minutes, reports and other items deemed appropriate by the Board. This person should be identified as the individual charged with having the materials scanned.

(GAP 06-07) It is recommended that documents be scanned to CD yearly.

(GAP 06-07) It is recommended that a list of who would keep the CD's and on whose computer they would be maintained be established.

(GAP 07-08) A clarification of the responsibilities of the Secretary and the Electronic Services Chair is necessary with respect to posting to the SASFAA Web site. The Secretary, as well as the Treasurer, should have the capability to post to the Web site (through the service provider, if required).

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(GAP 08-09) It is recommended that a procedure be included in the SASFAA Policy and Procedures Manual that details who is responsible for gathering all minutes, reports and other items deemed appropriate by the Board. This person should be identified as the individual charged with having the materials scanned and appropriately archived.

(GAP 08-09) It is recommended that documents be saved in an electronic format yearly.

(GAP 08-09) It is recommended that a list of who would keep the archived records and where they are stored be established.

## *Communication/Collaboration*

### **General**

#### Goal 9:

(GAP 07-08) It is recommended that the database allow for tracking of membership involvement.

(GAP 08-09) It is recommended that the database allow for tracking of membership involvement.

#### Goal 10:

(GAP 06-07) Post the President's annual report to the SASFAA Web site and notify the membership through the SASFAA listserv no later than June 30.

(GAP 06-07) Identify and incorporate new technologies as a means of effectively communicating with the membership that may result in cost-savings to the Association.

(GAP 06-07) Decide whether or not a membership brochure is needed and move forward and develop a brochure if found necessary and if approved by the Board. This has been a recommendation for several years and no action has yet been taken. A decision should be made whether to move forward or whether to delete this objective.

(GAP 06-07) Legislative alerts and monthly digest of information should be posted to the SASFAA Web site.

(GAP 07-08) Post the President's annual report to the SASFAA Web site and notify the membership through the SASFAA listserv no later than June 30. The GAP Committee suggests the deadline for the President's report be extended to August 1. A Policy and Procedures change will be required.

(GAP 07-08) Continue to review emerging technologies and incorporate those which could provide significant benefits to SASFAA members and result in cost-savings to the Association.

(GAP 07-08) Decide (finally) whether or not a membership brochure is needed and move forward and develop a brochure if found necessary and if approved by the Board. This has been a recommendation for several years and no action has yet been taken. A decision should be made whether to move forward or whether to delete this objective.

(GAP 07-08) Legislative alerts and monthly digest of information should continue to be posted to the SASFAA Web site.

(GAP 08-09) Post the President's annual report to the SASFAA Web site and notify the membership through the SASFAA listserv no later than July 31.

(GAP 08-09) Continue to review emerging technologies and incorporate those which could provide significant benefits to SASFAA members and result in cost-savings to the Association.

(GAP 08-09) Decide on the feasibility of an electronic membership brochure and move forward in developing the brochure when approved by the Board.

(GAP 08-09) Legislative alerts and monthly digest of information should continue to be posted to the SASFAA Web site.

### **Legislative Relations**

(GAP 06-07) The objective, "Promote the SASFAA region's role in the higher education community," was not specifically addressed in the activities of the committee in 2006-2007. It is recommended that previous documents created to promote awareness of the impact of financial aid be updated and provided to the membership. Refer to handouts developed for the Leadership and Strategic Planning Summit held on November 11-12, 2005.

(GAP 06-07) Legislative alerts are to be announced via the listserv; however, these same alerts shall be posted to the SASFAA Web site for continued review by the membership.

(GAP 06-07) The SASFAA Web site does not contain information related to current legislative committee activities. Any alert, letter on behalf of the Association, etc., should be posted to the Web site for membership review.

(GAP 06-07) The SASFAA Legislative Guide was last revised in 2003. This guide needs to be updated after each congressional election.

(GAP 06-07) The Conference Committee should provide a session at the annual conference on communicating with their legislative representatives.

(GAP 06-07) The committee should work with NASFAA staff to prepare for Hill visits since the annual conference will be held in Arlington (Crystal City), Virginia and will provide easy of access to Capitol Hill.

