

SASFAA Governance and Strategic Planning Committee Assessment

2012-2016 SASFAA Long-Range Plan

2011-2012

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



May, 2012

**Sandy Neel, Chair
2011-2012 SASFAA Past-President
Approved by the Board June 8, 2012**



May, 2012

TO: SASFAA Board of Director
SASFAA Membership

FROM: Governance and Strategic Planning Committee

Sandy Neel, Chair, Bellarmine University
Brent Tener, Vanderbilt University
Brenda McCafferty, Inceptia
Brenda Burke, Virginia Commonwealth University
Clark Aldridge, KHEAA, Alabama

SUBJECT: Assessment of the 2011-2016 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 each year to the SASFAA Governance and Planning Committee (GAP) is to review the SASFAA Long Range Plan (LRP) and to ascertain to what extent the Board, State Presidents and Committee Chairs, acting on behalf of the membership, achieved the goals and objectives that they established for themselves in response to the 2012-2016 Long Range 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. Communications/Collaboration included a section 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 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 goals and objectives were met.

The final activity of the GAP committee includes the recommendations that are necessary to fully meet the goals and objectives set forth in the current LRP. Much progress was made in 2011-2012; 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 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.

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 By-Laws continue to further the mission of the Association.

Activities:

1. Secretary as chair of By-laws Committee communicates with the committee to review the By-laws for necessary changes. If any action is necessary or recommended, the Secretary reported this to the Board at the meetings. When a Policy and Procedure changes/updates were made they were sent immediately to the electronic services chair to update the web version of the Policy and Procedure Manual.

Assessment:

1. A comprehensive review of the Policy and Procedure Manual was done at the beginning of the year. The Secretary should be commended for her diligence and quick action to have the Policy and Procedure Manual up-to-date and for the excellent job she has done with the By-law review.

Recommendations:

Board of Directors

GOAL 2: The terms of the 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:

1. No action necessary for this items as the terms are already set this way.

Assessment:

1. This is the first year for the Long Range Plan so a review of the Board term and composition should be done in the near future.

Recommendations:

1. The President and President-Elect should determine when a review of the Board should be done and document in what year the Board composition and term limits were reviewed.

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.

OBJECTIVE:

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

Activities:

1. Three positions were combined into one by merging the Agency and Lender Liaison positions with the Legislative Relations position..
2. Committee report template that includes goals from GAP, LRP, and P&P were developed late. The majority of the year the board reports were conducted in paragraph form instead of the "GAP" form.
3. All Committee Chairs were asked to attend all the Board meetings however some were unable to attend every meeting.
4. Committees were an appropriate mix of returning and new members to assure the continuity of committee business and development of future leaders.
5. Each Committee appointment is voted on by the Board.
6. No evidence was found to support this activity.
7. No activity since the Long Range Plan was just written and this is the first year.

Assessment:

1. The President should be commended eliminating positions by combining three position into one.
2. This was a challenge for the President as he was not involved any of the GAP discussions or meetings in the prior year so he knew very little about how GAP functioned.
3. Major leadership activities were not conducted this year, such as the Leadership Conference or Management Institute.
4. The Board reviewed and voted on each committee.
5. Continue to have the Board vote on the committees.
6. Not applicable since there were no activities supported by the goals however the Board should be commended for all that was accomplished this year.
7. An assessment was not made since this was the first year of the Long Range Plan.

Recommendations:

1. The President must take the Long Range Plan, Policy and Procedures and the Governance and Planning Committee's recommendations in establishing the goals and objectives for the year while adding personal goals that are approved by the Board of Directors. The goals should be given to each Board member immediately following the Transition Meeting to list the activities planned to meet their established goals and objectives.
2. The President-Elect should be involved in the GAP Committee conversations and meetings prior to taking the office of President. This will help in developing the goals and objectives for the year and in assessing the Board's attainment of the Long Range Plan.

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:

1. No evidence to support this objective from the goals and objective spreadsheet however the Board did vote the members of each Committee.
2. Each state was represented on the conference committee and for the Professional Development Committee the chair solicited recommendations for the committee from State Presidents and other SASFAA Board Members.
3. No evidence to support this objective.
4. Committees were an appropriate mix of returning and new members to assure the continuity of committee business and development of future leaders.
5. The board held an e-meeting in October and conference call meetings in January and April.
6. The Board was reminded at each Board meeting that a final summary of their activities must be provided to the President in April for the GAP meeting and for inclusion in the President's final report.

