

SASFAA Governance and Planning Committee Assessment

2016-2021 SASFAA Long-Range Plan

2016-2017

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



June 2017

**Amy L. Berrier, Chair
2016-2017 SASFAA Immediate Past-President**



June 2017

**TO: SASFAA Board of Directors
SASFAA Membership**

FROM: Governance and Planning Committee

**Amy Berrier, Chair, The University of North Carolina at Greensboro
2016-2017 SASFAA Immediate Past President**

**Joan Bailey, University of South Florida
2016-2017 SASFAA President**

**Nathan Basford, Florida State University
SASFAA Past President**

**Sandra Neel, University of Louisville
SASFAA Past President
Chair, 2015-2016 Long Range Planning Committee
SASFAA Distinguished Service Award Recipient**

**Janet Nowicki, Guilford Technical Community College
SASFAA Past President
SASFAA Distinguished Service Award Recipient**

Observers:

**Sharon Oliver, North Carolina Central University
2016-2017 SASFAA President-Elect**

**Bryan Erslan, Eastern Kentucky University
2016-2017 SASFAA Sponsorship Chair
2017-2018 SASFAA President-Elect**

SUBJECT: Assessment of the 2016-2021 SASFAA Long-Range Plan

The SASFAA Governance and Planning Committee (GAP) is charged with the responsibility of reviewing the current SASFAA Long Range Plan (LRP). In reviewing the long range plan, the Committee must ascertain to what extent the SASFAA Elected Officers, State Presidents, and Committee Chairs, acting on behalf of the SASFAA membership, achieved the goals and objectives that have been established for the Board in response to the 2016-2021 Long Range Plan.

This assessment followed the five major sections identified in the Long Range Plan: Organizational Structure; Communication/Collaboration; Professional Development; Finances; and Policy Advocacy.

The committee reviewed the goals and objectives established in the Long Range Plan. The Committee evaluated the year-end annual reports from each officer, state president, and committee chair to determine how and if each of the established goals and objectives were met. This evaluation included a review of the activities conducted as well as an assessment as to whether goals and objectives were met. The SASFAA Immediate Past President sent an evaluation form to each of the nine state presidents for evaluation and feedback regarding the 2016-2017 year since there are no objectives in the Long-Range Plan specific to the state presidents. A summary evaluation of the State Presidents data will be shared with the current Board of Directors, the incoming Board of Directors, including the incoming state presidents to assist with a year of planning.

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 Long Range Plan. Much progress was made in 2016-2017; 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 also provided recommendations to enhance the establishment of board goals and objectives in addition to the GAP review process.

The GAP committee appreciates the dedication and hard work of the Board of Directors, State Presidents, Committee Chairs and the SASFAA members who provided their expertise, time and energy to make SASFAA a better Association. We thank each and every one of our members for helping us to remain a strong and vibrant association recognized nationally for our efforts on behalf of our students and the financial aid profession.



SASFAA Annual LRP Review – June 2017

Progress To-Date
Strategic Long Range Plan 2016-2021

Vision Statement:

The Southern Association of Student Financial Aid Administrators aspires to create an environment of mutual respect and support which encourages questions, discussion and the shaping of ideas in order to promote opportunities, equity and access and to higher education.

Mission Statement:

The Southern Association of Student Financial Aid Administrators (SASFAA) is a regional association of individuals from our nine member states that provide an avenue for a support and resource network; offers professional training opportunities that enable and enhance the ethical delivery of educational resources to students; seeks to cultivate personal and professional leadership development; advocates for public policies that support financial aid programs; and, commits to the recognition of the diverse needs in our profession and all of the constituents we serve.

Diversity Statement:

As part of its mission, SASFAA seeks, accepts, and practices the inclusion and involvement of all members in all association activities regardless of age, race, ethnicity, gender, religion, sexual orientation, disability, appearance, professional level, institutional type, or other uniquely defined characteristics.

ORGANIZATIONAL STRUCTURE

Bylaws

GOAL 1: Ensure the association is legally sound.

OBJECTIVE:

1.1 Review the bylaws annually. Make changes sparingly and judiciously.

Activities: Carry forward to 2017-2018

- Created a working document that contained the bylaws of all the regional associations and the national association for comparison
- Pulled together links and lists of all the states bylaws and non-profit law information for each of the states in SASFAA and disseminated it to the state presidents

Board/Committee Recommendation:

- Bring forward suggested changes to the board for approval
- If any changes are approved by the board, include these for voting in the next election cycle.
- Disseminate the documents of nonprofit laws to the incoming state presidents.

GAP Assessment:

The Secretary should be commended for his hard work and creativity, not only in reviewing the association bylaws, but using other associations for bench-marking. The Secretary will bring forward any recommendations for changes to the 2017-2018 board for approval. If any are approved by the board, the membership will then need to vote on these changes as prescribed by the Policies and Procedures Manual. The board should keep in mind that the P and P Manual does detail how voting can take place outside of the annual election cycle.

GAP Recommendation:

- The Board of Directors need to be mindful that the Policies and Procedures Manual details how voting can take place outside of the annual election cycle. If the board approves by-laws changes that need to be presented to the membership, the board should present these changes to the membership in a timely manner.

GOAL 2: All actions adhere to the guiding principles of the by-laws.

OBJECTIVE:

2.1 All actions adhere to the guiding principles of the bylaws.

Activities: Completed by June 30, 2017 and ongoing

- SASFAA bylaws state that Board of Directors shall conduct business according to Robert's Rules of Order (SASFAA's official parliamentary authority). The 2016-2017 Board voted to require approval of the slate of candidates by the Board of Directors at the August 2016 board meeting.
- According to Robert's Rules of Order, the report of the Nominations and Elections Committee shall be final. Therefore, the Board of Directors readdressed the issue at the February 2017 Board meeting in Biloxi and took corrective actions.

Board/committee recommendations:

- Review and perform a complete rewrite of the nominations and elections sections in the SASFAA P and P Manual
- Define the Nominations and Elections Committee makeup and responsibilities
- Define the Board of Directors role in the nominations and elections process
- Present necessary P and P changes to the 2016-2017 board at the June 2017 transition meeting. These changes will require a vote for approval.
- Strongly suggest against moving these needed changes forward to the 2017-2018 board. These critical changes need to be made as soon as possible.

