

SASFAA Governance and Planning Committee Assessment

2006-2011 SASFAA Long-Range Plan

2009-2010

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



June 2010

**Heather Boutell, Chair
2009-2010 SASFAA Past President**



June 4, 2010

TO: SASFAA Board of Directors
SASFAA Membership

FROM: Governance and Strategic Planning Committee

Heather Boutell, Chair, Bellarmine University
Zita Barree, Hampden-Sydney College
Lester McKenzie, Tennessee Technological University
Dan Miller, Mississippi University for Women
Sharon Oliver, North Carolina Central University

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 (LRP) 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 LRP: 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 LRP 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 evaluation 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 LRP. Much progress was made in 2009-2010; 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/liaisons and the SASFAA members who gave of their expertise, time and energy to make SASFAA a better Association. Sincere thanks to each of you for your efforts. We are a better Association because of you.

**2009-2010 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:

The Bylaws Committee reviewed the Bylaws, and no recommendations were made to change anything this year.

Assessment:

The Bylaws Committee appropriately reviewed the document as required annually.

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:

The Board reviewed the Bylaws and asked the LRP Committee to consider the Treasurer-Elect position recommendation from the prior year's GAP Committee report.

Assessment:

The LRP Committee took on the role of reviewing the need to add a Treasurer-Elect position. A membership survey will include this proposal.

Recommendations:

The Board should continue to evaluate the feasibility of adding a treasurer-elect position. The Board should also examine the potential role this individual will play.

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 the 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 2009-2010 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 LRP and the Policies and Procedures Manual. They were responsible for completing the spreadsheet and keeping it updated during the year.

The President reduced the number of committee chairs who attended the November Board Meeting by 5.

The GAP Committee met May 7 – 8, 2010, to review the LRP and to monitor the Association’s progress.

Ron Day was chosen as the Chair of the 2011-2016 LRP Committee.

The 2011-2016 LRP Chair was invited to participate in the GAP meeting this year in order to provide continuity for the next complete review of the LRP.

The President-Elect was invited to the GAP meeting to observe and gain insight in preparation for her year as President of the Association.

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.

The President used his discretion in selecting which committee chairs attended specific Board meetings.

The President did an excellent job of mixing new and returning members to the 2009-2010 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 13 men and 14 women on the Board. 11 of the board members were from four year public institutions; 8 were from four year private institutions; 3 were from two year public institutions, 1 was from the graduate/professional sector, 3 were lenders, and 1 was from an agency. State representation was as follows: Alabama – 2, Florida – 2; Georgia – 3; Kentucky – 3; Mississippi – 3; North Carolina – 3; South Carolina – 5; Tennessee – 3; Virginia – 3.

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

Recommendations:

The President should ensure that all committees’ goals and objectives for the year concur with the LRP and the recommendation of the most recent GAP report.

A form, which should include name, institution, state, institution type, whether new or returning, gender, and ethnicity, should be developed by the President-Elect and given to all Committee

Chairs and distributed to all committee members prior to the first Board meeting of the Fall. The form will then be returned and provided to the Board in completed fashion prior to the next Board meeting.

Conduct the November Board Meeting via teleconference.

Maintain the discretion of the President to determine who should attend which Board meeting.

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

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, newsletter and annual conference committees included at least one representative from each state.

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 provided an overall assessment of their activities as Board members.

An informal training was conducted for a future site selection chair.

The Board approved the appointment of the LRP Chair as a special appointee.

Assessment:

The President developed an effective committee structure and appointed qualified committee chairs. A total of four minority leaders were selected to serve as committee chairs for the 2009-2010 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).

The 2008-2009 VP, Sharon Oliver, should be commended for reducing the size of the Professional Development Committee because of the reduced number of participants at the NAOW.

Several committees including nominations and elections, membership, legislative relations, newsletter, 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.

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 LRP.

The Diversity Committee was renamed to the 2020 Committee based on the Obama Administration's goal of increasing college attendance, retention and graduation.

The Budget Recovery Taskforce was established to evaluate and determine ways of maximizing resources.

Recommendations:

Committees should continue to 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.

