

# *SASFAA*



## Long-Range Plan

07/1/2016 – 06/30/2021

Last updated: 06/01/2018 to reflect updated committee member from 2011-2016

**Mission Statement:**

The Southern Association of Student Financial Aid Administrators (SASF AA) is a regional organization 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 and effective 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.

**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 in and to higher education.

**Diversity Statement**

As part of its mission, SASF AA 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.

# SASFAA Core Values

## **SASFAA VALUES:**

### **EDUCATION AND KNOWLEDGE**

*SASFAA will apply the highest standards of excellence to training and development of knowledgeable financial aid professionals.*

### **INTEGRITY AND ETHICS**

*SASFAA will commit to maintaining the highest standards of ethical conduct and practices in the financial aid profession*

### **LEADERSHIP**

*SASFAA will maintain a passion for continuous improvement within our profession through the encouragement and development of leadership skills and characteristics (behaviors) for personal and professional growth*

### **INCLUSIVITY**

*SASFAA will cultivate a community where ideas are respected, collaboration is fostered and every member feels welcome*

### **ACCESS AND EQUITY**

*SASFAA recognizes that access and affordability are necessary and essential to the development of an educated citizenry and will advocate for students*

### **SERVING STUDENTS**

*SASFAA shares and encourages a passion for serving students*

### **COMMITMENT TO OUR COMMUNITIES**

*SASFAA respects our partnerships and maintains mutually rewarding relationships with those who demonstrate high professional standards*

### **SHARING INFORMATION**

*SASFAA will provide opportunities for an exchange of useful information that serves the interests of all constituencies*

## History of Long-Range Plan

Long-range planning for an entity that encompasses the range of services and activities of a professional association such as SASFAA cannot occur in a vacuum. Changing responsibilities of aid professionals, new initiatives for service agencies, managing financial support for association goals and new and different needs of the membership affect directly and indirectly our mission, structure, operation and services.

In 1994-95, President Dave Cecil determined that changing roles for financial aid administrators and vendor support for the association warranted a review of SASFAA's purposes and development of long-range plans for membership services and financial support.

He appointed the Long-Range Planning Committee and outlined the following goals and objectives for the committee:

- To develop a proposed recommendation outlining the scope and responsibilities of a Long-Range Planning Committee for SASFAA.
- To assess actual and/or perceived opportunities or threats to the viability of the SASFAA organization, finance, membership or activities.
- To determine if identified opportunities/threats should be examined in detail for referral/assignment to an appropriate SASFAA committee.
- To communicate to the SASFAA membership through the newsletter the role and purposes of the Long-Range Planning Committee.

To accomplish those goals the committee first met in Atlanta, October 14 - 15, 1994 and:

- Reviewed long-range plans from other state and regional financial aid associations;
- Reviewed two previous SASFAA membership surveys conducted by the 1988-89 Long-Range Planning Committee and the 1991-92 Special Projects Committee;
- Reviewed the last five years of the Association's budgets;
- Reviewed the Association's purposes in relation to its goals and objectives.

As a strategy for outlining long-range plans for the association, committee members set as a goal for the year, the preparation of a mission statement and a vision statement, an evaluation of communications to the membership, and an assessment of the association's fiscal stability and reserve funds. A survey was sent to 91 past Board members to solicit comments, suggestions and/or changes to the proposed statements. Of the 91 members surveyed, 23 responded. The proposed vision and mission statements and requests for comments were published in the SASFAA newsletter and also were distributed at the annual conference.

A membership survey was distributed at the conference; 125 members responded and generally expressed satisfaction with services offered. The areas of communications, publications, and training received positive comments whereas questions about newsletter format received negative comments.