Assessment:

1. The Board voted on Committee members.
2. It appears that every effort was made to include persons from every state on both the Conference and Professional Development Committees.
3. No activities were reported to assess.
4. There was a good mix of new and returning members.
5. Since there was an increase in revenue from various sources the Board held all prescribed meetings in person.
6. Most Committee Chairs submitted information in a timely manner.

Recommendations:

1. The Board should continue to explore various options for holding meetings other than on-site meetings. It is recommended that an in-person meeting be reinstated for the Professional Development Committee held at the site of the New Aid Officers Workshop to help build rapport and camaraderie among the instructors. Consider holding one conference committee meeting since it has been proven that a good conference can still be developed holding one meeting with follow-up conference calls.
2. The President needs to provide the GAP committee with a comprehensive listing of all SASFAA Board and Committee members with demographic information that includes sector type, ethnicity, gender and years of experience. It is the responsibilities of the committee chairs to have each of the committee members complete this document.

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, when financially feasible, one individual annually, other than the President-Elect or Treasurer, to attend the NASFAA Leadership Conference if never attended previously.
- 5.2 Finance, when financially feasible and 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, held biannually for developing state member officers and leaders which may be held at a state conference or the SASFAA annual conference. Efforts should be undertaken to track the effectiveness of the leadership workshop in leading to individuals holding leadership positions within the Association or its member-state associations.
- 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.

Activities:

1. President-Elect did attend the NASFAA Leadership Conference. There was no evidence that another SASFAA member attended.
2. SASFAA funded its' portion of the NASFAA inter-regional visitation program.
3. Recognition was given at the annual conference, and President sent e-mails to the SASFAA listerv after SASFAA members (Brent Tener and Dave Mohning) were presented with NASFAA awards at the NASFAA 2011 conference.
4. No leadership workshops were held in 2011-2012.
5. No evidence was presented regarding the recognition of any state projects submitted to NASFAA.
6. No evidence was presented to indicate that a scholarship was awarded.

Assessment:

1. None
2. None
3. Recognition was appropriately done.
4. With the association "getting back on its' feet" financially, it is understandable that a leadership workshop would not necessarily be held this year.
5. None
6. None

Recommendations:

1. Efforts should be made to identify and track past Leadership Symposiums participants to determine leadership positions held. Brent Tener has volunteered to assist in gathering names of past participants.
2. SASFAA should submit projects for NASFAA award consideration at least every two years.

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. The survey should be 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 the 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:

1. Membership solicitations were submitted throughout the year with the first solicitation going out via the listserv on July 7, 2011.
2. This was last done in preparation for the Long Range Plan Committee's first meeting.
3. This was last done two years prior to the Long Range Plan Committee met. The next review should be complete in 2014.
4. The President sent several e-mails to the membership soliciting input, including involvement in the SASFAA/EASFAA October Legislative Event.
5. No evidence was provided as to any monitoring of persistence.
6. No evidence was provided as to the incorporation of ideas from past membership surveys.
7. New members were invited to the New Aid Officers/New Members Breakfast.
8. The Conference Committee was made up of persons from varied sectors.

Assessment:

1. The membership chair solicited members to join SASFAA.

2. A review of the membership categories was not completed this year.
3. A survey was not completed this year.
4. Kudos for actively soliciting information from the membership.
5. No assessment can be made since no activities were presented.
6. No assessment can be made since no activities were presented.
7. New members were at the breakfast however it is not evident that mentoring opportunities were available.
8. Although the Conference Committee was diverse, there is no evidence that every sector was represented and members were not solicited for conference agenda ideas.

Recommendations:

1. Reach out to those persons who have not renewed their membership from one year to the next to see why they did not renew and what SASFAA could do to encourage membership.
2. Review the most recent membership survey and incorporate any ideas that came forward about membership.
3. Develop a mentoring program specifically targeting new members in the association that are not attending the New Aid Workshop.

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 into the Policy and Procedure Manual.

Activities:

1. Procedures were documented in the materials submitted for GAP review.
2. No evidence was presented that officers and committee chairs reviewed their policies across the board. Based upon a review of Board minutes, this appears to be happening.
3. Last Policies and Procedure Manual was updated March 1, 2012. Note: A spot check reveals that policies adopted by the Board have been updated in the Manual.

Assessment:

1. It appears that policies and procedures are accurate and complete, and the President has ensured that these have been followed.
2. Even though no evidence was submitted specifically addressing the review across the board, it is clear that various policies and procedures have been updated.
3. It appears that policies entered into the manual have been approved by the Board.
4. There seems to be excellent follow through from approval at a Board meeting to incorporating these changes into the Policy and Procedure Manual. The Secretary should be commended for an excellent job in following through in keeping important association documents up to date.