All committees should be limited in size according to needs. The Board should carefully review the size and composition of all committees prior to approval.

The President-Elect-Elect should attempt to select committee chairs prior to the first Board meeting. Where possible, these individuals should serve as their respective state representative to the committee.

Committee chairs should post minutes from meetings on the Web site immediately following the meeting.

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 chose to send only the President-Elect to the NASFAA Leadership Conference because of financial constraints.

At the 2010 annual conference, pre-conference workshops were held for State Presidents-Elect, Mid-Level and New Aid Officers.

Florida and Virginia were recognized during the annual conference for receiving a 2009 NASFAA State Award for Service to Advance the Goals of Access and Diversity and for Service to the Financial Aid Profession respectively.

The NASFAA Regional Leadership Award was presented to Janet Sain.

SASFAA participated in the NASFAA Interregional visitation program by hosting two individuals at the annual conference.

Assessment:

Because of budget constraints, it was appropriate to send only the President-Elect to the NASFAA Leadership Conference.

Pre-Conference workshops led to increased attendance at the annual conference. They also provided opportunities for development of future leaders.

Recommendations:

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

Continue to develop opportunities to mentor mid-level aid administrators. Continue the practice of 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 in order to 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.

Conduct the Leadership Symposium as part of the annual conference.

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 and allowing the projects to be showcased.

Travel for the President-Elect and President of SASFAA should be encouraged to state conferences when financial resources are available. These individuals should be utilized during the conferences for sessions and networking opportunities.

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 President's letter was distributed to the membership regarding membership dues.

The membership database was appropriately updated.

Dues were increased based on a membership vote.

A new member breakfast was provided at the annual conference for first-time attendees.

Assessment:

The Association continues to provide 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.

SASF AA does an excellent job addressing the needs of all sectors fairly and adequately.

The Membership Chair concentrated his efforts on recruiting non-members.

Recommendations:

Membership committee representatives should actively recruit in their respective states.

Continue to analyze the membership database, following up on recommendations made by the membership chair to make sure the database is setup to accurately record and archive the SASF AA active membership for each and every year. This analysis 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.

Create and maintain a membership brochure that highlights the purpose and benefits of membership.

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 SASF AA region.

Survey those former members who are school professionals to determine reasons for non-renewal of membership.

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 conducted a review of their respective areas of the Policy and Procedure Manual (P&P) to document current practices and to insert additional information.

Changes were made to the P & P by the SASFAA Board of Directors. The Secretary incorporated them into the P & P and linked them to the Web site for access.

Documents that were part of the P & P were separated and noted on the Web site. These documents are now easier to locate.

Assessment:

The Officers and the Committee Chairs have worked to ensure that the P&P was correctly updated.

All changes to the policies and procedures were adopted by the Board and incorporated into the P&P. The Secretary is to be commended for ensuring the most current revision of the P&P is posted to the Web site in a timely manner.

Recommendations:

The P&P 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 Secretary kept documents in an electronic format, which will ensure records can be archived electronically at the end of the year.

The Secretary has taken the remainder of the paper documents from prior years and scanned them onto a disk.

Archives of the P&P were updated to facilitate the proper creation and storage of the association's archives.

Assessment:

The Secretary should be recognized for his work in moving all paper documents to electronic format.

All SASFAA documents in possession of the Secretary are now 100% electronic.

Recommendations:

Documents should be saved in an electronic format yearly.

Each officer and committee chair must forward documents that should be stored in the SASFAA archives to the SASFAA Secretary. As soon as documents are finalized, information should be sent to the Secretary.

To ensure the integrity of SASFAA records, transferring documents, records, associational forms of any type must be done in a systematic fashion from secretary to secretary.

Ensure all records are backed up for safety purposes. These duplicate records should be kept by the Electronic Services Committee Chair.

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 NASFAA board meetings and participated in NASFAA conference calls. SASFAA was also represented at NASFAA board meetings by the Past President and President-Elect.

SASFAA updates were presented by Board members. Due to budgetary constraints, travel for the President and President-Elect to state conferences was curtailed.