The committee met February 12, 1995 prior to the annual conference to review the status of goals assigned to the committee. They also planned and staffed a booth at the annual conference and sought members' opinions about SASFAA and the committee's proposals. The committee met in Charlotte, North Carolina, April 8-9, 1995 to develop an outline of the goals of the association. The outline was divided into sections as follows: Organizational Structure, Collaboration/Communication, Professional Development, and Financial Stability. The Mission and Vision statements were endorsed by the committee and recommended to the executive board and the SASFAA membership at the June, 1995 board meeting. The executive board approved the Mission and Vision Statements at the June, 1995 executive board meeting.

1995-96 SASFAA President Karen Fooks recommended to the executive board the continuation of a Long-Range Planning Committee and outlined the following responsibilities for the committee:

- Complete activities for development of the long-range plan so a draft can be submitted for approval at the November board meeting, final approval by February, and distribution to the membership in the spring.
- Work with the budget, sponsorship and conference chairs to assist in developing a financial plan for the Association in order to respond to the potential loss of sponsorship and make recommendations to the board on how the Association could minimize this effect.
- Work with the treasurer and budget chair to develop/maintain a long-term investment strategy for reserve funds.
- Present a plan by the June board meeting for on- going monitoring of the approved long-range plan.
- Work with the vice president on the development of a long-range training and professional development strategy.

On September 29 - 30 and October 1, the committee met in Atlanta to begin formalizing the long-range plan. The committee reviewed the past eight years of financial statements of the association to attempt to establish patterns of revenue and expenditures. A report of these findings, as well as a progress report on the long-range plan, was presented to the executive board in November, 1995.

The SASFAA Executive Board approved the Long-Range Plan at its February board meeting. The plan was published for the membership in the spring SASFAA newsletter.

Subsequently, the Long-Range Planning committee met May 4 - 5, 1996 in Atlanta and developed a procedure to implement and evaluate the plan.

Members of the 1996 - 2000 Long-Range Planning Committee were:

Crusie Lucero, Walters State Community College (Chair)

David Cecil, Education First

Karen Fooks, University of Florida

William Wall, Alabama Commission on Higher Education  
Curtis Whalen, University of North Carolina-Charlotte  
Susan Darling, Pasco-Hernando Community College  
Charles Vinson, Murray State University  
Gerald Bird, University of South Carolina  
Joel Harrell, University of Tennessee-Chattanooga  
Anne Sturtevant, Emory University  
Wanda Nelson, State Technical Institute at Memphis

## **SASFAA Long-Range Plan Update 2001 – 2006**

In 1999 - 2000 the Long-Range Planning Committee began its work by reviewing the 1996 - 2001 Plan. They gathered extensive references on diversity and financial stability in preparation to updating the current plan. The committee exchanged a tremendous amount of correspondence via email. They met once in Charlotte to analyze and propose changes.

The SASFAA Board under the leadership of President Mary Givhan approved the plan at the last Board of Directors meeting in June, 2000 in St. Petersburg, FL. It was implemented and put into action for the 2000 - 2001 year by President Clark Aldridge.

Members of the 1999 - 2000 Long-Range Planning Committee were:

Marvin Carmichael, Clemson University (Chair)  
David Cecil, Transylvania University  
Bill Cox, Meredith College  
Mary Givhan, Mississippi College (President)  
Susan Little, University of Georgia  
Lisa Tumer, James Madison University  
Curtis Whalen, University of North Carolina-Charlotte

## **SASFAA Long-Range Plan Update 2006 – 2011**

The Long-Range Planning Committee met on October 15 - 16, 2004 in Nashville, Tennessee to review the Long Range Plan which was due to expire on June 30, 2006. The committee met again on February 14, 2005 in Atlanta, Georgia. President Janet Sain had asked the committee chaired by Carol Mowbray to review and propose updates to the existing Long-Range Plan.

To accomplish this task, the committee reviewed the following states' long-range plans: Georgia, Kentucky, South Carolina, Virginia and Tennessee. They also contacted all other regional associations for a copy of their long-range plans. The committee reviewed NASFAA's strategic long-range plan and the document, *A Scan of Our Changing Environment, 2004 - 2005*.

