

SASFAA Governance and Planning Committee Assessment

2006-2011 SASFAA Long-Range Plan

2010-2011

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



June 2011

**Keith Reeves, Chair
2010-2011 SASFAA Past President**



June 4, 2010

TO: SASFAA Board of Directors
SASFAA Membership

FROM: Governance and Strategic Planning Committee

Keith Reeves, Chair, Clemson University
Zita Barree, Hampden-Sydney College
Lester McKenzie, Tennessee Technological University
Sharon Oliver, North Carolina Central University
Brent Tener, Vanderbilt University

SUBJECT: Assessment of the 2006-2011 SASFAA Long-Range Plan

The SASFAA Mission Statement:

“The Southern Association of Student Financial Aid administrators was founded in order to establish a community of members, who through the sharing of ideas and professional competencies and experiences would serve more ethically and effectively the diverse needs of students, parents, and institutions. The present and future existence of the Association continues to be based on this founding principle.

To facilitate this mission, the Association pledges to support professional communications in all areas concerned with the administration of student educational financing programs. The Association is committed to developing future leaders by actively involving its membership. To accomplish the goals set forth by the Association in a dynamic environment, the Southern Association of Student Financial Aid Administrators offers personal and professional development opportunities and embraces sound principles and practices of aid administration.”

The SASFAA Vision Statement:

“The Southern Association of Student Financial Aid Administrators is a dynamic organization serving practitioners, users and providers of student financial aid programs. This effort occurs in an environment of mutual response and support which encourages questions, discussion and shaping of ideas – thus promoting opportunities, equity and access in and to higher education.”

The charge given to the SASFAA Governance and Planning Committee (GAP) was to review the SASFAA 2006-2011 Long-Range Plan (LRP) and to ascertain to what extent the Board, state Presidents and committee chairs/liaisons, acting on behalf of the membership, achieved their goals and objectives that they established for themselves in response to the Plan.

This assessment followed the four major sections identified in the LRP: Organizational Structure; Communication/Collaboration; Professional Development and Finances. Organizational Structure included By-Laws, Board of Directors, Committees, Leadership, Membership and Policies and Procedures. Communication/Collaboration also included a discussion on Legislative Relations.

The committee reviewed the goals and objectives established in the LRP and then evaluated the responses provided by the various Board members, state Presidents and committee chairs/liaisons to determine how they met or did not meet their specific goals and objectives. This evaluation included a review of the activities conducted as well as an assessment as to whether or not goals and objectives were met.

The final activity of the GAP committee includes the recommendations that are necessary to meet fully the goals and objectives set forth in the current LRP. Much progress was made in 2010-2011; however, the recommendations, if met in future years, will enhance the profile of SASFAA within the financial aid community and better serve the membership. In addition, 2010-11 marks the final year of the 2006-11 Long Range Plan. The 2011-12 Board will be monitored against the 2012-2017 Long Range Plan as adopted by the Executive Board at the February 2011 Board Meeting.

The GAP committee appreciates the hard work of the Board, state Presidents and committee chairs/liaisons and the SASFAA members who gave of their expertise, time and energy to make SASFAA a better Association. Sincere thanks to each of you for your efforts. We are a better Association because of you.

**2010-2011 Governance and Planning Committee Assessment
SASFAA Long-Range Plan (2006-2011)**

ORGANIZATIONAL STRUCTURE

BY-LAWS

GOAL 1: The Bylaws will reflect the mission, vision and purpose of the Association and support the viability of the organization.

OBJECTIVE:

- 1.1 Review annually to ensure that the Bylaws continue to further the mission of the Association.

Activities:

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

Assessment:

- 1 The Bylaws Committee appropriately reviewed the document as required annually.

Recommendations:

- 1 Continue an annual review of the Bylaws.

Board of Directors

Goal 2: The terms of office for elected officers will be of sufficient length to ensure continuity and to complete official business while providing opportunities for new leadership.

OBJECTIVE:

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

Activities:

1. The LRP committee reviewed the composition of the Board in detail in preparation for the 2012-17 Long Range Plan.

3 Assessment:

1. The LRP Committee reviewed the structure of the board, giving special consideration to a treasurer-elect position.

Recommendations:

1. Continue to evaluate the composition of the Board on a regular basis.

Board of Directors

Goal 3: The advice and assistance provided to the Board of Directors by committee chairs are such that the goals of the Association are readily accomplished, future leadership is developed, and Board activities remain fiscally responsible.

OBJECTIVE:

- 3.1 The President should ensure that all committees' goals and objectives for the year concur with the LRP and the recommendation of the most recent GAP Report.
- 3.2 A form, which should include name, institution, state, institution type, whether new or returning, gender, and ethnicity, should be developed by the President-Elect and given to all Committee Chairs and distributed to all committee members prior to the first Board meeting of the Fall. The form will then be returned and provided to the Board in completed fashion prior to the next Board meeting.
- 3.3 Conduct the November Board Meeting Via teleconference.
- 3.4 Maintain the discretion of the President to determine who should attend which Board meeting.
- 3.5 Consider the possibility of starting some transition training at the annual conference.

Activities:

1. Review the LRP and GAP submitted by Heather Boutell to develop the spreadsheet of Committee Goals.
2. This was accomplished in 2010-11. The form is web-based, developed, and active.
3. Conducted the November Board Meeting via Teleconference.
4. Will maintain the discretion of the President to determine who should attend which Board meeting.

5. Transition activities for the 2011-12 State Presidents and the 2011-12 Conference Committee will occur at the conference.

Assessment:

1. Goals spreadsheet was sent to each member of the Board and returned to the President to complete the year-end-report. **At the time of the GAP report, the following committees had not reported: Conference, Legislative, Budget & Finance, and Newsletter.**
2. This goal can be modified or eliminated as the web form only needs updating annually, but not to be created all over again.
3. Not only was the November Board meeting Conducted via conference call but several were held via conferenc call. One conference call for the November meeting was not feasible so we held several meetings to discuss and vote on specific topics. We enncourage future Boards to continue this process.
4. All members were invited to attend the in-person meetings since one was eliminated and conducted via conference call. SASFAA needs to be careful not to eliminate too much or we could risk not developing future leaders.
6. The State Presidents-Elect workshop was held as a half-day event and most members of the 2011-12 Conference Committee met with the 2010-11 Conference Committee at the conclusion of the conference.

Recommendations:

1. The President should ensure that all committees' goals and objectives for the year concur with the LRP and the recommendation of the most recent GAP report and that each committee chair reports on the progress being made toward fulfilling the goals and objectives.
2. Continue to use the web-based form that was instituted during 2010-11. Ensure the Board and committee chairs have access to the compiled data.
3. Conduct the November Board Meeting via teleconference.
4. Maintain the discretion of the President to determine who should attend which Board meeting.
5. Continue to provide the State Presidents-Elect Workshop at the conference and consider returning to a full-day schedule. The Conference Chair-Elect, and as

many of the next year's Conference Committee members that have been finalized, should attend the post conference debriefing meeting.

The Committee realizes that while desirable, it is not practical to expect transition activities to occur at the conference for other committee chairs. In most cases, the upcoming Board is not finalized as the President-Elect is waiting on election results to finalize selection of committee chairs. Also, there is very little time available for such activity.

Organizational Structure/ Committees

Goal 04: 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.

OBJECTIVE:

- 4.1. The President-Elect Elect should attempt to select committee chairs prior to the first Board meeting. Where possible, these individuals should serve as their repective state representatives to the committee.
- 4.2. Committee Chairs should post minutes from meetings in the Web site immediately following the meeting.
- 4.3. Committees should consider alternatives to on-site meetings and other electronic toold whenever possible to keep costs at reasonable level. Such alternatives might include conference calls, electronic mail and arranging committee meetings in conjunction with other events where some committee members would normally be in attendance.
- 4.4. All committees should be limited in size according to needs. The Board shouls carefully review the size and composition of all committees prior to approval.

Activities:

1. This has been done for 2011-12 and information has been sent to all of them regarding the June Transition Meeting and tentative dates for the August Board Meeting, along with an organizational chart for the year.
2. Committee Chairs should post minutes from meetings in the Web site immediately following the meeting.
3. Committees should consider alternatives to on-site meetings and other electronic toold whenever possible to keep costs at reasonable level. Such alternatives might include conference calls, electronic mail and arranging

committee meetings in conjunction with other events where some committee members would normally be in attendance.