NASFAA updates were provided by the President-Elect to the SASFAA newsletter.

Assessment:

SASFAA was represented well throughout the region. A SASFAA update was presented at each state meeting by a member of the SASFAA board.

In addition, the President, President-Elect and Past-President represented SASFAA at NASFAA Board meetings throughout the year. The President-Elect provided excellent reports of the activities of the NASFAA Board to the SASFAA Board and submitted articles for the SASFAA newsletter to be posted to the SASFAA Web site.

Recommendations:

Travel for the President-Elect and President should be encouraged to travel to state conferences when financial resources are available. These individuals should be utilized during the conferences for sessions and networking opportunities.

The SASFAA Newsletter should be sent to Regional Presidents and Presidents-Elect, to the NASFAA Chair and Chair-Elect, and to the NASFAA President.

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 Web site by July 31, 2010. The membership will be notified of the availability of this document via the SASFAA listserv no later than July 31.

The Secretary posted minutes of all Board meetings to the Web site.

The Treasurer posted budget updates quarterly to the Web site.

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 and emails were sent to the membership regarding availability.

The Legislative Relations Committee posted legislative updates regularly.

The Department of Education Liaison posted regulatory and training updates to the listserv on a regular basis.

The Electronic Services Committee provided updates to the Web site.

The 2020 Committee provided updates on a regular basis to the listserv.

The Electronic Services Chair provided updates to the Web site, which included annual conference, registration, new event module, NAOW registration, voting information, and other routine postings.

The President-Elect created an on-line volunteer form and solicited volunteers via the listserv.

The Electronic Service Chair researched new web providers and held discussions to determine web hosting opportunities.

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.

The Department of Education Liaison provided quality and timely information to the membership via emails on the listserv.

The Electronic Services Chair provided outstanding and valuable assistance to all Board members in Web site technological support.

In light of SASFAA's financial situation, the Electronic Services Chair appropriately researched options for web hosting opportunities.

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.

Continue to evaluate more cost-effective web hosting opportunities.

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

Create and maintain a membership brochure that highlights the purpose and benefits of membership.

The Web site should be revamped to provide ease of access to pertinent information.

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 on a regular basis.

The committee provided suggested text for communication efforts to be sent to Legislators regarding regulatory and legislative changes.

The Agency and Lender Liaisons provided updates throughout the year to the Board members regarding legislative issues.

Assessment:

The committee provided SASFAA members with timely updates regarding current legislative issues through messages sent over the SASFAA listserv and articles posted in the SASFAA newsletter.

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

Recommendations:

The Legislative Committee should collaborate with NASFAA staff to educate SASFAA members on legislative issues.

Legislative alerts should be brief and concise with hyperlinks and summaries for quick referencing and viewing.

The legislative resources on the Web site and the SASFAA Legislative Guide should be updated regularly and posted to the webpage in consistent fashion.

The Conference Committee should offer legislative sessions at the annual conference that "simplify" the legislative process for members.

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 Myrtle Beach following the 2009 annual conference in advance of preparation for the 2010 conference held in Louisville.

Sessions were offered during the conference on a variety of relevant topics for every level of aid experience and school type. Pre-conference workshops were held on Sunday of the conference.

Activities held during the conference included:

- Mid-Level Workshop (26 attendees)
- New Aid Officers Workshop (18 attendees)
- HEOA Workshop (85 attendees)
- State President-Elect Workshop for the incoming State Presidents
- The Department (7 presenters) presented 12 informative sessions on relevant topics
- Several states provided “Student Success” stories that were presented during the conference.

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

The annual New Aid Officers Workshop will take place June 13 - 18, 2010, at Clemson University in Clemson, SC.

Assessment:

Annual Conference/Pre-Conference Workshops

Great care was taken by the conference committee to offer sessions that discussed pertinent issues in the industry. The topics offered at the annual conference were indeed relevant to the needs of the members, and the number of topics/sessions was balanced with the number of expected participants. The committee should be commended for soliciting a larger number of school professionals as presenters.