(GAP 07-08) The objective, “Promote the SASFAA region’s role in the higher education community,” was not specifically addressed in the activities of the committee in 2007-2008. However, the Legislative Chair did have a presence on committees for the College Board and NASFAA.

(GAP 07-08) It is recommended that Legislative Committee collaborate with NASFAA staff to educate SASFAA members on legislative issues. They may consider providing legislative resources via the SASFAA listserv and/or website.

(GAP 07-08) Legislative alerts may continue to be announced via the listserv; however, suggest they be in a similar format as the NASFAA Today’s News that provides quick hyperlinks and summaries for quick reference and viewing. The same alerts shall be posted to the SASFAA Web site which will allow for more in-depth review by the membership.

(GAP 07-08) The SASFAA Legislative Guide was posted to the SASFAA website following the annual conference. This guide should be updated after each congressional election.

(GAP 07-08) The Conference Committee should consider legislative sessions at the annual conference that “simplify” the legislative process for its members. For instance, the sessions could be in providing the resources for legislative visits, legislative contacts and tools to communicate and educate legislators on the impact their decisions have on federal student aid and/or college access legislation.

(GAP 08-09) SASFAA’s role in the higher education community was promoted through the board-adopted letter to regional US Congressional representatives regarding the Administration’s proposed changes to the financial aid programs.

(GAP 08-09) It is recommended that Legislative Committee collaborate with NASFAA staff to educate SASFAA members on legislative issues. They may consider providing legislative resources via the SASFAA listserv and/or website.

(GAP 08-09) Legislative alerts may continue to be announced via the listserv; however, suggest they be in a similar format as the NASFAA Today’s News that provides quick hyperlinks and summaries for quick reference and viewing. The same alerts shall be posted to the SASFAA Web site which will allow for more in-depth review by the membership.

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## *Professional Development*

### **Annual Conference/Pre-Conference Workshops**

(GAP 06-07) Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year. .

(GAP 06-07) Continue the “track” sessions at the annual conference to ensure a good cross-sectional offering to address the various needs of the Association. The conference matrix appears to be an excellent tool in determining the focus of sessions.

(GAP 06-07) Present a major general session using diversity as the theme but eliminate the concurrent sessions which focus on diversity. Use a social function, such as the President’s Reception, to provide a positive and entertaining, yet educational diversity activity.

(GAP 06-07) Attempt, once again, to bring in students to share their success stories as related to receiving financial aid.

(GAP 06-07) Continue the use of a pre-conference workshop designed to challenge the experienced aid administrators.

(GAP 07-08) Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year. .

(GAP 07-08) Continue the “track” sessions at the annual conference to ensure a good cross-sectional offering to address the various needs of the Association. It is important to remain considerate of the various offerings to provide sessions for all sectors or experience levels. These committees have made improvements in continuing to provide graduate and professional school sessions and should continue to do so. However, we should also focus on providing more mid-level administrators sessions to enhance their commitment to the profession and as future leaders.

(GAP 07-08) Recommend that the Committee encourage school members to “step up” to present sessions at the annual conference during the “Call for Sessions” to ensure the membership that

we support their desire to hear from their peers. The Committee can do this by encouraging school individuals to nominate a peer or work together with a peer to develop a session.

(GAP 07-08) Attempt, once again, to bring in students to share their success stories as related to receiving financial aid.

(GAP 07-08) Continue the use of a pre-conference workshop designed to challenge the experienced aid administrators. For instance, continue providing opportunities to experienced aid administrators but also develop opportunities to mid-level administrators to assist them in enhancing their commitment to the profession and their professional development as leaders.

(GAP 08-09) Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year. .

(GAP 08-09) Continue the “track” sessions at the annual conference to ensure a good cross-sectional offering to address the various needs of the Association. It is important to remain considerate of the various offerings to provide sessions for all sectors or experience levels. These committees have made improvements in continuing to provide graduate and professional school sessions and should continue to do so. However, we should also focus on providing more mid-level administrators sessions to enhance their commitment to the profession and as future leaders.