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

Assessment:

1. We suggest having the chairs selected soon after the Annual Conference to allow ample time for communication with them prior to transition.
2. Not every committee member posted minutes to the web however some did. This needs to be stressed at every Board meeting. The Secretary always posted minutes in a timely fashion.
3. Continue to use conference calls to conduct as many meetings as possible.
4. All committee Chairs limited the number on the committees. The Conference Committee is commended for reducing the committee size from 20 in 2010 to 12 in 2011.

Recommendations:

1. The Board should continue to consider alternatives to on-site meetings and utilize other electronic tools whenever possible to keep costs at the most reasonable level while maintaining sufficient size committees and diversity.
2. Committee members should be solicited from each state to serve on committees when appropriate in order to engage volunteers and develop future leaders.
3. Committee chairs should post minutes from meetings on the website immediately following every meeting.

Leadership

Goal 05: Members who possess leadership aspirations and capabilities will be identified and developed for significant involvement within the Association.

OBJECTIVE:

- 5.1. Continue the development of potential leaders of the Association through workshops, symposiums, conference sessions, etc.
- 5.2. Continue to develop opportunities to mentor mid-level aid administrators. Continue the practice of having a mid-level type of experience at the annual conference similar to that offered to new aid officers. Another possibility would be to have a mid-level workshop in conjunction with a state conference as this may increase attendance and reduce costs.
- 5.3. Continue to send the President-elect and others, when financially feasible to the NASFAA Leadership Workshop. The Committee agrees that it is beneficial to send the SASFAA President-elect in the same year as the State Presidents-elect who will all serve on the SASFAA Board at the same time.
- 5.4. Conduct the Leadership Symposium as a part of the Annual Conference.
- 5.5. Continue to formally recognize any state that submitted a project for NASFAA awards. The GAP Committee recommends a newsletter article in the summer to recognize each state that submits a project in addition to recognizing them at the annual conference.
- 5.6. Travel for the Presdeint-Elect and President of SASFAA should be encouraged to state conferences when financial resources are available. These individuals should be utilized during the conference for sessions and networking opportunities.

Activities:

1. Provided leadership development sessions at the annual conference.
2. Provided a Mid-Level workshop as a pre-conference event preceding the annual conference.
3. SASFAA did not send anyone to the NASFAA Leadership Conference during 2010-11.
4. President Neel presented a plan to appoint a “Special Appointee to the Board” and provide a leadership symposium in conjunction with the annual conference. However this was rejected by the Executive Board.
5. There were no NASFAA awards for state within the SASFAA region during 2010-11.
6. Due to budget restraints, the President and/or the President-Elect did not travel to state conferences outside of their respective states.

Assessment:

1. Several sessions were offered at the annual conference regarding leadership development including: The Financial Aid Director on Rollerblades – How to Build Relationships with Other Offices on Campus to Make the Financial Aid Office More Effective, CPR for Your Career...Growing You and Your Staff...Professionally, New Financial Aid Director 101, Discovering your Leadership Potential, and Becoming the “Leader of the Pack” – How to Influence, Be Cool, and Make a Difference in Your Staff.
2. For the second year, a Mid-Level workshop was held as a “pre-conference” event in Jacksonville in leau of a standalone event. Seven sessions were held and the event for the 33 registered attendees.
3. No individuals sent for budgetary reasons as well as all elected officers had recently attended (within 3 years) this event.
4. Due to budget constraints, a Leadership symposium was not offered during 2010-11. In addition, the Board eliminated (as recommended by the Budget Committee) the President’s identified special appointee to the Board for this activity for 2010-11.
5. There were no NASFAA state awards
6. President Neel attended KASFAA, President-Elect Barnett attended VASFAA and Past-President Reeves attended SCASFAA. In-addition, President-Elect Barnett attended FASFAA (at no expensed to SASFAA).

Recommendations:

1. Continue the development of potential leaders of the Association through workshops, pre-conference activities, symposiums, conference sessions, webinars, etc.
2. Continue to develop opportunities to mentor mid-level aid administrators. Continue the practice of having a mid-level type of experience at the annual conference similar to that offered to new aid officers. Another possibility would be to have a mid-level workshop in conjunction with a state conference or board meeting in order to increase attendance and reduce costs.
3. Continue to send the President-Elect and others, when financially feasible, to the NASFAA Leadership Workshop. The Committee agrees that it is beneficial to send the SASFAA President-elect in the same year as the State Presidents-elect who will all serve on the SASFAA Board at the same time.
4. Conduct the Leadership Symposium every two years and encourage states to conduct their own leadership activities during the year in which SASFAA

does not offer a symposium. If there are budgetary constraints, solicit support from the states to cover a portion of the costs. It is important to develop future leaders. The Leadership Symposium has proven to be very successful for developing state presidents, regional officers and committee chairs.

5. Encourage State Presidents to identify and submit projects for NASFAA awards to recognize the innovative ideas rendered in the financial aid arena to support financial aid professionals and students. Continue to formally recognize any state that submitted a project for NASFAA awards. The GAP Committee recommends a newsletter article in the summer to recognize each state that submits a project in addition to recognizing them at the annual conference and allowing the projects to be showcased.
6. Travel for the President-Elect and President of SASFAA should be encouraged to state conferences where financial resources are available. These individuals should be utilized during the conferences for sessions and networking opportunities.

Membership

Goal 06: The membership of the Association should represent the composition of financial aid professionals in the region.

OBJECTIVE:

- 6.1. Membership Committee representatives should actively recruit in the respective states.
- 6.2. Continue to analyze the membership database, following up on recommendations made by membership chair to make sure the database is setup to accurately record and archive the SASFAA active membership for each and every year. This will then make it possible to make accurate comparisons from year to year.
- 6.3. The membership database should be archived at the end of the year in Excel or some other format for ease of determining persistence and other membership statistics.
- 6.4. Create and Maintain a membership brochure that highlights the purpose and benefits of membership.
- 6.5. Continue to use the annual conference to mentor new members and leaders. Remember the term "new Members" is not limited only to members new to the financial aid profession but may include seasoned aid professionals new to the SASFAA region.

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

Activities:

1. Emails and various communications have been made throughout the year to all of the SASFAA states. Six of the nine states are represented on the Membership committee.
2. Membership Committee reports are done in the same format so that when reviewed after the year is completed, similar information can be pulled comparing membership results from year to year.
3. Membership Chair has archived the 2009-10 year and will do the same for 2010-11 on June 30.
4. The creation of a membership brochure is still in progress. Membership Chair shared a draft copy at the transition meeting and this has been passed on to the 2011-12 Membership Chair for finalization.
5. Conduct a new member reception at the Annual Conference.
6. Not addressed in year-end report.

Assessment:

1. Membership has increased from 971 for the 2009-10 year to 1122 for the 2010-11 academic year.
2. Membership Committee reports are done in the same format so that when reviewed after the year is completed, similar information can be pulled comparing membership results from year to year.
3. Membership Chair has archived the 2009-10 year and will do the same for 2010-11 on June 30.
4. Membership Chair presented a draft at the transition board meeting in June.
5. A new member reception was held at the Annual Conference.
6. Not addressed.

Recommendations:

1. Membership committee representatives should continue to actively recruit in their respective states. An effort should be made to include a representative from each state on the Membership committee.
2. Continue to report membership statistics in a standardized format.
3. Continue to archive the membership database at the end of each fiscal year.
4. The brochure should be finalized as soon as possible and a plan developed for utilization going forward.
5. Continue to use the annual conference to mentor new members and leaders.
6. Survey former members who are still school professionals to determine reasons for non-renewal of membership.

Policies and Procedures

Goal 07: Policies and procedures are accurate and complete in order to provide consistent Associational direction,

OBJECTIVE:

- 7.1. The P &P shall be continually updated as appropriate and updates posted to the SASFAA Website upon approval of the Board. The Website shall be updated in a timely fashion.