The Department of Education should be commended for sending 7 presenters to conduct sessions and be available for questions. As a result of their attendance, the Conference Committee presented a stronger agenda.

The HEOA Workshop was well received. The number of attendees seemingly helped to increase the strength and number of attendees at the conference. It provided an excellent opportunity for seasoned professionals.

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

The Mid-Level Workshop provided training to assist financial aid professionals in offering processing and retraining opportunities. The Committee should be commended for including this workshop as part of the conference agenda.

The decision to charge for the NAOW and Mid-Level Workshop brought in additional revenue to SASFAA and helped confirm registration numbers.

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 of all types, state agencies, lenders and secondary markets.

New Aid Officers' 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.

The 2008-2009 VP of SASFAA should be commended for reducing the number of instructors to the Summer NAOW based on attendance.

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.

Sustain a good cross-sectional offering of sessions to address the various needs of the Association. A greater number of sessions should be offered to meet the needs of seasoned professionals.

Stress to the membership the importance of developing and submitting session proposals.

Student success stories should be continued as part of the annual conference.

Offer pre-conference workshops to reach out to specific levels or sectors of aid administrators.

Promote the practice of charging for all pre-conference workshops.

The Master Conference Manual should be reviewed by the Conference Chair annually.

New Aid Officers 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 2010 NAOW which is planned for June 2010 be presented to the 2010-11 GAP Committee for review and assessment.

A summary and evaluation report of the NAOW should be presented to the Board during the first meeting of the year.

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

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

Other

The Board should investigate and initiate interactions and discussions with other higher education associations.

The Board should study new ways to encourage worthy and thought-provoking research and publication.

Create Mid-Level Workshop, Management Institute, and Leadership Symposium manuals for future activities.

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.
- Will prepare an annual year-end financial statement as of June 30.
- Posted quarterly budget reports to the Web site.
- Emailed quarterly reports to Board Committee Chairs
- Set up master accounts and obtained credit for the Association as appropriate
- Received and disbursed monies of the Association.

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

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

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, 2010.

The Sponsorship Chair served on the Budget and Finance Committee.

Assessment:

All necessary reports and paperwork were sent to the Association's financial reviewer by the Treasurer for preparation of the 990 and 990T. These forms were filed in a timely fashion as prescribed by IRS standards.

The Treasurer should be commended for timely processing of payments and reimbursements. He should also be commended for regular and timely reporting.

Quarterly budget statements were posted to the SASFAA Web site.

It was noted that the budget provided to the GAP Committee contained categories that exceeded allowable amounts.

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.

The budget should be adjusted according to prescribed standards when budget limits are exceeded.

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 Board approved a first-time sponsor discount of 25% for vendors at the annual conference.

A bundled group of sponsorship opportunities was presented to the Board and approved.

The sponsorship section of the Web site was updated with the bundled packages and ala carte opportunities.

The Budget and Finance Chair monitored and invested SASFAA reserve funds in Certificates of Deposit using CD laddering to maximize SASFAA investment income. The Chair worked with SunTrust Investments to monitor and invest.

The Budget and Finance Chair maintained a spreadsheet outlining SASFAA event contracts and the associated liability to the Association. The spreadsheet was 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. No disbursements were made from the funds set aside for Foundation activities.

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

The Board approved, and the President-Elect, in conjunction with the President, appointed the Budget Recovery Taskforce.

Assessment:

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

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

The Site Selection Chair is to be commended for the efforts of renegotiating current and future contract obligations.

The Board should be commended for reducing expenses and thus ensuring continued fiscal viability.

The Association is not maintaining a reserve fund balance of no less than the most recent operating budget.

Recommendations:

The Board should assess the feasibility of maintaining the endowment.

Continue to review revenue sources, structure and nomenclature.

The President-Elect should begin budget formulation after the annual conference and a preliminary budget should be presented at the transitional Board meeting for discussion and review.

An expenditure history should be provided to each committee chair and Board member for review and analysis. Once finalized, a detailed listing should be given to each member noting specific expense categories.

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.

All contractual obligations that exceed \$1,000 should be approved by the Board.

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

All conferences/workshops should be self-sufficient.