GAP Assessment:

The Board of Directors recognized the need to readdress and correct the decision made in August 2016 to require approval of the slate of candidates by the Board. This correction was made in February 2017.

The Immediate Past President and Board of Directors should be commended for their due diligence in recognizing the issues that arose surrounding parliamentary authority and for taking corrective action to resolve these issues.

GAP Recommendations:

- The GAP Committee agrees with all of the board/committee recommendations described above.

Policies and Procedures

GOAL 3: Policies and Procedures shall be reflective of current practices and shall be compliant with the By-laws.

OBJECTIVES:

- 3.1 The elected board and committee chairs shall continuously review P & P.
- 3.2 Board and Committees chairs shall document their review of the P&P.
- 3.3 When updated, a new P&P shall be created as to keep historical information intact.

Activities: Completed 2016-2017 and ongoing

3.1 – At the transition meeting in June 2016, then President-Elect Dill charged the incoming 2016-2017 Board to continuously review the Policies and Procedures Manual for any necessary corrections and/or additions.

3.2 – Association minutes reflect the discussion and votes of proposed P and P changes that were brought forth by members of the Board of Directors.

3.3. – The Secretary is maintaining historical P and P versions.

GAP Assessment:

The GAP Committee applauds the Board of Directors for their diligence in reviewing, updating, and maintaining the Policies and Procedures Manual.

GAP Recommendations:

- Create a historical document section on the SASFAA website accessible to all members.
- All prior versions of governing documents, handbooks, guides, and manuals should be maintained in the historical documents section.
- The GAP Committee suggests that the historical documents section be located at: <http://www.sasfaa.org/governingdocuments>.

Mission and Vision Statement

GOAL 4: Develop a new Mission Statement.

OBJECTIVE:

- 4.1 Create a succinct statement that captures the purpose and intent of the association and provides a sense of intended direction.

Activities: Completed 2016-2017

New Mission Statement:

The Southern Association of Student Financial Aid Administrators (SASFAA) is a regional association of individuals from our nine member states that provide an avenue for a support and resource network; offers professional training opportunities that enable and enhance the ethical delivery of educational resources to students; seeks to cultivate personal and professional leadership development; advocates for public policies that support financial aid programs; and, commits to the recognition of the diverse needs in our profession and all of the constituents we serve.

GAP Assessment:

This LRP goal was completed. The Board of Directors were insightful in recognizing the need to go further and created a diversity statement.

GAP Recommendations:

None

GOAL 5: Develop a new Vision Statement.

OBJECTIVES:

- 5.1 Create a vision statement that energizes, inspires, and is reflective of the revised Mission Statement.

Activity: Completed 2016-2017

New Vision Statement:

The Southern Association of Student Financial Aid Administrators aspires to create an environment of mutual respect and support which encourages questions, discussion and the shaping of ideas in order to promote opportunities, equity and access and to higher education.

GAP Assessment:

This goal was completed. The Board of Directors were insightful in recognizing the need to create a diversity statement.

GAP Recommendations:

None

Board of Directors

GOAL 6: The SASFAA Board of Directors (elected and appointed) should be reflective of the diversity of the organization, be knowledgeable financial aid practitioners, involved, engaged and committed to the success of the organization.

OBJECTIVES:

- 6.1 Ensure the Board of Directors understand the responsibilities and time commitment of their positions.
- 6.2 President-Elect shall send job responsibilities to each potential committee chair prior to committee chair selection.
- 6.3 Past-President shall send job responsibilities to each nominee prior to final nomination selections.
- 6.4 Use transition meeting to develop committee goals and objectives and publish the goals on the website.
- 6.5 Explore new ways to measure board effectiveness and determine the best process to be used going forward. (Possibly replace current GAP practices while keeping in mind an evaluation must be done to retain non-profit status)

Activities:

6.1 – Completed 2016-2017

- Incoming President Marian Dill completed this task at the June 2016 transition meeting by providing goals, objectives, and responsibilities to each board member.

6.2 – Completed 2016-2017

- This task was completed by the current President-Elect.

6.3 – Completed 2016-2017 by the Immediate Past President

- Position responsibilities were sent from the P and P Manual to all potential candidates before the slate of nominees was finalized by the Nominations and Elections Committee.

- Position responsibilities were also included in the nominations and election announcement sent to the SASFAA listserv.
- Position responsibilities were also requested to be sent to any potential candidates within the 9 states by the Immediate Past President to the state presidents.

6.4 – Completed 2016-2017

- The incoming 2016-2017 Board used the transition meeting to develop committee goals and objectives. The goals and objectives were found in the August 2016 board reports.

6.5 – Completed 2016-2017

- The GAP Committee is utilizing a newer streamlined process to measure board effectiveness against the Long Range Plan.

GAP Assessment:

The GAP Committee reviewed the August 2016 board meeting minutes and board reports. 2016-2017 board members included goals and objectives in their reports.

GAP Recommendation:

- The GAP Committee recommends the goals and objectives be published as a separate document on the website accessible to the membership.

Committees

GOAL 7: Committees should represent the mosaic abilities of the membership.
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OBJECTIVES:

- 7.1 All efforts should be made to fully vet members who are considered for committees.
- 7.2 The volunteer form should be redesigned to include detailed qualifications, state affiliation and interests of the volunteers.
- 7.3 Committee chairs shall provide a summary of the committee's composition to be included in the president's annual report.

Activities:

7.1 – Completed 2016-2017

7.2 – Completed 2016-2017

7.3. – To be completed by June 30, 2017

Update May 15, 2017: The Electronic Services Chair contacted the GAP Chair to clarify responses to Goal 7 under LRP and Goal 11 under the Board of Directors section.