Activities:

1. The Secretary will update as appropriate the Policies and Procedures Manual when changes are made in board meetings and on conference calls. After changes are made, the final document is forwarded to the Electronic Services Chair for posting to the website.

Assessment:

1. The Secretary updated the Policy & Procedure Manual immediately following each Board meeting and forwarded to the Electronic Services Chair to update the SASFAA website. All approved changes in 2010-11 have been updated in the current version of the manual.

Recommendations:

1. The P&P shall be continually updated as appropriate and updates posted to the SASFAA web site upon approval of the Board. The web site shall be updated in a timely fashion.

Policies and Procedures

Goal 08: Maintain the records of the Association.

OBJECTIVE:

- 8.1. Documents should be saved in an electronic format yearly.
- 8.2. Each Officer and committee chair must forward documents that should be stored in the SASFA archives to the SASFAA Secretary. As soon as documents are finalized, information should be sent to the secretary.
- 8.3. To ensure integrity of SASFAA records, transferring documents, records, associational forms of any type must be done in a systematic fashion from secretary to secretary.
- 8.4. Ensure all records are backed up for safety purposes. These duplicate records should be kept by the Electronic Services Committee Chair.

Activities:

1. The Secretary will keep documents in an electronic format, which will ensure records can be archived electronically at the end of the year.
2. Not addressed in year-end report.
3. All SASFAA documents in possession on the Secretary are now 100% electronic. According to Section 3.5 of the SASFAA Policy and Procedure Manual. "It is the responsibility of each officer and committee chair to forward documents that should be stored in the SASFAA archives to the SASFAA Secretary. This should be done as soon as documents are finalized."
4. Not addressed in year-end report.

Assessment:

1. The Secretary has maintained all documents in an electronic format. These records can be accessed at any time by the Secretary and can be archived electronically at the end of the year.
2. Not addressed.

3. The Secretary worked with the previous Secretary at the Transition Retreat to review the procedures of transferring and maintaining files electronically. Files are maintained electronically throughout the year by the Secretary for fast and easy access.
4. Not addressed.

Recommendations:

1. Documents should be saved in an electronic format on an annual basis.
2. Each officer and committee chair must forward documents (as soon as they are finalized) that should be stored in the SASFAA archives to the SASFAA Secretary.
3. All pertinent SASFAA records and documents must be appropriately transferred to the incoming secretary at the end of each departing secretary's term.
4. Ensure all records are backed up for security purposes. These duplicate records should be kept by the Electronic Services Committee chair.

Communications/Collaboration

Goal 09: Facilitate alliances between and among various sectors and members of the financial aid community.

OBJECTIVE:

- 9.1. Travel for the President-Elect and President of SASFAA should be encouraged to state conferences when financial resources are available. These individuals should be utilized during the conference for sessions and networking opportunities.
- 9.2. The SASFAA Newsletter should be sent to Regional Presidents and Presidents-Elect, to the NASFAA Chair and Chair-Elect and to the NASFAA President.

Activities:

1. Due to budget restraints, the President and/or the President-Elect did not travel to state conferences outside of their respective states.
2. Did not occur.

Assessment:

1. Attending the state meetings maybe the only contact SASFAA has with the States and our way of promoting SASFAA . Eliminating these could hurt us in the future for membership.
2. Not applicable.

Recommendations:

1. SASFAA is the only region where the President (or his/her designee) does not attend the state meetings. Visibility of the SASFAA leadership at the state level is an important link from the states and a significant outreach effort to involvement on the regional level. The committee strongly encourages that this practice be re-instituted. Traditionally, this duty is split between the current President and President-Elect, with the President coordinating/assigning the visits.
2. The President should send an email notice to the other Regional Presidents and Presidents-Elect, to the NASFAA Chair and Chair-Elect and to the NASFAA President containing a link to the SASFAA Newsletter after each publication.

Communications/Collaboration

Goal 10: Disseminate quality information to enhance communications among members in a timely and cost-efficient manner.

OBJECTIVE:

- 10.1. Post the President's annual report to the SASFAA Web site and notify the membership through the SASFAA listserv no later than July 31.
- 10.2. Continue to review emerging technologies and incorporate those which could provide significant benefits to SASFAA members and result in cost-savings to the Association.
- 10.3. Continue to evaluate a more cost-effective web hosting.
- 10.4. Legislative alerts and a monthly digest of information should continue to be posted on the SASFAA Web-site.
- 10.5. Create and maintain a membership brochure that highlights the purpose and benefits of membership.

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

Activities:

1. The 2010-11 report will be posted to the web.
2. In addition to possible changes in web site provider and associated technologies, attempts have been made to use social media, such as FaceBook, to disseminate general interest information.
3. Discussions have continued and options investigated concerning a new web hosting option.
4. Legislative alerts were sent out as needed via the Listserv.
5. In progress. Membership Chair will present what has been completed at the transition board meeting in June.
6. Revamping the current web site is on hold due to the possibility of changing providers.

Assessment:

1. The 2010-11 report to be posted by July 31. The 2009-10 report was posted timely.

Recommendations:

1. Continue to timely post the president's year-end report on the web site.
2. Continue to explore the interest and use of social media
3. Continue to determine web services. Costs are important, but functionality should be carefully considered.
4. Legislative updates have not been posted to the web site in several years – the most recent appears to be from February 2003. The committee recommends deletion of the update section of this web page. Using the listserv for this purpose is sufficient and more timely. Longer term documents, such as the Legislative Guide should be periodically reviewed and maintained on the web site as a reference.
5. Finalize the membership brochure.

Communications/Collaboration

Goal 11: Apprise members of legislative issues affecting the profession, educate members of alternative approaches, encourage involvement on issues and advocate positions when reasonable consensus exists.

OBJECTIVE:

- 11.1. The Legislative Committee should collaborate with NASFAA staff to educate SASFAA Members on Legislative issues.
- 11.2. Legislative alerts should be brief and concise with hyperlinks and summaries for quick referencing and viewing.
- 11.3. The Legislative resources on the Web site and the SASFAA Legislative Guide should be updated regularly and posted to the webpage in consistent fashion.

Activities:

1. Letters were written for the Executive Board.
2. The Committee held multiple phone calls.
3. Multiple alerts were sent to the Membership.
4. The legislative process was defined.
5. The Legislative Guide was reviewed.
6. The Committee met in person at the Conference.
7. The Committee worked collaboratively as a team.

Assessment:

1. Excellent job in using NASFAA resources to help educate membership regarding the legislative process.

2. Excellent job in sending legislative alerts via the SASFAA listserve to the membership.
3. The Legislative Guide was reviewed as required.

Recommendations:

1. The Board should consider adding additional members to the Legislative Affairs Committee if a given state chooses not to assign a person. However, it is recommended that there not be more than two committee members from any given state on the committee.
2. Legislative alerts should be “archived” on the website (Resources section) so prior alerts can be easily accessed.
3. Letters written on behalf of the Executive Board should be posted on the Resources section of the website.

Professional Development

Goal 12: Apprise members of legislative issues affecting the profession, educate members of alternative approaches, encourage involvement on issues and advocate positions when reasonable consensus exists.

OBJECTIVE:

- 12.1.0. The Conference Committee should offer legislative sessions at the annual conference that "simplify" the legislative process for members.
- 12.1.1. Sustain a good cross-section offering of sessions to address the various needs of the Association. A great number of sessions should be offered to meet the needs of seasonal professionals.
- 12.1.2. Stress to the membership the importance of developing and submitting session proposals.

- 12.1.3. Student Success stories should be continued as a part of the annual conference.
- 12.1.4. Offer pre-conference workshops to reach out to specific levels or sectors of aid administrators.
- 12.1.5. Promote the practice of charging for all pre-conference workshops.
- 12.1.6. The Master Conference Manual is a great asset to the Association and should be reviewed by the conference chair annually.
- 12.1.7. A significant portion of the activities related to Professional Development have not occurred at the time of the review by the GAP Committee. It is recommended that evaluations and other pertinent information relative to the 2010 NAOW which is planned for June 2010 be presented to the 2010-2011 GAP Committee for review and assessment.
- 12.1.8. A summary and evaluation report of the NAOW should be presented to the Board during the first meeting of the year.
- 12.1.9. Continue to provide outstanding training by experienced aid administrators at the NAOW at accessible and affordable sites.
- 12.1.10. Encourage the NAOW instructors to continue to develop distribution lists of their class members to provide pertinent information as well as professional encouragement and networking assistance.
- 12.12 The board should investigate and initiate interactions and discussions with other higher education associations.
- 12.13. Create Mid-level Workshop, Management Institute, and Leadership Symposium manuals for future activities.
- 12.14. Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year.