Summary of Recommendations 2006-2010 GAP Committees

Organizational Structure

Bylaws

Goal 1:

- (GAP 06-07) Continue an annual review of the Bylaws.
- (GAP 07-08) Continue an annual review of the Bylaws.
- (GAP 08-09) Continue an annual review of the Bylaws.
- (GAP 09-10) Continue an annual review of the Bylaws.

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.
- (GAP 09-10) The Board should continue to evaluate the feasibility of adding a treasurer-elect position. The Board should also examine the potential role this individual will play.

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 L RP 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.

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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.

(GAP 09-10) The President should ensure that all committees' goals and objectives for the year concur with the LRP and the recommendation of the most recent GAP report.

(GAP 09-10) A form, which should include name, institution, state, institution type, whether new or returning, gender, and ethnicity, should be developed by the President-Elect and given to all Committee Chairs and distributed to all committee members prior to the first Board meeting of the Fall. The form will then be returned and provided to the Board in completed fashion prior to the next Board meeting.

(GAP 09-10) Conduct the November Board Meeting via teleconference.

(GAP 09-10) Maintain the discretion of the President to determine who should attend which Board meeting.

(GAP 09-10) Consider the possibility of starting some transition training at the annual conference.

Committees

Goal 4:

(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.

(GAP 09-10) Committees should continue to 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.

(GAP 09-10) All committees should be limited in size according to needs. The Board should carefully review the size and composition of all committees prior to approval.

(GAP 09-10) The President-Elect-Elect should attempt to select committee chairs prior to the first Board meeting. Where possible, these individuals should serve as their respective state representative to the committee.

(GAP 09-10) Committee chairs should post minutes from meetings on the Web site immediately following the meeting.

Leadership

Goal 5:

(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.

(GAP 09-10) Continue the development of potential leaders of the Association through workshops, pre-conference activities, symposiums, conference sessions, etc.

(GAP 09-10) Continue to develop opportunities to mentor mid-level aid administrators. Continue the practice of 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 in order to increase attendance and reduce costs.

(GAP 09-10) 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 09-10) Conduct the Leadership Symposium as part of the annual conference.

(GAP 09-10) 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 and allowing the projects to be showcased.

(GAP 09-10) Travel for the President-Elect and President of SASFAA should be encouraged to state conferences when financial resources are available. These individuals should be utilized during the conferences for sessions and networking opportunities.

Membership

Goal 6:

(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.

(GAP 09-10) Membership committee representatives should actively recruit in their respective states.

(GAP 09-10) Continue to analyze the membership database, following up on recommendations made by the membership chair to make sure the database is setup to accurately record and archive the SASFAA active membership for each and every year. This analysis will then make it possible to make accurate comparisons from year to year.

(GAP 09-10) 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 09-10) Create and maintain a membership brochure that highlights the purpose and benefits of membership.

(GAP 09-10) 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.

(GAP 09-10) Survey those former members who are school professionals to determine reasons for non-renewal of membership.

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.

(GAP 09-10) The P&P 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 07-08) It is recommended that documents be scanned to CD yearly.

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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.

(GAP 09-10) Documents should be saved in an electronic format yearly.

(GAP 09-10) Each officer and committee chair must forward documents that should be stored in the SASFAA archives to the SASFAA Secretary. As soon as documents are finalized, information should be sent to the Secretary.

(GAP 09-10) To ensure the integrity of SASFAA records, transferring documents, records, associational forms of any type must be done in a systematic fashion from secretary to secretary.

(GAP 09-10) Ensure all records are backed up for safety purposes. These duplicate records should be kept by the Electronic Services Committee Chair.

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.

(GAP 09-10) Travel for the President-Elect and President should be encouraged to travel to state conferences when financial resources are available. These individuals should be utilized during the conferences for sessions and networking opportunities.

(GAP 09-10) The SASFAA Newsletter should be sent to Regional Presidents and Presidents-Elect, to the NASFAA Chair and Chair-Elect, and to the NASFAA President.

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.

(GAP 09-10) 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 09-10) 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 09-10) Continue to evaluate more cost-effective web hosting opportunities.