The committee analyzed, reviewed and proposed changes to the current Long-Range Plan (LRP) to be used as a basis to move the plan forward for approval no later than June 2006. The changes in language were meant to eliminate redundancy, address omissions and make the goals more explicit and the objectives more concrete. The SASFAA Board of Directors approved the revisions to the Long-Range Plan November 7, 2004 in Jacksonville, FL.

As a result of its discussions and review, the LRP Committee proposed the following additional related activities be undertaken by SASFAA:

- For SASFAA to develop a survey of the membership by February 2005. In the future, surveys should take place two years prior to the expiration date of the LRP in order to use the results as part of the long-range planning process. The SASFAA Board of Directors approved the development of the survey at its meeting February, 2005.
- That SASFAA hold a retreat to consider environmental factors, the results of the membership survey and other issues which will better position the Association in the next five-year cycle. This retreat should include members of the Board of Directors and other identified leaders within the Association who have served SASFAA. It was recommended that a professional facilitator lead the retreat. The retreat was approved by the Board of Directors at its meeting November, 2004.
- The committee recommended that values such as diversity which are currently imbedded in the LRP be reflected in the core values of the Association. They also recommended that SASFAA identify its core values and add this information to the LRP. The Board of Directors approved this recommendation at its meeting November, 2004.
  - The committee was to write a brief history of SASFAA's long-range planning development for inclusion in the long-range plan to provide a point of reference and context of its development. The Board of Directors approved that the history be included in the plan.
- The committee recommended that the Governance and Planning Committee report be integrated into the planning cycle of each president-elect to strengthen the format and timing. The LRP will propose a model for chairs to use in monitoring the committee's goals in relationship to those in the LRP, to track outcomes and plan on the next steps that are required.

At the SASFAA Board of Directors meeting held on Saturday, February 12, 2005, the draft membership survey was reviewed and changes incorporated. A retreat to be planned and held during 2005-2006 was approved by the Board of Directors.

The committee met in Biloxi, MS, May 17-18, 2005 to plan the retreat scheduled for November, 2005. The committee decided that the activities being planned reflected those of a summit rather than a retreat and changed the name accordingly. The 2005-2006 Committee focused upon planning and implement a Leadership and Strategic Planning Summit that was held in Charlotte, NC November 11-12, 2005. The summit was facilitated by Tara Telfair, University of Virginia Leadership Development Center.

Forty SASFAA leaders and involved constituents of the Association met to review the current issues of the Association. Several of the outcomes were deemed significant enough to warrant action plans:

- Create/develop a *Rising Young Professionals Scholarship*
- Involve New Aid Officers' Workshop participants in structured follow-up and opportunities
- Add/Create a "Best Practices" area on the SASFAA Web site
- Determine the impact of reauthorization/reconciliation on lender support
- Bring SASFAA training into the states
- Acknowledge, track and monitor volunteers
- Involve former state presidents at a greater level
- Reassess SASFAA President's role with the states
- Reassess Membership alternatives
- Determine ways we can create a holistic approach to supporting and strengthening our diversity

The summit participants engaged in activities and dialog designed to develop the core values for the Association. As a result, the committee met one last time April 22-23 in Myrtle Beach, South Carolina to bring to a conclusion the two-year planning cycle for the Long Range Planning Committee. The draft of the core values for the Association and the recommendations and action items will be presented to the SASFAA Board at the transition meeting in St. Petersburg in June.

**Members of the 2006-2011 Long-Range Planning Committee:**

Carol Mowbray, Northern Virginia Community College, Chair  
Cruzita Lucero, Northeast State Technical Community College, Co-chair  
Peggy Loewy-Wellisch, Nova Southeastern University  
Jane C. McNaughton, Edamerica  
Tom Morehouse, Thomas Nelson Community College  
Juanita Russell, Alcorn State University  
Betty Whalen, Winthrop University,  
Janet Sain (ex-officio) ECPI College of Technology



## **SASFAA Long-Range Plan Update 2011-2016**

The SASFAA Long-Range Planning Committee held its first meeting in Louisville, Kentucky, October 18 – 19, 2009. The committee was tasked with reviewing the 2006-2011 Long-Range Plan and propose updates for the development and presentation of the 2011-2016 Long-Range Plan.