Activities:

1. NASFAA President Justin Draeger conducted a basic session on the legislative process at the 2011 Annual Conference.
2. Sessions that addressed the various needs of the association were offered at the Annual Conference and through the NAOW.

3. Session proposals were solicited from the membership.
4. No evidence was provided that indicates student success stories were part of the Annual Conference.
5. Mid-Level workshop was offered before the Annual Conference
6. A fee was charged for preconference workshops.
7. No evidence was presented that indicated any review of Conference manual.
8. At the time of report, the 2011 NAOW has not been completed.
9. Presented evaluation review of 2010 NAOW at the first Executive Board meeting following the workshop in Board report.
10. Received site proposals for 5 locations to host the 2011 NAOW. At the time of this report, NAOW has not been completed.
11. At the time of this report, the NAOW had not yet been completed.
12. The board will attempt investigate and initiate interactions and discussions with other higher education associations. At the time of this report, no evidence was presented that this had been accomplished.
13. This project was to be done by the Special Appointee but position was eliminated due to budget concerns.
14. A transitional meeting was held at the conclusion of the annual conference.

Assessment:

1. Sessions were offered at the annual conference.
2. A good cross section of sessions (number and variety) were offered at the annual conference.
3. Numerous solicitations regarding session proposals were sent via both the SASFAA and state list-serves.
4. Student success stories were not part of the conference and no explanation was offered as to why this was the case. It is undetermined if success stories were not solicited or if effort was made to identify students but nothing came to fruition.

5. Offered mid-level workshop as preconference training opportunity that was well attended and executed.
6. A \$50 for conference attendees and \$110 for non conference attendees was charged. Given the level of participation, the fee appears to be adequate/appropriate.
7. It appears that this objective was not met during the 2010-2011 year.
8. Prior year evaluations of the 2010 NAOW were given to the 2010-11 Vice President shortly after the conclusion of the 2010 workshop.
9. This objective was accomplished during the time-frame outlined.
10. Chose Clemson University due to pricing and being centrally located within region.
11. Not assessed.
12. Conversations were held with other organizations however we need to look at membership guidelines if we want to open membership to other associations.
13. This project was to be done by the Special Appointee but position was eliminated due to budget concerns.
14. The transition meeting was held.

Recommendations:

Annual Conference/Pre-Conference Workshops

1. The Conference Committee should continue to offer sessions regarding the legislative process and how to communicate with legislators. Increased attention should be focused on how to be involved in the legislative process even if constraints are placed upon individuals by their respective institutions.
2. Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year.
3. Continue to solicit conference session proposals from the financial aid community. Consider creative approaches to increasing community input.
4. Develop sessions at the annual conference for experienced aid administrators.

5. Student success stories, delivered in a variety of mediums, should be part of the annual conference.
6. Continue to offer pre-conference workshops to reach out to specific levels or sectors of aid administrators.
7. Maximize revenue from pre-conference workshops.
8. The Master Conference Manual must be reviewed and updated annually.
9. Continue to utilize NASFAA staff, when appropriate, to conduct sessions and serve as a resource for the conference.
10. Utilize, to the extent possible, visiting NASFAA guests as moderators and presenters during the annual conference.

Leadership Symposium

1. Continue to explore ways to deliver leadership training at the regional and state levels.

New Aid Officers Workshop/Mid-Level Workshop

1. The Executive Board should review the evaluations and other assessment information from the New Aid Officers workshop at the first board meeting following NAOW and make recommendations to the Vice President after review.
2. Develop a follow-up plan that includes NAOW instructors reaching out to class members to provide pertinent information as well as professional encouragement and networking assistance after the NAOW has concluded.

Other

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

Finances

Goal 13: Fiscal integrity will be ensured.

OBJECTIVE:

- 13.1. Recommend continuation of the use of a CPA firm to assist with the completion of the 990 and 990T. Using an outside company for preparation of the 990 and 990T has allowed the Association to stay current with non-profit requirements for filing taxes.
- 13.2. Recommend that quarterly budget statements continue to be posted on the SASFAA Web site.
- 13.3. The budget should be adjusted according to the prescribed standards when budget limits are exceeded.

Activities:

1. Not addressed.
2. Quarterly reports are sent from Quickbooks to officers and committee chairs.
3. Ensure fiscal integrity through periodical review of SASFAA Guide to Financial Management.

Assessment:

1. Outside CPA firm is used to complete tax forms.
2. Done. Continue to review prior year expenses and make adjustments as revenues change.
3. Recommendations will be submitted if needed.

Recommendations:

1. Recommend continued use of outside CPA firm for tax preparation.
2. Continue to send quarterly reports to officers and committee chairs with budgetary responsibilities.
3. Continue periodic review of the Guide to Financial Management.

Finances

Goal 14: The future financial stability of the Association is provided through careful and regular planning and evaluation.

OBJECTIVE:

- 14.1. The Board should assess the feasibility of maintaining the endowment.
- 14.2. Continue to review revenue sources, structure and nomenclature.
- 14.3. The President-elect should begin budget formulation after the annual conference and preliminary budget should be presented at the transitional Board meeting for discussion and review.
- 14.4. An expenditure history should be provided to each committee chair and Board member for their area of responsibility.
- 14.5. The spreadsheet outlining SASFAA event contracts should continue to be maintained.
- 14.6. A thorough evaluation of conference needs and requirements should be conducted after the annual conference before any further annual conference contracts are approved by the Board.
- 14.7. A review of the needs of the Association should be done on an annual basis for all activities that utilize Association funding.
- 14.8. All contractual obligations that exceeds \$1,000 should be approved by the Board.
- 14.9. The President should make every effort to have all contracts reviewed from a legal prospective.
- 14.10. Explore possible alternatives to the rotation plan for the annual conference, as well as all other Association training/meeting activities.
- 14.11. Review policies regarding complimentary registrations and lodging incurred at required events by Board and Committee members.
- 14.12. All conference/workshops be self-sufficient.

Activities:

1. The Board voted to eliminate the Endowment.
2. Not addressed.
3. This will be done at Transition by looking at the 2009-10 budget as a guide.
4. Not addressed.
5. Revised site selection criteria to minimum food & beverage expenses and be more conservative on guaranteed room nights.
6. A review of the needs of the Association will be done on an annual basis for all activities that utilize Association funding at the first in-person Board meeting.
7. The treasurer will watch for contracts that exceeds \$1000 and apprise the president.
8. The President will try to accomplish this.
9. Not addressed.
10. The typical rotation has been put on hold – the 2012 conference will be held in Greensboro, NC.
11. Not addressed.
12. Not addressed.

Assessment:

1. Endowment (restricted funds) has been eliminated.
2. Not addressed.
3. While a tentative budget may be proposed, Board members will leave transition with the task of creating a truly zero-based budget by the August meeting, so it can be voted on at that time.
4. Not addressed.
5. SASFAA should continue to scrutinize final hotel bids to secure one with lowest costs to participant (travel, room rate, parking, internet, etc.) and to the

Association (food & beverage, meeting rental space, attrition, etc.) and to keep the conference centrally located to maximize attendance.

6. SASFAA will be utilizing the services of an independent search firm for the 2013 Annual Conference to potentially widen our market and minimize expenses. SASFAA should continue to scrutinize hotel bids to secure one with lowest costs to participant (travel, room rate, parking, internet, etc.) and to the Association (food & beverage, meeting rental space, attrition, etc.) and to keep the conference centrally located to maximize attendance.
7. Considerable time was taken to review the Budget and for each Board member to use zero base budgeting to develop their budget. I am happy to report that the process worked and we are able to put funds back into the reserves.
8. Coming from a school that does not have legal counsel as a member of the staff this was not feasible due to cost restraints.
9. Short term goal is to keep the conference centrally located within the SASFAA region.
10. Greensboro, NC has been chosen for the 2012 conference in consideration of this goal.
11. Not addressed.
12. Not addressed.