Recommendations:

GOAL 8: Maintain the records of the Association.

OBJECTIVES:

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

Activities:

1. Procedures were documented in the GAP materials.
2. Based upon GAP documentation, it appears that great care and thought has been put into the updating and maintenance of SASFAA records.
3. Per the Policy and Procedure Manual, records are stored electronically on the Secretary's USB drive and also stored on a university network drive.

Assessment:

1. The continuity of records appears to be consistent and secure.
2. While a systematic review was not documented, it is believed that this is happening.
3. SASFAA has established sufficient controls for the accessibility and continuity of the Association's records.

Recommendations:

COMMUNICATION/COLLABORATION

Communications

Goal 09: 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:

1. Unclear activities specified.
2. Past president, president, and president-elect attend all NASFAA board meetings. SASFAA is well represented on the NASFAA board including: Representative at Large, treasurer, chair-elect, committee chair, and committee members. Also, SASFAA has reinstated state visits by the president or designee at state conferences.

Assessment:

1. The conference program offered a diverse range of session to meet this objective.
2. It is clear SASFAA is well represented and there is a strong link between SASFAA and NASFAA.

Recommendations:

Communications/Collaboration

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 By-Laws.
- 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 and develop outreach materials to market SASFAA effectively to various constituencies.
- 10.6 Develop a volunteer process and communicate it clearly. Consider creating "SASFAA Kits" on committee structure, programs, service, etc.

Activities:

1. Each committee chair and SASFAA elected officer reported to the SASFAA 9 News on a rotation bases.

2. Legislative and conference provided many communications to the full membership.
3. The board has been asked for the annual report, the format has been provided and deadlines established to complete and return prior to the due date for the annual report.
4. SASFAA created SASFAA 9 News.
5. This was done through the implementation of SASFAA Nine News.
6. No evidence was provided to support this objective.

Assessment:

1. Great effort was made to communicate to the membership.
2. SASFAA was successful in addressing a full range of issues.
3. Annual report is expected to be posted prior to June 30, 2012.
4. SASFAA was effective using technology communication to the membership.
5. SASFAA used the new SASFAA 9 News to accomplish this..
6. No activity to access.

Recommendations:

1. Create SASFA Kits on committee structure, programs, services, activities etc. Ensure members know how to volunteer and use every volunteer on a committee or project.

Legislative

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 effect and outcome of legislative issues, proposals and actions.

Activities:

1. Information and legislative updates are forwarded to the SASFAA listserv for members. A joint effort with EASFAA was conducted to go twice for Hill visits.
2. NASFAA funneled through the region providing timely updates to its members.

Assessment:

1. Excellent on advocacy. The joint venture with EASFAA and Tri-state was an excellent idea.
2. SASFAA's strong representation within NASFAA allows for excellent communication and information dissemination to the membership.

Recommendations:

1. Continue to have joint legislative advocacy with other regions.

PROFESSIONAL DEVELOPMENT

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 and professional development needs of members, recognizing categorical distinctions among members such as experience, institutional type, constituencies served and level of responsibility.
- 12.2 Continue to develop and offer an annual conference which integrates observations gathered from conference evaluations, membership and professional development surveys, and consideration of current issues and educational trends and the perceived need of members.
- 12.3 Provide such a conference which incorporates cost-saving measures to encourage participation, emphasizes content, and is self-supported.
- 12.4 Provide a varied conference agenda incorporating legislative, regulatory, public policy and operational topics, as well as, competencies in management and human relations.
- 12.5 Foster collaborative training and professional development opportunities between state members, other regional associations and NASFAA.
- 12.6 Invite and plan interactions and discussions with higher education associations such as SACUBO, SACRAO and COHEO.
- 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 centrally located within the SASFAA region, accessible to attendees, affordable, and educationally suitable for the intended participants.
- 12.13 Offer periodic opportunities specifically for experienced aid administrators to grow in leadership and management

Activities:

1. No evidence to support this objective.
2. Sessions for the annual conference were developed by accessing current issues and developed by the conference committee.
3. SASFAA pre-conference workshops were self-sufficient and the conference came in under budget.
4. Sessions were offered at the conference from NASFAA and SASFAA addressing the processes of legislative bills and working with legislative officials.
5. NASFAA visitors and trainers provided seven sessions at the annual conference.