Prior to the meeting, each committee member was provided an electronic copy of:

1. The 2006-2011 SASFAA Long-Range Plan;
2. The AASFAA, GASFAA, KASFAA, MASFAA, NCASFAA, SCASFAA, TASFAA and VASFAA Long-Range Plans;
3. The NASFAA Long-Range Plan;
4. The EASFAA, MASFAA, SWASFAA and WASFAA Long-Range Plans;
5. SASFAA:
  - a. Bylaws
  - b. Policy and Procedure Manual
  - c. 2009 GAP Report
  - d. 2008-2009 Annual Report
  - e. Treasurer Reports for:
    - i. 2005-2006
    - ii. 2006-2007
    - iii. 2007-2008
    - iv. 2008-2009
    - v. August 2009 report (budget items for 2009-2010)
  - f. Membership Survey for 2008-2009

These documents were reviewed and discussed. Following the review and discussion, the committee proposed changes and developed a calendar of activities. This included:

1. Holding “Listening Sessions” at the SASFAA 2010 Annual Conference, held February 21 – 23 2010, for:
  - a. The 2009-2010 SASFAA Board
  - b. The Past Presidents of SASFAA
  - c. An open forum for the membership
2. Collecting information through the development and delivery of a membership survey
3. Forming three (3) subcommittees of the LRP committee members to review sections of the 2006—2011 LRP and make suggestions for the reconstruction of the 2011-2016 LRP:
  - a. Organizational Structure
  - b. Professional Development
  - c. Finance

The LRP Committee held several teleconferences to discuss the collected information. The Committee also met at the NASFAA Annual Conference in Denver CO.

Following the subcommittees participating in several teleconferences, each group presented a summation of their activities. This included the submission of a “marked up” document. These records were collected and compiled into one document. The Committee reviewed the document for revisions.

The 2011-2016 LRP was presented to the SASFAA Board on February 11, 2011.

**Members of the 2011-2016 Long Range Planning Committee:**

Ron Day, Kennesaw State University, Chair, Special Projects

David Cecil, Transylvania University

Laura Diven-Brown, University of Mississippi

David Gelinas, Davidson College

Karen Koonce, Wells Fargo Bank

Carol Mowbray, Vangent

Janet Sain Nowicki, SunTrust Bank

Deborah Talley, University of Alabama – Birmingham

Keith Reeves, Clemson University – Ex Officio

## **SASFAA Long-Range Plan Update 2016-2021**

The SASFAA Long-Range Planning Committee was tasked with developing a new Long Range Plan for 2016-2021. The main goal of the Committee was to write a strong but easy to follow long range plan to be presented to the Board by the Transition Meeting of June 2016. The first meeting was held via conference call on September 9, 2014. During the first meeting Committee Members were tasked with collecting Long Range Plans from other Regional and State Associations.

Prior to the conference call meeting, each committee member was asked to review the electronic copies of:

1. The 2011-2016 SASFAA Long-Range Plan;
2. SASFAA:
  - g. Bylaws
  - h. Policy and Procedure Manual
  - i. 2014 GAP Report
  - j. 2013-2014 Annual Report
  - k. Final Budgets for 2011-2014
  - l. Membership Survey, 2014

These documents were reviewed and discussed.