(GAP 08-09) Recommend that the Committee encourage school members to “step up” to present sessions at the annual conference during the “Call for Sessions” to ensure the membership that we support their desire to hear from their peers. The Committee can do this by encouraging school individuals to nominate a peer or work together with a peer to develop a session.

(GAP 08-09) Continue bringing in students to share their success stories as related to receiving financial aid.

(GAP 08-09) Continue the use of a pre-conference workshop designed to challenge the experienced aid administrators. For instance, continue providing opportunities to experienced aid administrators but also develop opportunities to mid-level administrators to assist them in enhancing their commitment to the profession and their professional development as leaders.

### **Leadership Symposium**

(GAP 06-07) Recommend SASFAA offer this type of symposium on a regular basis, perhaps every two years and be held in various areas of the region.

(GAP 07-08) Recommend SASFAA offer this type of symposium on a regular basis, perhaps every two years and be held in various areas of the region.

(GAP 08-09) Recommend SASFAA offer this type of symposium on a regular basis, every two to three years, and it be held in various areas of the region.

(GAP 08-09) Maintain a list of participants and track level of participation in state and regional activities.

### **Management Institute**

(GAP 08-09) Continue to offer the Management Institute every four to five years, not to coincide with Mid-Level Workshop or Leadership Symposium.

(GAP 08-09) Maintain the focus of the event for high-level managers in the Financial Aid Office.

### **New Aid Officers Workshop/Mid-Level Workshop**

(GAP 06-07) A significant portion of the activities related to Professional Development have not occurred at the time of the review by the GAP Committee. It is recommended that evaluations and other pertinent information relative to the 2007 NAOW and Mid-Level Workshop which are planned for June 2007 be presented to the 2007-2008 GAP Committee for review and assessment.

(GAP 06-07) Continue to provide outstanding training by experienced aid administrators at the NAOW at accessible and affordable sites.

(GAP 06-07) Site(s) for the NAOW should be selected and confirmed for 2-3 future years. If at all possible, a member of the financial aid staff at selected sites should be involved as a “site coordinator” to assure smooth planning and to facilitate the week’s activities.

(GAP 06-07) GAP encourages the NAOW instructors to develop distribution lists of their class members to provide pertinent information as well as professional encouragement and networking assistance.

(GAP 06-07) GAP recommends a review of the current relationship with SWASFAA for the presentation of a Mid-Level Conference.

(GAP 07-08) A significant portion of the activities related to Professional Development have not occurred at the time of the review by the GAP Committee. It is recommended that evaluations and other pertinent information relative to the 2008 NAOW and Mid-Level Workshop which are planned for May 2008 be presented to the 2008-09 GAP Committee for review and assessment.

(GAP 07-08) Continue to provide outstanding training by experienced aid administrators at the NAOW at accessible and affordable sites.

(GAP 07-08) Site(s) for the NAOW should be selected and confirmed for 2-3 future years. If at all possible, a member of the financial aid staff at selected sites should be involved as a “site coordinator” to assure smooth planning and to facilitate the week’s activities.

(GAP 07-08) GAP encourages the NAOW instructors to continue to develop distribution lists of their class members to provide pertinent information as well as professional encouragement and networking assistance.

(GAP 07-08) GAP encourages that SASFAA continue to offer the Mid-Level Workshop and look at other opportunities to provide mid-level training other than once a year (i.e. pre-conference workshop and/or piggy-backing state conferences).

(GAP 08-09) A significant portion of the activities related to Professional Development have not occurred at the time of the review by the GAP Committee. It is recommended that evaluations and other pertinent information relative to the 2009 NAOW which is planned for June 2009 be presented to the 2009-2010 GAP Committee for review and assessment.

(GAP 08-09) Continue to provide outstanding training by experienced aid administrators at the NAOW at accessible and affordable sites.

(GAP 08-09) If possible, a member of the financial aid staff at the selected NAOW sites should be involved as a “site coordinator” to assure smooth planning and to facilitate the week’s activities.

(GAP 08-09) Encourage the NAOW instructors to continue to develop distribution lists of their class members to provide pertinent information as well as professional encouragement and networking assistance.