6. No evidence to support this objective.
7. No evidence to support this objective.
8. Conference committee continued to develop and offer an annual conference which integrated observations gathered from prior conference evaluations, the membership and they considered current issues and educational trends.
9. Pre-conference sessions were offered prior to the conference. They included new aid officers, president-elect workshop, and Noel Levitz packaging for merit and need based aid.
10. A one day new aid officers workshop was offered as a pre-conference workshop at the 2012 annual conference. The current year instructors served as presenters for the workshop. The vice-president is currently working with the curriculum coordinator as they prepare for the New Aid Office Workshop to be held later this year.
11. A diverse committee was selected to serve as instructors and development partners.
12. New Aid Officer Workshop for 2012 will be held in North Carolina in order to provide a centrally located site.
13. This was supported by the selection of committee chairs, committee members, conference activities/sessions, and in adding back the November in-person meeting allowing for more cohesion to be developed among the board members and assists in members becoming more comfortable with leadership positions within the association.

Assessment:

1. No activity reported to assess.
2. It appears the full membership was never solicited for conference sessions or training needs.
3. Pre-conference workshops/seminars generated revenue and the annual conference come in under budget. Conference chair and vice-president should be applauded for generating revenue from pre-con training/workshops and for coming in under the annual conference budget.
4. Priority should continue to be placed on providing sessions/training understanding the legislative process and ways to gain confidence when communicating with legislative officials.
5. NASFAA trainers appeared to lack the knowledge on the topics they were presenting. However, NASFAA staff and guest presenters were excellent. SASFAA should continue to invited NASFAA guest presenters to be a part of the conference. Also, if NASFAA trainers improve continue to ask NASFAA to provide trainers for the annual conference.
6. No activity reported to assess.
7. No activity reported to assess.
8. The conference included research and presentations from seasoned professionals. However, membership should be encouraged to provide research and thought provoking articles and presentations in the newsletter and at the conference.
9. The vice-president and conference chair arranged three pre-conference sessions/workshops which generated revenue for the association. Great job!
10. SASFAA has identified centrally located areas for annual conferences.
11. The vice-president solicited committee members and instructors from state presidents and board members.
12. The New Aid Officers Workshop will be held prior to year end.
13. No major leadership activities were completed this year, such as a Leadership Conference or Management Institute.

Recommendations:

1. Priority should be given to determine the training and professional development needs of members, recognizing categorical distinctions among members such as experience, institutional type, constituencies served and level of responsibility. Specific questions should be considered on all events survey/evaluations as well as a listserv solicitation for training needs.
2. There needs to be survey instrument coordination with current conference chair and future conference chair in order to gather current conference evaluations, membership and professional development surveys, and consideration of current issues and educational trends and the perceived need of members. It is crucial evaluations are distributed timely after each conference and training/workshop event.
3. It has been proven under past conference leadership onsite meetings should be limited to maximum of one two night meeting with the location being at the conference hotel. All other business should take place via conference calls and emails. Each conference chair should pay close attention to budget cutting activity. It should not be assumed the entire conference committee needs to arrive Friday afternoon. Well-planned conferences should only need to bring in the committee members as their onsite tasks are needed to minimize cost to the organization.
4. Priority should continue to be placed on providing sessions/training understanding the legislative process and ways to gain confidence when communicating with legislative officials. Efforts should continue to include topics on public policy and operations as well as competencies in management and human relations.
5. Every effort should be given to invite and plan interactions and discussions with higher education associations such as SACUBO, SACRAO and COHEO.
6. The conference committee should consider adding an event or time free from sessions to encourage networking.
7. It is highly recommended that the membership is solicited at a minimum to gather conference topics and sessions.
8. It is recommended that SASFAA solicit additional revenue by offering pre-conference opportunities for the exhibitors/sponsors using rooms reserved for SASFAA and SASFAA charging the exhibitor/sponsor to use the room.
9. Review prior year training to identify level and/or sectors for which training should be offered and not assuming certain pre-conference workshops be offered annually.
10. Written guidelines should be created and provided to state presidents and board members to use to nominate instructors and development partners for the New Aid and Mid-Level Workshops. The information will provide vital information the vice president should use as instructors and development partners are selected and will ensure a diverse committee.
11. Site Section should give consideration to soliciting locations other than the conference state for other training events within the same year.
12. SASFAA should consider continuing the Management Institute and/or Leadership Symposium in the future if they can be offered in a cost effective manner.

FINANCES

FINANCES

GOAL 13: Fiscal integrity will be ensured.

OBJECTIVES:

- 13.1 Adhere to the practices outlined in the SASFAA Guide to Financial Management.
- 13.2 To ensure adequate organizational reserves are available, a zero based budget should be developed and maintained.
- 13.3 Review the SASFAA Guide to Financial Management annually to ensure the continuation of sound financial practices.