On October 30, 2014 a second conference call meeting occurred. Items discussed included:

1. Holding a “Listening Session” at the SASFAA 2015 Annual Conference, held February 23 – 25 2015, for all interested parties. Keith Reeves moderated the session.
2. Collecting information through the development and delivery Board and membership survey

The first in-person meeting was held May 5-7, 2014 in Nashville, TN. After careful review of these materials and lots of discussion we decided that the LRP would be divided into the following sections:

## **I. ORGANIZATIONAL STRUCTURE**

### **BY-LAWS**

#### **BOARD OF DIRECTORS**

#### **COMMITTEES**

#### **MEMBERSHIP**

#### **POLICIES AND PROCEDURE**

## **II. COMMUNICATION**

### **COMMUNICATION**

## **III PROFESSIONAL DEVELOPMENT**

### **PROFESSIONAL DEVELOPMENT**

#### **LEADERSHIP**

## **IV FINANCES**

### **FINANCES**

## **V POLICY ADVOCACY**

### **LEGISLATIVE**

The final in-person meeting was held October 26-27, 2015 in Miami, Fl. Where the each category was written. After the final mark-up, the Long Range Plan was carefully reviewed to ensure there were no contradictions with the By-laws and Policy and Procedure Manual.

The 2016-2021 LRP was presented to and adopted by the SASFAA Board on February 6, 2016.

### **Members of the 2016-2021 Long Range Planning Committee:**

Sandy Neel, University of Louisville, Chair

Runan Pendergrast, Bluegrass Community and Technical College

Bill Spiers, Tallahassee Community College

Michael Morgan, Rhodes College

Brenda McCafferty, Inceptia

Keith Reeves, Clemson University

# **2016-2021 SASFAA LONG-RANGE PLAN**

## **I. ORGANIZATIONAL STRUCTURE**

### **BY-LAWS**

GOAL: Ensure the association is legally sound.

OBJECTIVE:

- Review the By-Laws annually. Make changes sparingly and judiciously.

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

OBJECTIVE:

- President ensures the board members are educated on the by-laws annually.

### **POLICIES AND PROCEDURES**

GOAL: Policy and Procedures shall be reflective of current practices and shall be compliant with the By-law.

OBJECTIVES:

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

### **MISSION and VISION STATEMENT:**

GOAL: Develop a new Mission Statement.

OBJECTIVE:

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

GOAL: Develop a new Vision Statement.

OBJECTIVE:

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

## BOARD OF DIRECTORS

GOAL: 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:

- Ensure the Board of Directors understand the responsibilities and time commitment of their positions.
- President-Elect shall send job responsibilities to each potential committee chair prior to committee chair selection.
- Past-President shall send job responsibilities to each nominee prior to final nomination selections.
- Use transition meeting to develop committee goals and objectives and publish the goals on the website.
- 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 our Non-profit status)

## COMMITTEES

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

### OBJECTIVES:

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

## MEMBERSHIP

GOAL: Increase membership.

OBJECTIVES:

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

GOAL: Expand mentoring opportunities.

OBJECTIVES:

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

GOAL: Expand the benefits of membership.

OBJECTIVES:

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

## **II. COMMUNICATION/COLLABORATION**

COMMUNICATION

GOAL: Disseminate information to the membership and appropriate constituencies.

OBJECTIVES:

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

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

OBJECTIVES:

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

### **III. PROFESSIONAL DEVELOPMENT**

#### PROFESSIONAL DEVELOPMENT

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

#### OBJECTIVES:

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

#### LEADERSHIP DEVELOPMENT

GOAL: Provide leadership development opportunities.

#### OBJECTIVES:

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

### **IV. FINANCES**

GOAL: Be fiscally prudent.

#### OBJECTIVES:

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

GOAL: Develop a 5-year financial plan

**OBJECTIVES:**

- 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.
- Explore investment opportunities to grow the reserves.

**GOAL:** Develop a Vendor/Sponsor Guide

**OBJECTIVES:**

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

## **V. POLICY ADVOCACY**

**GOAL:** Educate membership on legislative advocacy.

**OBJECTIVES:**

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

**GOAL:** Provide opportunities for legislative advocacy.

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

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

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