Recommendations:

1. No recommendation.
2. No recommendation.
3. Continue to address budget issues as early as possible.
4. A three-year expenditure history by budget category should be provided to Board members as part of the budgeting process.
5. The spreadsheet outlining SASFAA event contracts should continue to be maintained.
6. Continue the post-conference evaluation of needs as they evolve.

7. Not addressed.
8. The treasurer should watch for expenditures that exceeds \$1000 and apprise the president.
9. If available, the president should have major contracts reviewed by legal counsel or other persons familiar with contracts.
10. Continue to assess the need to centrally select conference and other workshop sites to maximize potential attendance and to keep overall cost down.
11. Continue to consider the appropriateness of complimentary registrations and room nights at events.
12. All conference/workshops, to the extent possible, should be self-sufficient.

Summary of Recommendations 2006-2011 GAP Committees

Organizational Structure

Bylaws

Goal 1:

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

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

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

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

(GAP 10-11) Continue an annual review of the Bylaws.

Board of Directors

Goal 2:

(GAP 06-07) The Board must make an assessment between 2006 and 2011.

(GAP 07-08) The Board must make an assessment between 2006 and 2011.

(GAP 08-09) The Board should evaluate the feasibility of adding a treasurer-elect position.

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

(GAP 10-11) Continue to evaluate the composition of the Board on a regular basis.

Goal 3:

(GAP 06-07) In light of continuing developments within the profession it is important that the incoming president consider whether or not all committee chairs/liaisons should attend every Board meeting.

(GAP 06-07) The Long-Range Plan must be evaluated and updated every five years. This process should begin no later than 2009 with a new plan to be approved and in place in 2011. Survey should be sent to the past two years officers and committee chairs in the near future and the results duly tabulated. The survey should assess the need of each office and committee.

(GAP 07-08) The President should ensure that all committees' goals and objectives for the year concur with the LRP and the recommendation of the most recent GAP report.

(GAP 07-08) The GAP Committee should be provided with a comprehensive list of committee members whether they are new or returning members. Comments on the list should indicate if the member is new or returning.

(GAP 07-08) In light of continuing developments within the profession it is important that the incoming President consider whether or not all committee chairs/liaisons should attend every Board meeting.

(GAP 07-08) The Long-Range Plan must be evaluated and updated every five years. This process should begin no later than 2009 with a new plan to be approved and in place in 2011.

(GAP 08-09) The President should ensure that all committees' goals and objectives for the year concur with the LRP and the recommendation of the most recent GAP report.

(GAP 08-09) The GAP Committee should be provided with a comprehensive list of committee members whether they are new or returning members. Comments on the list should indicate if the member is new or returning.

(GAP 08-09) In light of continuing developments within the profession it is important that the incoming President consider whether or not all committee chairs/liaisons should attend every Board meeting.

(GAP 08-09) The Long-Range Plan must be evaluated and updated every five years. This process should begin no later than 2009 with a new plan to be approved and in place in 2011.

(GAP 08-09) A column should be added to the listing of committees that includes prior year roles on the SASFAA board and/or committees.

(GAP 08-09) A review should be made regarding the necessity of having four in-person board meetings. For example, could the summer or fall board meeting be held via conference call?

(GAP 08-09) Consideration should be given to the possibility of starting some transition training at the annual conference.

(GAP 08-09) The President should maintain the discretion in determining the number and type of board meetings, as well as who should attend.

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

(GAP 09-10) A form, which should include name, institution, state, institution type, whether new or returning, gender, and ethnicity, should be developed by the President-Elect and given to all

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

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

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

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

(GAP 10-11) The President should ensure that all committees' goals and objectives for the year concur with the LRP and the recommendation of the most recent GAP report and that each committee chair reports on the progress being made toward fulfilling the goals and objectives.

(GAP 10-11) Continue to use the web-based form that was instituted during 2010-11. Ensure the Board and committee chairs have access to the compiled data.

(GAP 10-11) Conduct the November Board Meeting via teleconference.

(GAP 10-11) Maintain the discretion of the President to determine who should attend which Board meeting.

(GAP 10-11) Continue to provide the State Presidents-Elect Workshop at the conference and consider returning to a full-day schedule. The Conference Chair-Elect, and as many of the next year's Conference Committee members that have been finalized, should attend the post conference debriefing meeting.

(GAP 10-11) The Committee realizes that while desirable, it is not practical to expect transition activities to occur at the conference for other committee chairs. In most cases, the upcoming Board is not finalized as the President-Elect is waiting on election results to finalize selection of committee chairs. Also, there is very little time available for such activity.

Committees

Goal 4:

(GAP 06-07) The Board should consider alternatives to on-site meetings whenever possible to keep costs at the most reasonable level. Such alternatives might include conference calls, electronic mail and arrangement committee meetings in conjunction with other events where some committee members would normally be in attendance.

(GAP 07-08) The Board should consider alternatives to on-site meetings whenever possible to keep costs at the most reasonable level. Such alternatives might include conference calls, electronic mail and arranging committee meetings in conjunction with other events where some

committee members would normally be in attendance. Review the possibility of shortening Board meetings to reduce on-site costs.

(GAP 08-09) The Board should consider alternatives to on-site meetings whenever possible to keep costs at the most reasonable level. Such alternatives might include conference calls, electronic mail and arranging committee meetings in conjunction with other events where some committee members would normally be in attendance. Review the possibility of shortening Board meetings to reduce on-site costs.

(GAP 08-09) The Board should consider approval of policies and procedures for the operation of the Diversity Committee.

(GAP 08-09) The Site Selection Chair should have a vast knowledge of contract negotiation and that at least one member of the committee be trained as a potential Site Selection Chair.

(GAP 09-10) Committees should continue to consider alternatives to on-site meetings and other electronic tools whenever possible to keep costs at the most reasonable level. Such alternatives might include conference calls, electronic mail and arranging committee meetings in conjunction with other events where some committee members would normally be in attendance.

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

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

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

(GAP 10-11) The Board should continue to consider alternatives to on-site meetings and utilize other electronic tools whenever possible to keep costs at the most reasonable level while maintaining sufficient size committees and diversity.

(GAP 10-11) Committee members should be solicited from each state to serve on committees when appropriate in order to engage volunteers and develop future leaders.

(GAP 10-11) Committee chairs should post minutes from meetings on the website immediately following every meeting.

Leadership

Goal 5:

(GAP 06-07) Continue the development of potential leaders of the Association through workshops, symposiums, conference sessions, etc. Accomplished Carry over

(GAP 06-07) Increase the scholarship given to the immediate Past President's institution in recognition of his/her service to the Association to \$2,000.

(GAP 07-08) Continue the development of potential leaders of the Association through workshops, symposiums, conference sessions, etc.

(GAP 07-08) Continue to develop opportunities to mentor mid-level aid administrators. Consider having a mid-level type of experience at the annual conference similar to that offered to new aid officers. Another possibility would be to have a mid-level workshop in conjunction with a state conference as this may increase attendance and reduce costs.

(GAP 07-08) Continue to send 5 SASFAA members to NASFAA Leadership Conference. The Committee agrees that is beneficial to send the SASFAA President-Elect in the same year as the State-President Elects who will all serve on the SASFAA Board at the same time.

(GAP 07-08) Continue the inter-state visit program, and inter-regional visits as funding is available. Based on the results of the survey of the inter-state visit program, the primary focus should be on the State Presidents-elect.

(GAP 07-08) Ensure that the 45th Anniversary work is archived and that the video interviews with Past Presidents and distinguished service awardees are continued.

(GAP 07-08) Consider packaging presentations from the Management Institute and Leadership Symposium for use at the annual conference and by states to provide sessions at their conferences.

(GAP 07-08) Continue to formally recognize any state that submitted a project for NASFAA awards. The GAP Committee recommends a newsletter article in the summer to recognize each state that submits a project in addition to recognizing them at the annual conference.

(GAP 08-09) Continue the development of potential leaders of the Association through workshops, symposiums, conference sessions, etc.