Under LRP Goal 7 the GAP Assessment states “It was determined that all committee members and volunteers did not complete a volunteer form and may not be on the 2016-2017 volunteer spreadsheet. The volunteer form was enhanced this year by President-Elect Oliver with additional fields (conference presenter, session topic, is this your first time volunteering) to collect necessary data to reflect volunteer diversity. The GAP Committee is unable to assess this goal for that reason.” As the 2016-2017 year began, SASFAA was utilizing Formsite to create and host the volunteer form. This required a subscription and a fee. The reports from Formsite were not particularly user-friendly, and did not directly correspond to the member information housed in Wild Apricot. The decision was made at the October 2016 board meeting, under the recommendation of the Electronic Services Committee, to transfer the volunteer process from Formsite into an “event” in Wild Apricot. Since committees had already been chosen and the year was well in progress, the decision was made to manually enter all actual, utilized volunteers into the Wild Apricot event for 16-17. An email was sent from the Membership chair to the board and committee chairs on 4-5-17 to confirm the members of their committees. The “2016-2017 Volunteer Registration SASFAA” report that is attached is true and correct to the best of our knowledge as reported by the board and committees. This report was pulled directly from the Wild Apricot event and contains all of the various data points that the member reports as part of their membership application, including gender and ethnicity. It is my understanding that not all of the fields were pulled in the report submitted to the GAP committee, but these fields are imbedded in the event in Wild Apricot and are available for historical purposes. The GAP recommendations for this goal include: “Affiliation on the volunteer form should be changed to match the membership category.” This has already been accomplished by moving the volunteer process inside of the Wild Apricot database.

Under Board of Directors Goal 11 the GAP Assessment states “It was determined that all committee members and volunteers did not complete a volunteer form and may not be on the 2016-2017 volunteer spreadsheet. The volunteer form was enhanced this year by President-Elect Oliver with additional fields to collect necessary data to reflect volunteer diversity. The GAP Committee is unable to assess this goal for that reason.” Please see the explanation above. Diversity is collected as provided by the volunteer as part of their membership application. All utilized volunteers are reported as provided by the Executive Board and Committee Chairs. The GAP recommendations for this goal include: “Affiliation on the volunteer form should be changed to match the membership category.” This has already been accomplished by moving the volunteer process inside of the Wild Apricot database.

GAP Assessment:

It was determined that all committee members and volunteers did not complete a volunteer form and may not be on the 2016-2017 volunteer spreadsheet (example – New Aid Officers Workshop

Instructors). The volunteer form was enhanced this year by President-Elect Oliver with additional fields (conference presenter, session topic, is this your first time volunteering) to collect necessary data to reflect volunteer diversity. The GAP Committee is unable to assess this goal for that reason.

Update May 15, 2017:

The GAP Committee was not informed about issues with the volunteer form being hosted on Formsite for 2016-2017 and then inputting the data into a new event for volunteers in Wild Apricot. It was determined that all of the fields available were not pulled to create the volunteer spreadsheet given to the GAP Committee for review.

This is one of the reasons it is critical to have all necessary data available prior to the GAP Committee meeting. The committee needs this information to review and make proper assessments of board activities for the year.

GAP Recommendations:

- The President should impose a deadline to the board to provide a summary of each committee's composition (to include necessary data to reflect on the diversity statement) to be included in the President's Annual Report. This deadline should be prior to the GAP Committee meeting so the committee can use this data for assessment purposes. The President can consider making the year-end report deadline and the deadline for the volunteer data on the same date.
- Affiliation on the volunteer form should be changed to match the membership category. The GAP Committee also recommends continuous evaluation of the volunteer form for enhancements such as subject matter expertise. This continuous evaluation will only further enhance membership and volunteer data. (Update – according to the Electronic Services Chair, this recommendation has already been accomplished by moving the volunteer process inside of the Wild Apricot database.)
- The GAP Committee recommends that there should be further collaboration between board members and the President to ensure all volunteers are utilized. If volunteers are used on more than one committee, the President and appropriate committee chairs should justify the need for multiple assignments.

Membership

GOAL 8: Increase membership.

OBJECTIVES:

- 8.1 Encourage each state president to establish increased membership goals for SASFAA.
- 8.2 Promote continuous membership through the New Aid Officer's Workshop.
- 8.3 Establish a membership drive.

Activities:

No data was provided to assess the objectives for Goal 8.

GAP Assessment:

Though the intent was honorable to utilize the same person for both Membership Chair and Treasurer-Elect, this individual was unable to perform the necessary duties for both positions as needed.

GAP Recommendation:

- The intent of approving a Treasurer-Elect position was not to combine this position with any other board responsibility. The GAP Committee recommends that these two positions not be combined in the future so the membership chair can perform required duties.

GOAL 9: Expand mentoring opportunities.

OBJECTIVES:

- 9.1 Develop a mentorship guide.
- 9.2 Provide mentor training and resources.

Activities:

No data was provided to assess Goal 9.

Assessment:

No data was provided was to assess the objectives for Goal 9.

GAP Recommendations:

- It is essential that a strong mentoring program be maintained each year to encourage volunteerism and leadership development. The GAP Committee also recommends that each President consider appointing a Mentorship Program Coordinator each year. The 2015-2016 Membership Chair worked hard on maintaining a mentor program and a conference activity. It appears this work did not continue in 2016-2017.
- Consider assigning mentors to new SASFAA members as well new aid officers.

GOAL 10: Expand the benefits of membership.

OBJECTIVES:

- 10.1 Provide for the needs of all sectors.
10.2 Provide services and resources that meet the needs of all sectors.

Activity:

Completed 2016-2017
To be completed by June 30, 2017
Carry forward to 2017-2018

Three webinars were presented for the SASFAA membership during fall 2016. The first webinar was presented by Ron Gambill and Brett Lief (Getting Ready for a New Congress and President – A Look at 2017 and Beyond). The second webinar was presented by Ron Day (Ethics and Leadership). The third webinar was presented by Brent Tener (Politics and Leadership). The committee is hoping to present a final webinar for the year on SAP. The presenters will most likely be Robert Muhammed and Sarah Baumhoff.

Board/Committee Recommendations:

- This webinar training initiative needs to be carried forward to 2017-2018.
- The Webinar Task Force Chair recommends expanding the webinar options in 1718 in addition to renewing our contract with GoTo to include additional spots for attendees.

GAP Assessment:

Kudos go to the Board of Directors for continuing to develop useful webinars to enhance training opportunities for membership.

GAP Recommendations:

- The GAP Committee concurs with the Task Force recommendation to carry forward this initiative to 2017-2018.
- The Committee also agrees that the Board commit necessary financial resources to purchase additional spots for member participation.

COMMUNICATION/COLLABORATION

Communication

GOAL 11: Disseminate information to the membership and appropriate constituencies.