Activities:

- 1. Maintained open lines of communication with the treasurer. All bills were paid upon receipt. Reviewed filing requirements and issues that require professional advice/assistance. All reimbursement requests were paid upon receipt. Payments for registrations, membership dues and sponsorships have been receipted and posted. Financial reports were submitted to the Board each meeting and the annual business meeting. Monthly reports sent from Quickbooks to officers and committee chairs. The 2010-2011 records were transported to Budget Chair for review. Quickbooks chart of accounts was updated to include new lines and all investments accounts. Credit applications completed as needed, including 2013 conference. IRS form 990 was filed timely as well as the Georgia State return. All incorporation reports were filed.
- 2. A zero-based budget has been maintained throughout the year. Request for budget increases were submitted and approved prior to expenditures being incurred. Budget adjustments were approved prior to incurring expenses.
- 3. The Guide to Financial Management was reviewed during the face-to-face committee meeting. Recommendations for changes to SASFAA Guide for Financial Management were made via email with the treasurer. Quarterly reviews of cash balances and expenses along with recommendations were made.

Assessment:

- 1. Activities related to the SASFAA Guide to Financial Management were followed. The Treasurer and Budget and Finance Chair are commended for their adherence to this activity.
- 2. Zero based budgeting guidelines were implemented and followed. Budget adjustments were approved prior to expenditures being made.
- 3. The board was provided a face to face review of the SASFAA Guide to Financial Management. Recommendation for changes in conjunction with the treasurer and the expenditures and cash balances were made at least quarterly and often monthly.

Recommendations:

1. Continue to use an outside accounting firm.
2. Every effort should be made to insure that either the treasurer or Budget and Finance Chair have board experience in their position. (When a new Treasurer is elected the Budget and Finance Chair should be in their second year of service)
3. Zero based budgeting should be continued.
4. The SASFAA Guide to Financial Management should include a statement requiring that the committee performing the annual financial review be done in a face to face setting. This should be done at the treasurer's location so that financial records remain intact and the treasurer can assist in the review.
5. A committee should be appointed to determine if it is possible to synch banking records and Quickbooks to avoid duplicative data entries.

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 access for dues, the annual conference, workshops and ancillary services including vendors, at least every five years.
- 14.2 Provide for the establishment, maintenance, investment and monitoring of an Associational reserve fund which is sufficient to cover at least one year's operating expenses and any outstanding contractual obligations.
- 14.3 Monitor, review and revise as necessary, the Association's investment strategy for positioning the Associations finances.
- 14.4 Review routinely all risk and liabilities affecting cash management and contractual obligations.
- 14.5 Determine the appropriate cash balance to be brought forward annually.
- 14.6 Incorporate the financial impact of vendor sponsorship in the budget planning process annually.
- 14.7 Daily transactions should be documented and reconciled daily at the annual conference.
- 14.8 Budget adjustments were made as appropriate to stay within budget guidelines.

Activities:

1. Collaborated with the president and treasurer in developing the fiscal budget prior to the July/August Board meeting. Vendor Sponsor Chair was consulted prior to and during budget process. The treasurer, Chair of Budget/Finance Committee and Chair of Vendor/Sponsor Committee are commended for their work.
2. A seven- year, year-end budget history was presented prior to the August board meeting. This contained information about total assets at each year end as well.
3. SASFAA took money from reserves and invested \$150,000 with NASFAA finances to improve the return on investment.
4. Current Reserves is double the current operating budget.
5. Collaborated with the President and Treasurer in developing the fiscal budget prior to the August Board meeting. Vendor Sponsor Chair was consulted prior to and during budget process.

6. The Vendor/Sponsor Chair was consulted prior to and during the budget process.
7. Daily transactions were reconciled during the annual conference.
8. Budget adjustments were approved prior to incurring expenses.

Assessment:

1. The fiscal year budget was developed in collaboration with the president, treasurer, and Budget and Finance Chair with input from the Vendor/ Sponsor Chair.
2. A seven year, year-end budget history that contained association assets was provided.
3. To improve income to the association \$150,000 was invested with in NASFAA investment pool.
4. Reserves now total well over 95% of the current one year operating budget in fact the reserves double our total operating budget.
5. The fiscal year budget was developed in collaboration with the president, treasurer, and Budget and Finance Chair with input from the Vendor/ Sponsor Chair.
6. The Vendor/Sponsor Chair was consulted during budget process.
7. Annual conference financial transactions were reconciled and documented.
8. When necessary budget adjustments were made and approved prior to expenses being incurred.

Recommendations:

1. Continue to ensure that reserves total 100% of the one year operating budget and contractual obligations should always be less than the total reserves.
2. Stress to the entire board the responsibility and importance of working within an established budget.