(GAP 08-09) Continue to develop opportunities to mentor mid-level aid administrators. Consider having a mid-level type of experience at the annual conference similar to that offered to new aid officers. Another possibility would be to have a mid-level workshop in conjunction with a state conference as this may increase attendance and reduce costs.

(GAP 08-09) Continue to send the President-elect and others, when financially feasible to the NASFAA Leadership Workshop. The Committee agrees that it is beneficial to send the SASFAA President-elect in the same year as the State Presidents-elect who will all serve on the SASFAA Board at the same time.

(GAP 08-09) Continue the inter-state visit program, and inter-regional visits as funding is available. Based on the results of the survey of the inter-state visit program, the primary focus should be on the State Presidents-elect.

(GAP 08-09) Conduct the Leadership Symposium every two or three years and encourage states to conduct their own leadership activities during the years in which SASFAA does not offer it.

(GAP 08-09) Consider packaging presentations from the Management Institute and Leadership Symposium for use at the annual conference and by states to provide sessions at their conferences.

(GAP 08-09) Continue to formally recognize any state that submitted a project for NASFAA awards. The GAP Committee recommends a newsletter article in the summer to recognize each state that submits a project in addition to recognizing them at the annual conference.

(GAP 08-09) Consider adding a regional award for state projects.

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

(GAP 09-10) Continue to develop opportunities to mentor mid-level aid administrators. Continue the practice of having a mid-level type of experience at the annual conference similar to that offered to new aid officers. Another possibility would be to have a mid-level workshop in conjunction with a state conference in order to increase attendance and reduce costs.

(GAP 09-10) Continue to send the President-Elect and others, when financially feasible, to the NASFAA Leadership Workshop. The Committee agrees that it is beneficial to send the SASFAA President-elect in the same year as the State Presidents-elect who will all serve on the SASFAA Board at the same time.

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

(GAP 09-10) Continue to formally recognize any state that submitted a project for NASFAA awards. The GAP Committee recommends a newsletter article in the summer to recognize each state that submits a project in addition to recognizing them at the annual conference and allowing the projects to be showcased.

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

(GAP 10-11) Continue the development of potential leaders of the Association through workshops, pre-conference activities, symposiums, conference sessions, webinars, etc.

(GAP 10-11) Continue to develop opportunities to mentor mid-level aid administrators. Continue the practice of having a mid-level type of experience at the annual conference similar to that offered to new aid officers. Another possibility would be to have a mid-level workshop in conjunction with a state conference or board meeting in order to increase attendance and reduce costs.

(GAP 10-11) Continue to send the President-Elect and others, when financially feasible, to the NASFAA Leadership Workshop. The Committee agrees that it is beneficial to send the SASFAA President-elect in the same year as the State Presidents-elect who will all serve on the SASFAA Board at the same time.

(GAP 10-11) Conduct the Leadership Symposium every two years and encourage states to conduct their own leadership activities during the year in which SASFAA does not offer a symposium. If there are budgetary constraints, solicit support from the states to cover a portion of the costs. It is important to develop future leaders. The Leadership Symposium has proven to be very successful for developing state presidents, regional officers and committee chairs.

(GAP 10-11) Encourage State Presidents to identify and submit projects for NASFAA awards to recognize the innovative ideas rendered in the financial aid arena to support financial aid professionals and students. Continue to formally recognize any state that submitted a project for NASFAA awards. The GAP Committee recommends a newsletter article in the summer to recognize each state that submits a project in addition to recognizing them at the annual conference and allowing the projects to be showcased.

(GAP 10-11) Travel for the President-Elect and President of SASFAA should be encouraged to state conferences where financial resources are available. These individuals should be utilized during the conferences for sessions and networking opportunities.

Membership

Goal 6:

(GAP 06-07) Undertake a review of the membership categories for appropriateness at least once every five years. This objective was deferred but should be reviewed and acted upon during the 2006-2011 Long-Range Plan period.

(GAP 06-07) Review the membership structure at least once every five years to determine if membership should be individual, institutional or on some other basis. This objective was deferred but should be reviewed and acted upon during the 2006-2011 Long-Range Plan period.

(GAP 06-07) In 2006-2007 the persistence rate of members and an analysis of the reasons for discontinuing membership were not completed. It is recommended that consideration be given to determining if this information can be obtained from archived records and that a survey instrument be mailed to those that discontinued their membership and their reasons for doing so.

(GAP 06-07) Ensure that a general membership survey is conducted no later than 2009 and recommendations from the survey be incorporated into the operational plan of the Association.

(GAP 07-08) Undertake a review of the membership categories for appropriateness at least once every five years.

(GAP 07-08) Review the membership structure at least once every five years to determine if membership should be individual, institutional or on some other basis.

(GAP 07-08) Continue to analyze the membership database, following up on recommendations made by membership chair to make sure the database is setup to accurately record and archive the SASFAA active membership for each and every year. This will then make it possible to make accurate comparisons from year to year. GAP recommends this task be given to one individual as a special appointee to fully examine the existing database and functionality

(GAP 07-08) Ensure that a general membership survey is conducted no later than 2010 and the recommendations from the survey be incorporated into the operational plan of the Association.

(GAP 07-08) The membership database should be archived at year end in excel or some other format for ease of determining persistence and other membership statistics.

(GAP 07-08) The most recent Membership Survey should be part of the GAP Committee documentation that is handed off each year.

(GAP 07-08) Continue to use the Conference to mentor new members and leaders. Remember that the term 'new members' is not limited only to members new to the financial aid profession but may include seasoned aid professionals new to the SASFAA region.

(GAP 08-09) Undertake a review of the membership categories for appropriateness at least once every five years.

(GAP 08-09) Review the membership structure at least once every five years to determine if membership should be individual, institutional or on some other basis.

(GAP 08-09) Continue to analyze the membership database, following up on recommendations made by membership chair to make sure the database is setup to accurately record and archive the SASFAA active membership for each and every year. This will then make it possible to make accurate comparisons from year to year.

(GAP 08-09) The membership database should be archived at year end in excel or some other format for ease of determining persistence and other membership statistics.

(GAP 08-09) The most recent Membership Survey should be part of the GAP Committee documentation that is handed off each year.

(GAP 08-09) Continue to use the Conference to mentor new members and leaders. Remember that the term ‘new members’ is not limited only to members new to the financial aid profession but may include seasoned aid professionals new to the SASFAA region.

(GAP 08-09) Explore capturing records of involvement by our members.

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

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

(GAP 09-10) The membership database should be archived at year end in Excel or some other format for ease of determining persistence and other membership statistics.

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

(GAP 09-10) Continue to use the annual conference to mentor new members and leaders. Remember that the term “new members” is not limited only to members new to the financial aid profession but may include seasoned aid professionals new to the SASFAA region.

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

(GAP 10-11) Membership committee representatives should continue to actively recruit in their respective states. An effort should be made to include a representative from each state on the Membership committee.

(GAP 10-11) Continue to report membership statistics in a standardized format.

(GAP 10-11) Continue to archive the membership database at the end of each fiscal year.

(GAP 10-11) The brochure should be finalized as soon as possible and a plan developed for utilization going forward.

(GAP 10-11) Continue to use the annual conference to mentor new members and leaders.

(GAP 10-11) Survey former members who are still school professionals to determine reasons for non-renewal of membership.

Policies and Procedures

Goal 7:

(GAP 06-07) The SASFAA Policy and Procedures Manual shall be updated and updates posted to the SASFAA Web site upon approval by the Board. The Web site shall be updated in a timely fashion.

(GAP 07-08) The SASFAA Policy and Procedures Manual shall be continually updated as appropriate and updates posted to the SASFAA Web site upon approval by the Board. The Web site shall be updated in a timely fashion.

(GAP 08-09) The SASFAA Policy and Procedures Manual shall be continually updated as appropriate and updates posted to the SASFAA Web site upon approval by the Board. The Web site shall be updated in a timely fashion.

(GAP 09-10) The P&P shall be continually updated as appropriate and updates posted to the SASFAA Web site upon approval by the Board. The Web site shall be updated in a timely fashion.