OBJECTIVES:

- 11.1 Information should be timely and relevant.
- 11.2 Efforts should be made to avoid duplication of information.

Activities:

Multiple communications were sent by board members to the membership including but not limited to legislative updates, employment, membership, training events, and advocacy opportunities.

GAP Assessment:

- The GAP Committee commends the Board of Directors for being careful to not duplicate communication efforts. The Board did a superb job of keeping the membership informed.

GAP Recommendations:

None

GOAL 12: Develop a plan and policy for the use of social media.

OBJECTIVES:

- 12.1 Develop content that promotes the objectives of the association.
- 12.2 Use social media platforms that are relevant and appropriate.

Activity:

- Data was not provided to assess objective 12.1.

- Facebook posts occurred throughout the year.

Assessment:

12.2 - Board of Directors members utilized Facebook to share relevant and appropriate communications to the membership.

GAP Recommendation:

- It is important to develop a plan and policy for the use of social media to assist future committee chairs serving in this role.

PROFESSIONAL DEVELOPMENT

Professional Development

GOAL 13: Foster collaborative training opportunities among member states, sister regional organizations and NASFAA.

OBJECTIVES:

- 13.1 Continue to use evaluation feedback, membership surveys and national trends to develop training topics and programs.
- 13.2 Periodically offer venues to upper level aid administrators to train, discuss and engage with peers and other high level administrators.
- 13.3 Provide annual training opportunities to aid officers with less than 3 to 5 years of experience that increases knowledge and passion for the profession.

Activity #1: Carry forward to 2017-2018

SASFAA President-Elect Interregional Exchange – A proposed budget was introduced to cover inter-regional exchange program. Worked with various regional presidents to attempt to coordinate exchange. Unfortunately, some regional presidents had already planned their exchanges. We were not able to find an available region with dates that would work for the SASFAA schedule.

Board/Committee Recommendations:

- This exchange should be completed by the SASFAA President-Elect to help prepare them for their year as president.
- Also it might help strengthen other regions as ideas are exchanged and relationships are fostered.

- Maybe the representatives on the NASFAA thought force should suggest that NASFAA participate through some cost sharing or organization assistance.

GAP Assessment:

The GAP Committee agrees with the recommendation that the SASFAA President-Elect should participate in an inter-regional exchange.

Activity #2: Completed 2016-2017

- Pre-conference workshops – This year two workshops were provided - professional judgment and NCAA Division regulatory review.

Board/Committee Recommendations:

- The Vice President recommended that pre-conference activities be limited to no more than every other year depending on location. These two sessions would have been better served in the conference program as the expense to the association and the participants to attend a pre-con event every year is not cost-effective.

GAP Assessment:

Although two pre-conference workshops were provided, several factors influenced attendance which could be addressed in future years.

GAP Committee Recommendations:

- The GAP committee recommends that pre-conference activities continue.
 - The GAP Committee proposes to utilize a survey instrument to determine viable topics.
 - The GAP Committee recommends that the Board of Directors consider ways to encourage new aid officers to get involved by hosting a new aid officers' event at the annual conference. It should be kept in mind when planning conference activities that new aid officers and new members can be two different groups. New Aid Officers sessions could be offered as a promotional avenue for the Summer New Aid Officers Workshop.
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Activity #3: NAOW – To be completed by June 30, 2017.

- The Jacksonville State University location is conducive to a very productive and inexpensive workshop. The number of instructors have decreased the number of

instructors to 8 this year and will limit the classes in order to reduce costs. More to come after the completion of the workshop being held June 19-24th, 2017.

GAP Assessment:

This event occurs after the GAP Committee has completed their assessment process.

GAP Recommendations:

- The committee recommends that a formal evaluation process be developed to assess the Summer New Aid Officers' Workshop after the event is completed. Since the event is always after the GAP Committee completes its assessment process, the event has not been formally evaluated in a number of years.
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Activity #4: Completed 2016-2017

To provide the premier training and networking opportunity for the Association by planning the annual conference which was held at The Beau Rivage Resort in Biloxi, MS, February 12-15, 2017

This year's conference yielded 342 registrations.

Board/Committee Recommendations:

- Since contracts are approved by the Board and signed up to two years prior to the conference, every effort should be made for the upcoming conference chair to visit the conference site prior to the fall board meeting. Doing so would allow for any possible modifications to the original planning of meeting space.
- It may also be beneficial for the upcoming sponsor chair to make the visit as well to properly accommodate the sponsorship needs in the exhibit area.
- Adapt a more realistic budget that adjusts to increased expenses and savings.

GAP Assessment:

The conference was held as planned in February 2017. Seven NASFAA sessions were presented. There were multiple Department of Education representatives that presented sessions. The GAP Committee commends the Board of Directors for supporting the return to Mississippi after a number of years.

GAP Recommendations:

- Limit the number of vendor sessions compared to the number of school presenters.

- Ensure presenters and moderators are given appropriate instructional guidance. This information is included in the Conference Handbook and should be utilized.
- Make sure that registration information, save the dates, hotel information and costs, and conference agendas are disseminated to the membership in a timely manner.
- Conference committee members should have prior experience at the state level for the role they are responsible for on the SASFAA Conference Committee.
- It is critical that paid registrations be differentiated from comp registrations when considering the conference budget, room blocks, meal counts, and other conference expenses/events.
- It is also imperative that the president-elect, their conference chair, and current site selection chair visit the site of the President-Elect's annual conference to adjust contract space and take care of other conference related issues as necessary before too much time has lapsed. This site visit should be done at least a year in advance.

Leadership Development

GOAL 14: Provide leadership development opportunities.

OBJECTIVES:

- 14.1 Identify and encourage potential leaders who are prepared to take leadership roles and cultivate the use of their abilities.
- 14.2 Develop an evaluation tool to identify those with leadership abilities and provide opportunities for association involvement.
- 14.3 Create various avenues for leadership development.

Activity #1:

State Presidents' Exchange – to be completed by June 30, 2017. With guidance from Nathan Basford, the state presidents collaborated to update the presentation used by state presidents' as part of the State Presidents' Exchange. The updated presentation includes slides that can be edited for specific state conference presentations. The presentation also includes information on SASFAA, advocacy, and getting involved. The following exchanges will have occurred by 6/30: GASFAA and VASFAA, KASFAA and FASFAA, AASFAA to MASFAA, NCASFAA to SCASFAA, SCASFAA to TASFAA, MASFAA to NCASFAA, and TASFAA to AASFAA.

