

# *SASFAA*

## Long-Range Plan

07/1/2011 – 06/30/2016

## 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.

## 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 respect and support which encourages questions, discussion and the shaping of ideas – thus promoting opportunities, equity, and access in and to higher education.

# 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 longrange 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 longrange 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

## **SUMMARY**

The Long-Range Plan consists of four major sections:

- Organizational Structure
- Communication/Collaboration
- Professional Development
- Finances

For each section, specific goals and objectives are identified which are consistent with the mission and vision statements of the association.

The members of the Long-Range Planning Committee recognize that a long-range plan can never become “final.” Any organization involved with the dynamics of public policy, budget concerns at both state and national levels and the real issues of students and families must continually evaluate its role and scope.

## **2011-2016 SASFAA LONG-RANGE PLAN**

### **I. ORGANIZATIONAL STRUCTURE**

#### **BY-LAWS**

**GOAL:** The By-Laws will reflect the mission, vision and purpose of the Association and support the viability of the organization.

#### **OBJECTIVE:**

- Review annually to ensure that the By-Laws continue to further the mission of the Association.

#### **BOARD OF DIRECTORS**

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

#### **OBJECTIVE:**

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

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

#### **OBJECTIVES:**

- Assess the purpose and need for each committee when making committee chair/liaison appointments.
- 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.
- 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.

- Select an appropriate mix of returning and new committee chairs to ensure that continuity of Association business and the development of future leadership.
- Ensure that committee chair appointments, to the extent possible, reflect inclusiveness.
- Review the Long-Range Plan annually to monitor progress toward goal attainment.
- Evaluate and update comprehensively the Plan every five years.

## COMMITTEES

**GOAL:** 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:

- Appoint committee members, to the extent possible, to reflect a practice of inclusiveness.
- 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.
- 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.
- 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.
- 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.
- Require that each committee provides a written annual summary of its activities so this information may be included in the president's annual report.

## LEADERSHIP

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

OBJECTIVES:

- 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.
- Finance, when financially feasible and when needed, the SASFAA portion of the NASFAA inter-regional visitation program.
- Provide recognition of state and regional leaders.
- 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.
- Provide a forum at the SASFAA conference for recognition of any state project(s) submitted to NASFAA.
- 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.

MEMBERSHIP

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

OBJECTIVES:

- Seek to increase membership
- Undertake a review of the membership categories for appropriateness at least once every five years.
- 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.
- Increase membership involvement in activities of the Association.
- Monitor the persistence rate of members and analyze the reasons for discontinuing membership.
- Incorporate ideas which surface from the membership survey.
- Provide mentoring opportunities for new members.
- Provide membership services so the needs and interests of all sectors are addressed fairly and equitably.

## POLICIES AND PROCEDURES

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

### OBJECTIVES:

- 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.
- Require that officers and committee chairs review and update policies and procedures under their purview.
- Recommendations for policies and procedures changes shall be approved by the SASFAA Board of Directors.
- The Secretary shall incorporate policies and procedures as they are approved into the Policy and Procedure Manual.

GOAL: Maintain the records of the Association.

### OBJECTIVES:

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

## II. COMMUNICATION/COLLABORATION

### COMMUNICATION

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

### OBJECTIVES:

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

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

OBJECTIVES:

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

LEGISLATIVE RELATIONS

GOAL: 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:

- Promote the SASFAA region's role in the higher education community.
- Increase SASFAA members' awareness of the potential effect and outcome of legislative issues, proposals and actions.

**III. PROFESSIONAL DEVELOPMENT**

PROFESSIONAL DEVELOPMENT

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

OBJECTIVES:

- 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.

- 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.
- Provide such a conference which incorporates cost-saving measures to encourage participation, emphasizes content, and is self-support.
- Provide a varied conference agenda incorporating legislative, regulatory, public policy and operational topics, as well as, competencies in management and human relations.
- Foster collaborative training and professional development opportunities between state members, other regional associations and NASFAA.
- Invite and plan interactions and discussions with higher education associations such as SACUBO, SACRAO and COHEO.
- Recognize, encourage, and support the development of informal networking strategies for sharing information and locating job opportunities.
- Encourage worthy and thought-provoking research, publications and presentations by members.
- Recognize and provide opportunities for pre- and post-conference professional development experiences.
- 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.
- Identify experienced members to serve as faculty for planning and conducting professional development programs of the Association.
- Choose training sites which are centrally located within the SASFAA region, accessible to attendees, affordable, and educationally suitable for the intended participants.
- Offer periodic opportunities specifically for experienced aid administrators to grow in leadership and management skills.

#### **IV. FINANCES**

##### **FINANCES**

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

##### **OBJECTIVES:**

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

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

OBJECTIVES:

- Determine the appropriateness of fees assessed for dues, the annual conference, workshops and ancillary services including vendors, at least once every five years.
- 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.
- Monitor, review and revise, as necessary, the Association's investment strategy for positioning the Association's finances.
- Review routinely all risks and liabilities affecting cash management and contractual obligations.
- Determine the appropriate cash balance to be brought forward annually.
- Incorporate the financial impact of vendor sponsorship in the budget planning process annually.

Prepared by 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 Gelinis, 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