(GAP 08-09) Continue to offer the Mid-Level Workshop and look at other opportunities to provide mid-level training other than once a year (i.e. pre-conference workshop and/or piggy-backing state conferences).

### **Master Conference Manual**

(GAP 06-07) GAP believes that the Master Conference Manual would be a great asset to the Association and recommends its completion during the 2007-2008 year.

(GAP 07-08) GAP believes that the Master Conference Manual is a great asset to the Association and recommends it continue to have other areas developed to cover other major training events. We recommend that Mid-Level, Management Institute and Leadership Symposium manuals be completed in the 2008-09 year.

(GAP 08-09) The Master Conference Manual is a great asset to the Association and should be reviewed and updated annually. The Committee recommends that Mid-Level, Management Institute and Leadership Symposium manuals be completed in the 2009-10 year.

## **Other**

(GAP 06-07) Continue the practice of designating a minimum of five (5) SASFAA representatives to attend the NASFAA Leadership Workshop.

(GAP 06-07) In accordance with the Long Range Plan, GASP committee recommends that the Board investigate and initiate interactions and discussions with other higher education Associations.

(GAP 06-07) In accordance with the Long Range Plan, GASP recommends that the Board study new ways to encourage worthy and thought-provoking research and publication.

(GAP 07-08) Recommend that presentations from Pre-Conference or separate events such as Leadership Symposium, Management Institute, NAOW or Mid-Level be packaged and offered to state associations for their conferences.

(GAP 07-08) Continue the practice of designating a minimum of five (5) SASFAA representatives to attend the NASFAA Leadership Workshop. Suggest SASFAA identify possible participants for the NASFAA Leadership Workshop as early as possible so SASFAA representation is adequate. Continue to send the President-Elect to the workshop, rather than the President-Elect-Elect.

(GAP 07-08) In accordance with the Long Range Plan, GAP committee recommends that the Board investigate and initiate interactions and discussions with other higher education Associations.

(GAP 07-08) In accordance with the Long Range Plan, GAP recommends that the Board study new ways to encourage worthy and thought-provoking research and publication.

(GAP 08-09) The presentations from Pre-Conference or separate events such as Leadership Symposium, Management Institute, NAOW or Mid-Level be packaged and offered to state associations for their conferences.

(GAP 08-09) Continue the practice of designating a minimum of five (5) SASFAA representatives to attend the NASFAA Leadership Workshop, as funding is available. Suggest SASFAA identify possible participants for the NASFAA Leadership Workshop as early as possible so SASFAA representation is adequate. Continue to send the President-Elect to the workshop.

(GAP 08-089) In accordance with the Long Range Plan, the GAP committee recommends that the Board investigate and initiate interactions and discussions with other higher education Associations.

(GAP 08-09) In accordance with the Long Range Plan, the GAP recommends that the Board study new ways to encourage worthy and thought-provoking research and publication.

(GAP 08-09) Consider charging a minimal fee for certain pre-conference workshops in order to cover costs incurred and to manage attendance.

## *Finances*

### Goal 13:

(GAP 06-07) Recommend continuation of the use of a CPA firm to assist with the completion of the 990 and 990T. Using an outside company for preparation of the 990 and 990T has allowed the Association to stay current with non-profit requirements for filing taxes.

(GAP 06-07) Recommend that the Vendor/Sponsor Chair be appointed as a member of the budget committee.

(GAP 06-07) Recommend that that quarterly budget statement be posted on the SASFAA Web site. Other statements and records that need to be posted by the Treasurer should be done directly with the service provider, rather than through the Electronic Services Chair, or directly to the Web site by the Treasurer, without going through the service provider.

(GAP 07-08) Recommend continuation of the use of a CPA firm to assist with the completion of the 990 and 990T. Using an outside company for preparation of the 990 and 990T has allowed the Association to stay current with non-profit requirements for filing taxes.

(GAP 07-08) Recommend that quarterly budget statements continue to be posted on the SASFAA Web site.

(GAP 07-08) Recommend that the Vendor/Sponsor Chair serve on the Budget and Finance Committee.