Proposed budget to include travel for members of the committee to attend States President's Exchange.

Board/Committee Recommendations:

- The PowerPoint presentation should be reviewed yearly by the current state presidents to ensure it remains current. Look for this to move to state president elects to learn before they become state presidents.
- This is the third year that this presentation has been presented at the state conferences. It is a great presentation for our new aid officer workshops.
- We may want to continue to use it in our states but develop a new presentation for future exchanges.

GAP Assessment:

The GAP Committee agrees with the recommendation that the state presidents-elect be the participants in the state exchange program.

GAP Recommendations:

None

Activity #2: Completed 2016-2017

- The Presidents-Elect Workshop was conducted on February 12, 2017. All nine state presidents-elect were in attendance

Board/Committee Recommendations:

- Invitations should be sent to the presidents-elect and workshop presenters by December 15th.

GAP Assessment:

This event was completed. The workshop agenda was provided to the GAP Committee by the SASFAA President-Elect for review.

GAP Recommendations:

- Create a formal workshop evaluation process.
 - Provide the evaluation results to the GAP Committee for assessment purposes.
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Activity #3: Leadership Symposium - Completed 2016-2017.

The Leadership Symposium was held on October 26-28, 2016 at the [Embassy Suites Orlando - Lake Buena Vista Resort](#), in Orlando, Florida.

Budget:

The budget of the symposium was based on 32 paid attendees and a subsidy from SASFAA to account for the sponsored attendees who were not required to pay. Revenue generated from paid registrants was \$6,200. Total expenses for the event were \$13,981.58. This means the SASFAA subsidy needed to cover the remaining symposium expenses was \$7,781.58.

Evaluation:

An evaluation was sent to the attendees following the symposium. The overwhelming majority of the responses were very positive:

- 88% of respondents gave the event a rating of 5 (highest) and another 9% a 4.
- 97% of respondents said the registration fee was reasonable.
- 100% of respondents said the event met their professional needs.
- 97% of respondents said the event met their expectations.

Board/Committee Recommendations:

The symposium was very successful and SASFAA should be commended spending resources on sponsoring individuals to attend.

It is recommended that, as the budget allows, SASFAA continues to offer the Leadership Symposium at least every other year, with the potential of a Management Institute being held in alternating years. If this is not plausible, then it is recommended that SASFAA evaluate another timetable for this event to ensure it continues on a regular basis. This is an excellent program to develop leaders.

GAP Assessment:

This event was completed and successful per the evaluation results.

GAP Recommendations:

- The GAP Committee concurs with the board/committee recommendation that the Leadership Symposium occur every other year.
- The Board should poll the membership regarding the need and frequency of the SASFAA Management Institute.
- The GAP Committee recommends other special projects for consideration such as Enrollment Management, Mid-Level, and other training opportunities.

FINANCES

GOAL 15: Be fiscally prudent.

OBJECTIVES:

- 15.1 To ensure adequate organization reserves are available, a zero base budget should be developed and maintained.
- 15.2 Review and update the Guide to Financial Management annually to ensure sound financial practices.

Activity: 15.1 - Completed 1617.

Completed a balanced budget (zero-based).

GAP Assessment: This was completed. As of April 29, 2017, the budget appears to be balanced even though additional expenses are expected. A final report will be available after June 30, 2017.

GAP Recommendation:

- A final budget should be published to the membership no later than August 1st.
- Final budget information, to the extent possible, should be included in the President's Annual Report to the membership.
- The GAP Committee encourages the President and the Board of Directors to consider all costs associated when adding a position to the board; such as a liaison or task force chair. It is important to recognize that some work associated with a position may not necessitate that individual's attendance at a meeting. The committee commends the Cost Containment Task Force for their work and the board for keeping these important things in mind to remain fiscally prudent.

Activity: 15.2 – no data provided to allow assessment.

GAP Assessment:

There was no evidence that this annual review occurred.

GAP Recommendation:

- The GAP Committee recommends that the President ensures the annual review of the Guide to Financial Management is completed and documented. If revisions are made, the updated Guide should be posted on the SASFAA website under the governing documents section.

Activity: To be carried forward to 2017-2018

Board of Directors Goal - Update Guide to Financial Management to include Treasurer-Elect duties.

GAP Assessment:

This Board of Directors Goal was initially completed in March 2016. No updates have been made since March 2016. Since this was the first year that the Treasurer-Elect served, this was the time to shape and develop the responsibilities of the position. It appears that this task did not occur.

This year the Treasurer-Elect served in a dual capacity as Membership Chair. The dual role the Treasurer-Elect served hindered the cross-training and development of specific duties.

GAP Recommendations:

- Review and update the Guide to Financial Management with the refinement of the Treasurer-Elect duties.
- Since the next Treasurer-Elect will not serve until 2018-2019, the GAP Committee recommends that the President, the Budget and Finance Chair, and Treasurer review and update the Treasurer-Elect duties in all governing documents.

GOAL 16: Develop a 5-year financial plan

OBJECTIVES:

- 16.1 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 outstanding contractual obligations.
- 16.2 Explore investment opportunities to grow the reserves.

Activities: Carry forward to 2017-2018

No activity to report.

GAP Assessment:

This task was not completed.

GAP Committee Recommendation:

- Create a task force to develop a 5 year financial plan - keep in mind that this is year two of the current LRP and the GAP Committee believes that this may take multiple years to develop.

GOAL 17: Develop a Vendor/Sponsor Guide

OBJECTIVES:

- 17.1 Define levels of sponsorship that will meet our needs as an organization.
- 17.2 Define who may or may not vend/sponsor.
- 17.3 Outline process for seeking new sponsorship resources.

Activities: No activity was reported.

GAP Assessment:

No assessment can be made.

GAP Recommendation:

- Establish a task force made of up past recent Vendor/Sponsor chairs to assist in developing a vendor/sponsor guide.

POLICY ADVOCACY

GOAL 18: Educate membership on legislative advocacy.

OBJECTIVES:

- 18.1 Update and republish the SASFAA Legislative Guide.
- 18.2 Provide on-going legislative advocacy training to the membership.