(GAP 10-11) The P&P shall be continually updated as appropriate and updates posted to the SASFAA web site upon approval of the Board. The web site shall be updated in a timely fashion.

Goal 8:

(GAP 06-07) A clarification of the responsibilities of the Secretary and the Electronic Services Chair is necessary with respect to posting to the SASFAA Web site. The Secretary, as well as the Treasurer, should have the capability to post to the Web site (through the service provider, if required).

(GAP 06-07) It is recommended that the Board explore other options that will allow Board members to update information on the Web site rather than waiting on ATAC to do the postings. It sometimes takes ATAC a while to get items posted and/or updated.

(GAP 06-07) It is recommended that a procedure be included in the SASFAA Policy and Procedures Manual that details who is responsible for gathering all minutes, reports and other items deemed appropriate by the Board. This person should be identified as the individual charged with having the materials scanned.

(GAP 06-07) It is recommended that documents be scanned to CD yearly.

(GAP 06-07) It is recommended that a list of who would keep the CD's and on whose computer they would be maintained be established.

(GAP 07-08) A clarification of the responsibilities of the Secretary and the Electronic Services Chair is necessary with respect to posting to the SASFAA Web site. The Secretary, as well as the Treasurer, should have the capability to post to the Web site (through the service provider, if required).

(GAP 07-08) It is recommended that the Board explore other options that will allow Board members to update information on the Web site rather than waiting on ATAC to do the postings. It sometimes takes ATAC a while to get items posted and/or updated.

(GAP 07-08) It is recommended that a procedure be included in the SASFAA Policy and Procedures Manual that details who is responsible for gathering all minutes, reports and other items deemed appropriate by the Board. This person should be identified as the individual charged with having the materials scanned and appropriately archived.

(GAP 07-08) It is recommended that documents be scanned to CD yearly.

(GAP 07-08) It is recommended that a list of who would keep the CD's and on whose computer they would be maintained be established.

(GAP 08-09) It is recommended that a procedure be included in the SASFAA Policy and Procedures Manual that details who is responsible for gathering all minutes, reports and other items deemed appropriate by the Board. This person should be identified as the individual charged with having the materials scanned and appropriately archived.

(GAP 08-09) It is recommended that documents be saved in an electronic format yearly.

(GAP 08-09) It is recommended that a list of who would keep the archived records and where they are stored be established.

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

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

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

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

(GAP 10-11) Documents should be saved in an electronic format on an annual basis.

(GAP 10-11) Each officer and committee chair must forward documents (as soon as they are finalized) that should be stored in the SASFAA archives to the SASFAA Secretary.

(GAP 10-11) All pertinent SASFAA records and documents must be appropriately transferred to the incoming secretary at the end of each departing secretary's term.

(GAP 10-11) Ensure all records are backed up for security purposes. These duplicate records should be kept by the Electronic Services Committee chair.

Communication/Collaboration

General

Goal 9:

(GAP 07-08) It is recommended that the database allow for tracking of membership involvement.

(GAP 08-09) It is recommended that the database allow for tracking of membership involvement.

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

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

(GAP 10-11) SASFAA is the only region where the President (or his/her designee) does not attend the state meetings. Visibility of the SASFAA leadership at the state level is an important link from the states and a significant outreach effort to involvement on the regional level. The committee strongly encourages that this practice be re-instituted. Traditionally, this duty is split between the current President and President-Elect, with the President coordinating/assigning the visits.

(GAP 10-11) The President should send an email notice to the other Regional Presidents and Presidents-Elect, to the NASFAA Chair and Chair-Elect and to the NASFAA President containing a link to the SASFAA Newsletter after each publication.

Goal 10:

(GAP 06-07) Post the President's annual report to the SASFAA Web site and notify the membership through the SASFAA listserv no later than June 30.

(GAP 06-07) Identify and incorporate new technologies as a means of effectively communicating with the membership that may result in cost-savings to the Association.

(GAP 06-07) Decide whether or not a membership brochure is needed and move forward and develop a brochure if found necessary and if approved by the Board. This has been a recommendation for several years and no action has yet been taken. A decision should be made whether to move forward or whether to delete this objective.

(GAP 06-07) Legislative alerts and monthly digest of information should be posted to the SASFAA Web site.

(GAP 07-08) Post the President's annual report to the SASFAA Web site and notify the membership through the SASFAA listserv no later than June 30. The GAP Committee suggests the deadline for the President's report be extended to August 1. A Policy and Procedures change will be required.

(GAP 07-08) Continue to review emerging technologies and incorporate those which could provide significant benefits to SASFAA members and result in cost-savings to the Association.

(GAP 07-08) Decide (finally) whether or not a membership brochure is needed and move forward and develop a brochure if found necessary and if approved by the Board. This has been a recommendation for several years and no action has yet been taken. A decision should be made whether to move forward or whether to delete this objective.

(GAP 07-08) Legislative alerts and monthly digest of information should continue to be posted to the SASFAA Web site.

(GAP 08-09) Post the President's annual report to the SASFAA Web site and notify the membership through the SASFAA listserv no later than July 31.

(GAP 08-09) Continue to review emerging technologies and incorporate those which could provide significant benefits to SASFAA members and result in cost-savings to the Association.

(GAP 08-09) Decide on the feasibility of an electronic membership brochure and move forward in developing the brochure when approved by the Board.

(GAP 08-09) Legislative alerts and monthly digest of information should continue to be posted to the SASFAA Web site.

(GAP 09-10) Post the President's annual report to the SASFAA Web site and notify the membership through the SASFAA listserv no later than July 31.

(GAP 09-10) Continue to review emerging technologies and incorporate those which could provide significant benefits to SASFAA members and result in cost-savings to the Association.

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

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

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

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

(GAP 10-11) Continue to timely post the president's year-end report on the web site.

(GAP 10-11) Continue to explore the interest and use of social media.

(GAP 10-11) Continue to determine web services. Costs are important, but functionality should be carefully considered.

(GAP 10-11) Legislative updates have not been posted to the web site in several years – the most recent appears to be from February 2003. The committee recommends deletion of the update section of this web page. Using the listserv for this purpose is sufficient and more timely. Longer term documents, such as the Legislative Guide should be periodically reviewed and maintained on the web site as a reference.

(GAP 10-11) Finalize the membership brochure.

Legislative Relations

Goal 11:

(GAP 06-07) The objective, "Promote the SASFAA region's role in the higher education community," was not specifically addressed in the activities of the committee in 2006-2007. It is recommended that previous documents created to promote awareness of the impact of financial aid be updated and provided to the membership. Refer to handouts developed for the Leadership and Strategic Planning Summit held on November 11-12, 2005.

(GAP 06-07) Legislative alerts are to be announced via the listserv; however, these same alerts shall be posted to the SASFAA Web site for continued review by the membership.

(GAP 06-07) The SASFAA Web site does not contain information related to current legislative committee activities. Any alert, letter on behalf of the Association, etc., should be posted to the Web site for membership review.

(GAP 06-07) The SASFAA Legislative Guide was last revised in 2003. This guide needs to be updated after each congressional election.

(GAP 06-07) The Conference Committee should provide a session at the annual conference on communicating with their legislative representatives.

(GAP 06-07) The committee should work with NASFAA staff to prepare for Hill visits since the annual conference will be held in Arlington (Crystal City), Virginia and will provide easy of access to Capitol Hill.

(GAP 07-08) The objective, “Promote the SASFAA region’s role in the higher education community,” was not specifically addressed in the activities of the committee in 2007-2008. However, the Legislative Chair did have a presence on committees for the College Board and NASFAA.

(GAP 07-08) It is recommended that Legislative Committee collaborate with NASFAA staff to educate SASFAA members on legislative issues. They may consider providing legislative resources via the SASFAA listserv and/or Web site.

(GAP 07-08) Legislative alerts may continue to be announced via the listserv; however, suggest they be in a similar format as the NASFAA Today’s News that provides quick hyperlinks and summaries for quick reference and viewing. The same alerts shall be posted to the SASFAA Web site which will allow for more in-depth review by the membership.

(GAP 07-08) The SASFAA Legislative Guide was posted to the SASFAA Web site following the annual conference. This guide should be updated after each congressional election.