(GAP 09-10) Legislative alerts and a monthly digest of information should continue to be posted to the SASFAA Web site.

(GAP 09-10) Create and maintain a membership brochure that highlights the purpose and benefits of membership.

(GAP 09-10) The Web site should be revamped to provide ease of access to pertinent information.

Legislative Relations

Goal 11:

(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 Web site.

(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 Web site 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 Web site.

(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.

(GAP 08-09) The SASFAA Legislative Guide was posted to the SASFAA Web site following the annual conference. This guide should be updated after each congressional election.

(GAP 08-09) 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 09-10) The Legislative Committee should collaborate with NASFAA staff to educate SASFAA members on legislative issues.

(GAP 09-10) Legislative alerts should be brief and concise with hyperlinks and summaries for quick referencing and viewing.

(GAP 09-10) The legislative resources on the Web site and the SASFAA Legislative Guide should be updated regularly and posted to the webpage in consistent fashion.

(GAP 09-10) The Conference Committee should offer legislative sessions at the annual conference that “simplify” the legislative process for members.

Professional Development

Goal 12:

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.

(GAP 09-10) 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 09-10) Sustain a good cross-sectional offering of sessions to address the various needs of the Association. A greater number of sessions should be offered to meet the needs of seasoned professionals.

(GAP 09-10) Stress to the membership the importance of developing and submitting session proposals.

(GAP 09-10) Student success stories should be continued as part of the annual conference.

(GAP 09-10) Offer pre-conference workshops to reach out to specific levels or sectors of aid administrators.

(GAP 09-10) Promote the practice of charging for all pre-conference workshops.

(GAP 09-10) The Master Conference Manual should be reviewed by the Conference Chair annually.

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 them 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).

(GAP 09-10) 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 2010 NAOW which is planned for June 2010 be presented to the 2010-11 GAP Committee for review and assessment.

(GAP 09-10) A summary and evaluation report of the NAOW should be presented to the Board during the first meeting of the year.

(GAP 09-10) Continue to provide outstanding training by experienced aid administrators at the NAOW at accessible and affordable sites.

(GAP 09-10) 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.

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 LRP, GAP committee recommends that the Board investigate and initiate interactions and discussions with other higher education Associations.

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

(GAP 07-08) In accordance with the LRP, 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 08-09) In accordance with the LRP, 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 LRP, 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.

(GAP 09-10) The Board should investigate and initiate interactions and discussions with other higher education associations.

(GAP 09-10) The Board should study new ways to encourage worthy and thought-provoking research and publication.

(GAP 09-10) Create Mid-Level Workshop, Management Institute, and Leadership Symposium manuals for future activities.

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.

(GAP 09-10) 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 09-10) Recommend that quarterly budget statements continue to be posted on the SASFAA Web site.

(GAP 09-10) The budget should be adjusted according to prescribed standards when budget limits are exceeded.

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.

(GAP 09-10) The Board should assess the feasibility of maintaining the endowment.

(GAP 09-10) Continue to review revenue sources, structure and nomenclature.

(GAP 09-10) The President-Elect should begin budget formulation after the annual conference and a preliminary budget should be presented at the transitional Board meeting for discussion and review.

(GAP 09-10) An expenditure history should be provided to each committee chair and Board member for review and analysis. Once finalized, a detailed listing should be given to each member noting specific expense categories.

(GAP 09-10) The spreadsheet outlining SASFAA event contracts should continue to be maintained.

(GAP 09-10) 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 09-10) A review of the needs of the Association should be done on an annual basis for all activities that utilize Association funding.

(GAP 09-10) All contractual obligations that exceed \$1,000 should be approved by the Board.

(GAP 09-10) The President should make every effort to have all contracts reviewed from a legal perspective.

(GPA 09-10) Explore possible alternatives to the rotation plan for the annual conference, as well as all other Association training/meeting activities.

(GAP 09-10) Review policies regarding complimentary registrations and lodging incurred at required events by Board and Committee members.

(GAP 09-10) All conferences/workshops should be self-sufficient.