Activity: 18.1 - Carry forward to 2017-2018

Develop a new SASFAA Legislative Guide. Received most recent version of the SASFAA legislative guide, revised Aug 2007.

Board/Committee Recommendation:

The current document needs to be reviewed and a new more specific document created with a clear audience/purpose.

GAP Assessment:

This task was not completed.

GAP Recommendation:

- Review, update, and publish a new Legislative Guide within the next three years before the expiration of the current long range plan.

Activity: 18.2 - Completed 2016-2017

Completed “Advocacy and You” conference training session during annual conference

Board/Committee Recommendation:

Continue to do an advocacy session at every SASFAA conference.

GAP Assessment:

Completed and ongoing. The GAP Committee supports the committee recommendation to do an advocacy session at every annual conference.

GOAL 19: Provide opportunities for legislative advocacy.

OBJECTIVES:

- 19.1 Ensure the Legislative Relations Committee keeps the membership apprised of impending legislation and regulation.
- 19.2 Where appropriate and where consensus exists, provide the membership with appropriate analysis of legislation and regulations.

Activity: Completed, to be completed by 2016-2017, carry forward to 2017-2018.

Provided weekly federal updates and provided monthly state updates to the membership via list serve and Nine News.

Board/Committee Recommendation:

Continue to provide the membership with timely and appropriate legislative updates.

GAP Assessment:

Completed and ongoing. The GAP committee applauds the Legislative Relations Committee for their many contributions to the success of legislative advocacy for SASFAA.

GOAL 20: SASFAA should be an influencer in the legislative and regulatory process.

OBJECTIVES:

- 20.1 Where appropriate and where consensus exists, write letters or emails to the appropriate agency.
- 20.2 Inform the membership of any action taken by the Board and encourage membership participation in the advocacy process.

Activity #1:

Letters and emails were sent to congressional representatives in DC regarding concerns about the Data Retrieval Tool and needed verification relief. This letter was shared with the SASFAA membership. Members were also encouraged to advocate individually using the sample email provided.

Activity #2:

Completed 1617. 3/29/17 – 21 attended
33 state delegate meetings
2 committee meetings (House ED. and HELP)

Visits were held with education staffers to discuss FAFSA Simplification, Pell Grant Program, Direct Loan Program, Reduce Burdensome Regulations, and Student Loan Repayment Simplification. Actual institutional examples were provided that impact the lives of students that were served.

GAP Assessment:

These tasks were completed. The Committee was successful in communicating and encouraging the membership to be involved in the process.

GAP Recommendations:

- Continue to do the annual hill visits and coordinate with NASFAA.
- Continue to encourage membership involvement in advocacy efforts.

2016-2017 BOARD OF DIRECTORS GOALS

GOAL 1: Consider a diversity statement.

OBJECTIVES:

Consider a diversity statement.

Activity: Completed 1617

New Diversity Statement:

As part of its mission, SASFAA seeks, accepts, and practices the inclusion and involvement of all members in all association activities regardless of age, race, ethnicity, gender, religion, sexual orientation, disability, appearance, professional level, institutional type, or other uniquely defined characteristics.

GAP Assessment:

This goal was completed. The GAP Committee thanks the Board of Directors for their insightfulness in establishing a diversity statement which enhances the new mission and vision statements.

GOAL 2: Develop conference handbook.

OBJECTIVES:

Develop a conference handbook.

Activity: To be completed by June 30, 2017.

The current conference handbook was converted from a PDF document to a word document to review and update. A Drop Box link was created so all members of the committee can review and place revisions for all to see. A new conference guide is in progress with a new format with the first three chapters complete.

Assessment:

No assessment can be made since the GAP Committee does not have access to the documents provided to the committee via Drop Box.

GOAL 3: Update/Finalize the Guidebook for State Presidents.

OBJECTIVES:

Update/Finalize the Guidebook for State Presidents.

Activity:

The Guidebook for State Presidents was completed and presented at the February 2017 board meeting. The guide is a resource for incoming state presidents to assist them with knowing the responsibilities and expectations of serving on the SASFAA board. The guidebook includes information on board meetings, projects, the president exchange program, the NASFAA Leadership Conference, Listserv, travel guidelines, and general tips and advice. The guidebook was shared with the incoming state presidents for 2017-2018.

Board/Committee Recommendation:

Keep the guidebook specific to our role in SASFAA and to not include each state's P and P Manual.

GAP Assessment:

This goal was completed. The GAP Committee praises the 2016-2017 state presidents for completing this three year project. It is recommended that this guidebook be submitted to NASFAA for consideration for a Gold Star Award.

GOAL 4: Create secure webpage for Board communication.

OBJECTIVES:

Create secure webpage for Board communication.

Activity: Completed and carry forward to 2017-2018.

A secure "whiteboard" was created within the SASFAA website with access limited to Executive Board Members and Committee Chairs. The page houses working documents through a link to Google Docs, as well as meeting minutes, board reports and general board documents. The Secretary continued to organize and update all 1617 documents on the whiteboard.

Board/Committee Recommendation:

Continue to use the whiteboard to organize and keep in one place documents for each year, archiving them for each year. Continue to update throughout the current year, then transition access and documents to subsequent years/boards.

GAP Assessment:

This task was completed. Kudos for developing the whiteboard concept.

GAP Recommendations:

- Continue to utilize the whiteboard.
- Provide whiteboard training to board members and committee members.

GOAL 5: Secure and archive previous versions of the SASFAA bylaws.

OBJECTIVE:

Secure and archive previous versions of the SASFAA bylaws.

Activity:

Began to organize the secretary's jump drive into years as well as label the names of documents with the last updated date. Kept separate documents for each change.

Board/Committee Recommendation:

During transition have the secretary go over the jump drive, showing the new secretary how things were organized and create a working document on what is to be archived and how each year should be set up.

GAP Assessment:

This task is on-going.

GAP Recommendation:

Create a historical document section on the SASFAA website accessible to all members. All prior versions of governing documents, handbooks, guides, and manuals should be maintained in this section.

<http://www.sasfaa.org/governingdocuments>

GOAL 6: Develop a parliamentary guide.

OBJECTIVES:

Develop a parliamentary guide.