(GAP 08-09) Recommend continuation of the use of a CPA firm to assist with the completion of the 990 and 990T. Using an outside company for preparation of the 990 and 990T has allowed the Association to stay current with non-profit requirements for filing taxes.

(GAP 08-09) Recommend that quarterly budget statements continue to be posted on the SASFAA Web site.

(GAP 08-09) Recommend that the Vendor/Sponsor Chair serve on the Budget and Finance Committee.

### Goal 14:

(GAP 06-07) Continue, as necessary, building the reserves of the Association. “The Association shall maintain a reserve fund balance of no less than the most recent operating budget. Such funds may be comprised of both savings and investments, provided the funds are not intermingled with the Association’s checking account.”

(GAP 06-07) As SASFAA's assets continue to grow, thought should be given to what is the highest level of reserve needed. When that goal is met all excess money could go to the SASFAA Foundation, or back to the membership. This might lead to the exploration of other investment instruments.

(GAP 06-07) Review revenue sources, structure and nomenclature.

(GAP 06-07) Recommend the establishment of a task force to review membership dues structure and amounts, exhibit fees, structure and amount, advertising revenue and other attendant issues with respect to lender/guarantor relations and in light of recent developments related to the lending community and their relationship to the financial aid community/associations.

(GAP 06-07) Recommend use of the terminology “exhibit fee” and establish an exhibit fee structure with removal of all references to sponsorship, including terms and fees.

(GAP 06-07) Continue with the establishment of the SASFAA Foundation, with earnings earmarked through policy, procedures and processes for expenditure. Policy and procedural documents should include processes to return endowment corpus to either operational or reserve use if necessary.

(GAP 06-07) Develop budget formulation guidelines for committee chairs in advance of transition conference.

- A Budget formulation template using Excel should be established for use by committee chairs
- Expenditure history of three previous years should be provided to each committee chair for review and analysis in formulating budget request.

(GAP 07-08) Continue, as possible, building the reserves of the Association. “The Association shall maintain a reserve fund balance of no less than the most recent operating budget. Such funds may be comprised of both savings and investments, provided the funds are not intermingled with the Association’s checking account.”

(GAP 07-08) Continue to review revenue sources, structure and nomenclature.

(GAP 07-08) Develop budget formulation guidelines for committee chairs in advance of transition board meeting.

- A Budget formulation template using Excel should be established for use by committee chairs
- Expenditure history of three previous years should be provided to each committee chair for review and analysis in formulating budget request.

(GAP 07-08) Review and update, as necessary, the operating procedures for the SASFAA Endowment Fund.

(GAP 08-09) Continue, as possible, building the unrestricted reserves of the Association. “The Association shall maintain a reserve fund balance of no less than the most recent operating budget. Such funds may be comprised of both savings and investments, provided the funds are not intermingled with the Association’s checking account.”

(GAP 08-09) Continue to review revenue sources, structure and nomenclature.

(GAP 08-09) Develop budget formulation guidelines for committee chairs in advance of transition board meeting.

- A Budget formulation template using Excel should be established for use by committee chairs
- Expenditure history of three previous years should be provided to each committee chair for review and analysis in formulating budget request.

(GAP 08-09) Review and update, as necessary, the operating procedures for the SASFAA Endowment Fund.

(GAP 08-09) The spreadsheet outlining SASFAA event contracts should continue to be maintained.

(GAP 08-09) A thorough evaluation of conference needs and requirements should be conducted after the annual conference before any further annual conference contracts are approved by the Board.

(GAP 08-09) A review of the needs of the Association should be done on an annual basis for all activities that utilize Association funding.

(GAP 08-09) The President should make every effort to have all contracts reviewed from a legal perspective.

(GAP 08-09) Explore possible alternatives to the rotation plan for the annual conference, as well as all other Association training/meeting activities.

(GAP 08-09) Recommend a review of all policies regarding complimentary registrations and lodging incurred at required events by Board and Committee members.

(GAP 08-09) Recommend to the extent possible, all conference/workshops be self-sufficient.

(GAP 08-09) Recommend that restricted and unrestricted accounts be reported separately.