Activity:

There were several things that came up this year on the subject of parliamentary procedures, bylaws, and Robert's Rules of Order. Due to other issues that came up this year, there was not enough time to complete this task.

GAP Assessment:

This goal was not accomplished.

GAP Recommendation:

- Provide training to the Board of Directors about parliamentary procedures (specifically Robert's Rules of Order)

GOAL 7: Create State Initiatives spotlight.

OBJECTIVES:

Create state initiatives spotlight.

Activity: To be completed by June 30, 2017.

The committee sent a survey to all members on 10/17/16 to find out what types of information members would like to receive. Based on responses, members seemed interested in hearing about best practices, trainings, updates, and what volunteers are doing. As of 3/27/17, the committee is in the process of forming a newsletter that will highlight achievements of SASFAA members and committees.

Board/Committee Recommendation:

Make one or two newsletters for the year to highlight anything members have done. Create a template for the newsletter to make it easier to get started.

GAP Assessment:

No assessment could occur.

GAP Recommendation:

- Follow the Section 8 of the policies and procedures manual schedule for publishing articles. The Communications and Outreach Chair should coordinate this policy.

GOAL 8: Maintain SASFAA website.

OBJECTIVES:

Maintain SASFAA website.

Activity: Completed 1617, to be completed by June 30, 2017, carry forward to 2017-2018.

Organized and updated the governing documents and added last updated/adopted tags so everyone would know which version was on the website. Organized meeting minutes and linked 2016-2017 documents.

Make sure any new electronic services chair and secretary understand who will be updating the various parts of the website. Due to the numerous duties of the Electronic Services position and the time consuming nature of the work, the Electronic Services Chair should be a member of the committee prior to serving as Chair whenever possible. If approved, the current Chair will continue on the 2017-2018 committee for continuity and training purposes.

GAP Assessment:

Accomplished and ongoing.

GAP Recommendations:

- The incoming Electronic Services Chair, if not the same person, should serve as a member of the Electronic Services Committee in the prior year.
- Clarify who is responsible for posting certain documents to the SASFAA website.

GOAL 9: Highlight a different committee and their work each month.

OBJECTIVES:

Highlight a different committee and their work each month.

Activity: To be completed by June 30, 2017.

Based on the survey that the committee sent on 10/17/2016, members seemed interested in hearing about the work that volunteers and committees were completing. As of 3/27/2017, the committee is working on an end of the year newsletter that will highlight the work of committee members. We were not able to do highlights for each month, but the committee plans to put something together to summarize work that committees completed throughout the year.

Board/Committee Recommendation:

Work with a template and consider combining committee and state initiative spotlights.

GAP Assessment:

No assessment can occur since this activity was not completed.

GAP Recommendations:

- Follow the Section 8 of the policies and procedures manual schedule for publishing articles. The Communications and Outreach Chair should coordinate this policy.

GOAL 10: Send thank you notes to all of the volunteers.

OBJECTIVES:

Send thank you notes to all the volunteers.

Activity: To be completed by June 30, 2017.

August board meeting - individual thank you notes were written and signed by all board members present. These were mailed to everyone who had volunteered to serve.

February conference - thank you notes were written and distributed to sponsors, presenters, moderators, etc. These were distributed throughout the conference.

June – the President plans to send thank you notes to everyone who served on any committee during the year.

Board/Committee Recommendation:

Thank you notes be completed prior to the beginning of the conference and distributed/included in the registration packets.

GAP Assessment:

This task will be completed by June 30, 2017. This was a nice gesture on behalf of the Board.

GAP Recommendation:

- Continue this process.

GOAL 11: Begin tracking volunteers and their committee service.

OBJECTIVES:

Begin tracking volunteers and their committee service.

Activity: Completed 1617, to be completed by June 30, 2017, carry forward 2017-2018.

Created the Volunteer Registration Form for 2017-2018 as an “event” in Wild Apricot so that member contact information is automatically pulled in to the form and can be saved for future reporting.

Manually created the same type event for 2016-2017 to enter current year volunteers for historical purposes. The Membership Chair and Electronic Services Chair will complete the 16-17 volunteer history by 6-30-17.

Board/Committee Recommendation:

Continue to utilize Wild Apricot as the Volunteer Registration tool in future years so that historical data is available for reporting purposes

Update May 15, 2017: The Electronic Services Chair contacted the GAP Chair to clarify responses to Goal 7 under LRP and Goal 11 under the Board of Directors section.

Under LRP Goal 7 the GAP Assessment states “It was determined that all committee members and volunteers did not complete a volunteer form and may not be on the 2016-2017 volunteer spreadsheet. The volunteer form was enhanced this year by President-Elect Oliver with additional fields (conference presenter, session topic, is this your first time volunteering) to collect necessary data to reflect volunteer diversity. The GAP Committee is unable to assess this goal for that reason.” As the 2016-2017 year began, SASFAA was utilizing Formsite to create and host the volunteer form. This required a subscription and a fee. The reports from Formsite were not particularly user-friendly, and did not directly correspond to the member information housed in Wild Apricot. The decision was made at the October 2016 board meeting, under the recommendation of the Electronic Services Committee, to transfer the volunteer process from

Formsite into an “event” in Wild Apricot. Since committees had already been chosen and the year was well in progress, the decision was made to manually enter all actual, utilized volunteers into the Wild Apricot event for 16-17. An email was sent from the Membership chair to the board and committee chairs on 4-5-17 to confirm the members of their committees. The “2016-2017 Volunteer Registration SASFAA” report that is attached is true and correct to the best of our knowledge as reported by the board and committees. This report was pulled directly from the Wild Apricot event and contains all of the various data points that the member reports as part of their membership application, including gender and ethnicity. It is my understanding that not all of the fields were pulled in the report submitted to the GAP committee, but these fields are imbedded in the event in Wild Apricot and are available for historical purposes. The GAP recommendations for this goal include: “Affiliation on the volunteer form should be changed to match the membership category.” This has already been accomplished by moving the volunteer process inside of the Wild Apricot database.

Under Board of Directors Goal 11 the GAP Assessment states “It was determined that all committee members and volunteers did not complete a volunteer form and may not be on the 2016-2017 volunteer spreadsheet. The volunteer form was enhanced this year by President-Elect Oliver with additional fields to collect necessary data to reflect volunteer diversity. The GAP Committee is unable to assess this goal for that reason.” Please see the explanation above. Diversity is collected as provided by the volunteer as part of their membership application. All utilized volunteers are reported as provided by the Executive Board and Committee Chairs. The GAP recommendations for this goal include: “Affiliation on the volunteer form should be changed to match the membership category.” This has already been accomplished by moving the volunteer process inside of the Wild Apricot database.

GAP Assessment:

It was determined that all committee members and volunteers did not complete a volunteer form and may not be on the 2016-2017 volunteer spreadsheet (example – New Aid Officers Workshop Instructors). The volunteer form was enhanced this year by President-Elect Oliver with additional fields (conference presenter, session topic, is this your first time volunteering) to collect necessary data to reflect volunteer diversity. The GAP Committee is unable to assess this goal for that reason.

Update May 15, 2017:

The GAP Committee was not informed about issues with the volunteer form being hosted on Formsite for 2016-2017 and then inputting the data into a new event for volunteers in Wild Apricot. It was determined that all of the fields available were not pulled to create the volunteer spreadsheet given to the GAP Committee for review.

This is one of the reasons it is critical to have all necessary data available prior to the GAP Committee meeting. The committee needs this information to review and make proper assessments of board activities for the year.

GAP Recommendations:

- The President should impose a deadline to the board to provide a summary of each committee’s composition (to include necessary data to reflect on the diversity statement) to be included in the President’s Annual Report. This deadline should be prior to the GAP Committee meeting so the committee can use this data for assessment purposes. The President can consider making the year-end report deadline and the deadline for the volunteer data on the same date.
- Affiliation on the volunteer form should be changed to match the membership category. The GAP Committee also recommends continuous evaluation of the volunteer form for enhancements such as subject matter expertise. This continuous evaluation will only further enhance membership and volunteer data. (Update – according to the Electronic Services Chair, this recommendation has already been accomplished by moving the volunteer process inside of the Wild Apricot database.)
- The GAP Committee recommends that there should be further collaboration between board members and the President to ensure all volunteers are utilized. If volunteers are used on more than one committee, the President and appropriate committee chairs should justify the need for multiple assignments.

GOAL 12: Develop marketing to promote joining the association.

OBJECTIVE:

Develop marketing to promote joining the association.

Activity:

No year-end report data on this Board of Directors goal.

GAP Assessment:

This activity was not completed. No assessment could be done.

GOAL 13: Web trainings.

OBJECTIVES:

Web trainings.

Activity: Completed 1617, to be completed by June 30, 2017, carry forward to 2017-2018.

We provided 3 webinars for the SASFAA membership during fall 2016. The first webinar was presented by Ron Gambill and Brett Lief (Getting Ready for a New Congress and President – A Look at 2017 and Beyond). The second webinar was presented by Ron Day (Ethics and Leadership). The third webinar was presented by Brent Tener (Politics and Leadership). The committee is hoping to present a final webinar for the year on SAP. The presenters will most likely be Robert Muhammed and Sarah Baumhoff.

Board/Committee Recommendations:

This webinar training initiative needs to be carried forward to 2017-2018 as well. I recommend expanding the webinar options in 1718 in addition to renewing our contract with GoTo to include additional spots for attendees.

GAP Assessment:

Accomplished under LRP Goal 10.

GOAL 14: Executive Board Cost-Containment Task Force

OBJECTIVES:

The goal of the Cost Containment Task Force was to examine SASFAA’s activities to determine if there were ways to streamline the budget to control cost. The Task Force will maintain the high quality of service delivered to our constituents and explore ways to reduce expenditures. Committee members included SASFAA Past Presidents, Past State Presidents, Budget and Finance Chairpersons, Site Selection Chairpersons, and one member from each state.

Activity: Completed 1617.

The Cost Containment Task Force results were shared with the Executive Board at the February board meeting. Additionally, the results were shared with the State Presidents-Elect during the Presidents-Elect Workshop. A copy of the survey disseminated to committee members

Board/Committee Recommendation:

To incorporate the task force suggestions into the P & P for future Presidents and Committee Chairpersons to use as a financial planning guide.

GAP Assessment:

This task was completed and meets LRP Goal 15.

GAP Recommendation:

- Incorporate these recommendations into the Guide for Financial Management as recommendations for consideration by future boards.

GOAL 15: Develop an investment policy.

OBJECTIVES:

Develop an investment policy.

Activity: No activity reported

GAP Assessment:

No assessment can be made. Refer to LRP Goal 16. This information has not been updated in the Guide to Financial Management since 2015-2016.

GOAL 16: Develop P and P budget development suggestions.

OBJECTIVES:

Develop P and P budget development suggestions. Consults with the Board and budget chair in developing future initiatives. A budget meeting will be held to plan for 2017-18.

Activity: To be completed 1617.

A budget meeting will be held on May 19th with the President, President-Elect, Budget and Finance Chairpersons for 16-17 and 18-19.

GAP Assessment:

This activity should be a part of the annual transition process including budget development. The GAP committee was not clear about the intention of the goal.

GOAL 17: Secure sponsorship to support activities.

OBJECTIVES:

Secure sponsorship to support activities.

Activity: Completed 2016-2017

The Sponsorship Chair and President Dill have reached out to vendors a number of times this past fall. As of Friday, January 27, 2017, we have 32 vendors that are exhibiting and two sponsors that are not exhibiting, but are providing general conference support. Total amount of anticipated sponsorship dollars is \$95,500, \$4,500 shy of the proposed sponsorship goal of \$100,000. You will find a list of vendors by level on the conference website and conference program when available and at the end of this report.

Of the number of vendors contributing this year, we have four vendors that should receive a half page ad in the NAOW Program. These four companies should also be recognized as contributing to the Pre-Conference Sessions and should be given that recognition throughout the Pre-Conference:

\$98,000 was deposited in sponsorship since July 1, 2016, however, \$2,500 was paid by Greenwood & Hall but that amount was actually for their sponsorship activities for the 2015-16 year. Total sponsorship thus far received for 2016-17 is \$95,500. Who knows, we may still receive some funds for NAOW.

GAP Assessment:

This task is still on-going and should be completed by June 30, 2017. The Sponsorship Chair should be commended for his hard work in securing sponsorship to support SASFAA activities.