(GAP 07-08) The Conference Committee should consider legislative sessions at the annual conference that “simplify” the legislative process for its members. For instance, the sessions could be in providing the resources for legislative visits, legislative contacts and tools to communicate and educate legislators on the impact their decisions have on federal student aid and/or college access legislation.

(GAP 08-09) SASFAA’s role in the higher education community was promoted through the board-adopted letter to regional US Congressional representatives regarding the Administration’s proposed changes to the financial aid programs.

(GAP 08-09) It is recommended that Legislative Committee collaborate with NASFAA staff to educate SASFAA members on legislative issues. They may consider providing legislative resources via the SASFAA listserv and/or Web site.

(GAP 08-09) Legislative alerts may continue to be announced via the listserv; however, suggest they be in a similar format as the NASFAA Today’s News that provides quick hyperlinks and summaries for quick reference and viewing. The same alerts shall be posted to the SASFAA Web site which will allow for more in-depth review by the membership.

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

(GAP 08-09) The Conference Committee should consider legislative sessions at the annual conference that “simplify” the legislative process for its members. For instance, the sessions could be in providing the resources for legislative visits, legislative contacts and tools to

communicate and educate legislators on the impact their decisions have on federal student aid and/or college access legislation.

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

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

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

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

(GAP 10-11) The Board should consider adding additional members to the Legislative Affairs Committee if a given state chooses not to assign a person. However, it is recommended that there not be more than two committee members from any given state on the committee.

(GAP 10-11) Legislative alerts should be “archived” on the website (Resources section) so prior alerts can be easily accessed.

(GAP 10-11) Letters written on behalf of the Executive Board should be posted on the Resources section of the website.

Professional Development

Goal 12:

Annual Conference/Pre-Conference Workshops

(GAP 06-07) Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year. .

(GAP 06-07) Continue the “track” sessions at the annual conference to ensure a good cross-sectional offering to address the various needs of the Association. The conference matrix appears to be an excellent tool in determining the focus of sessions.

(GAP 06-07) Present a major general session using diversity as the theme but eliminate the concurrent sessions which focus on diversity. Use a social function, such as the President’s Reception, to provide a positive and entertaining, yet educational diversity activity.

(GAP 06-07) Attempt, once again, to bring in students to share their success stories as related to receiving financial aid.

(GAP 06-07) Continue the use of a pre-conference workshop designed to challenge the experienced aid administrators.

(GAP 07-08) Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year. .

(GAP 07-08) Continue the “track” sessions at the annual conference to ensure a good cross-sectional offering to address the various needs of the Association. It is important to remain considerate of the various offerings to provide sessions for all sectors or experience levels. These committees have made improvements in continuing to provide graduate and professional school sessions and should continue to do so. However, we should also focus on providing more mid-level administrators sessions to enhance their commitment to the profession and as future leaders.

(GAP 07-08) Recommend that the Committee encourage school members to “step up” to present sessions at the annual conference during the “Call for Sessions” to ensure the membership that we support their desire to hear from their peers. The Committee can do this by encouraging school individuals to nominate a peer or work together with a peer to develop a session.

(GAP 07-08) Attempt, once again, to bring in students to share their success stories as related to receiving financial aid.

(GAP 07-08) Continue the use of a pre-conference workshop designed to challenge the experienced aid administrators. For instance, continue providing opportunities to experienced aid administrators but also develop opportunities to mid-level administrators to assist them in enhancing their commitment to the profession and their professional development as leaders.

(GAP 08-09) Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year. .

(GAP 08-09) Continue the “track” sessions at the annual conference to ensure a good cross-sectional offering to address the various needs of the Association. It is important to remain considerate of the various offerings to provide sessions for all sectors or experience levels. These committees have made improvements in continuing to provide graduate and professional school sessions and should continue to do so. However, we should also focus on providing more mid-level administrators sessions to enhance their commitment to the profession and as future leaders.

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(GAP 08-09) Continue bringing in students to share their success stories as related to receiving financial aid.

(GAP 08-09) Continue the use of a pre-conference workshop designed to challenge the experienced aid administrators. For instance, continue providing opportunities to experienced aid administrators but also develop opportunities to mid-level administrators to assist them in enhancing their commitment to the profession and their professional development as leaders.

(GAP 09-10) Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year.

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

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

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

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

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

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

(GAP 10-11) The Conference Committee should continue to offer sessions regarding the legislative process and how to communicate with legislators. Increased attention should be focused on how to be involved in the legislative process even if constraints are placed upon individuals by their respective institutions.

(GAP 10-11) Continue the practice of a conference transitional meeting immediately following the annual conference to allow for immediate assessment and the potential impact of this assessment on the conference to be held the following year.

(GAP 10-11) Continue to solicit conference session proposals from the financial aid community. Consider creative approaches to increasing community input.

(GAP 10-11) Develop sessions at the annual conference for experienced aid administrators.

(GAP 10-11) Student success stories, delivered in a variety of mediums, should be part of the annual conference.

(GAP 10-11) Continue to offer pre-conference workshops to reach out to specific levels or sectors of aid administrators.

(GAP 10-11) Maximize revenue from pre-conference workshops.

(GAP 10-11) The Master Conference Manual must be reviewed and updated annually.

(GAP 10-11) Continue to utilize NASFAA staff, when appropriate, to conduct sessions and serve as a resource for the conference.

(GAP 10-11) Utilize, to the extent possible, visiting NASFAA guests as moderators and presenters during the annual conference.

Leadership Symposium

(GAP 06-07) Recommend SASFAA offer this type of symposium on a regular basis, perhaps every two years and be held in various areas of the region.

(GAP 07-08) Recommend SASFAA offer this type of symposium on a regular basis, perhaps every two years and be held in various areas of the region.

(GAP 08-09) Recommend SASFAA offer this type of symposium on a regular basis, every two to three years, and it be held in various areas of the region.

(GAP 08-09) Maintain a list of participants and track level of participation in state and regional activities.

(GAP 10-11) Continue to explore ways to deliver leadership training at the regional and state levels.

Management Institute

(GAP 08-09) Continue to offer the Management Institute every four to five years, not to coincide with Mid-Level Workshop or Leadership Symposium.

(GAP 08-09) Maintain the focus of the event for high-level managers in the Financial Aid Office.

New Aid Officers Workshop/Mid-Level Workshop

(GAP 06-07) A significant portion of the activities related to Professional Development have not occurred at the time of the review by the GAP Committee. It is recommended that evaluations and other pertinent information relative to the 2007 NAOW and Mid-Level Workshop which are planned for June 2007 be presented to the 2007-2008 GAP Committee for review and assessment.

(GAP 06-07) Continue to provide outstanding training by experienced aid administrators at the NAOW at accessible and affordable sites.

(GAP 06-07) Site(s) for the NAOW should be selected and confirmed for 2-3 future years. If at all possible, a member of the financial aid staff at selected sites should be involved as a “site coordinator” to assure smooth planning and to facilitate the week’s activities.

(GAP 06-07) GAP encourages the NAOW instructors to develop distribution lists of their class members to provide pertinent information as well as professional encouragement and networking assistance.

(GAP 06-07) GAP recommends a review of the current relationship with SWASFAA for the presentation of a Mid-Level Conference.

(GAP 07-08) A significant portion of the activities related to Professional Development have not occurred at the time of the review by the GAP Committee. It is recommended that evaluations and other pertinent information relative to the 2008 NAOW and Mid-Level Workshop which are planned for May 2008 be presented to the 2008-09 GAP Committee for review and assessment.

(GAP 07-08) Continue to provide outstanding training by experienced aid administrators at the NAOW at accessible and affordable sites.

(GAP 07-08) Site(s) for the NAOW should be selected and confirmed for 2-3 future years. If at all possible, a member of the financial aid staff at selected sites should be involved as a “site coordinator” to assure smooth planning and to facilitate the week’s activities.

(GAP 07-08) GAP encourages the NAOW instructors to continue to develop distribution lists of their class members to provide pertinent information as well as professional encouragement and networking assistance.

(GAP 07-08) GAP encourages that SASFAA continue to offer the Mid-Level Workshop and look at other opportunities to provide mid-level training other than once a year (i.e. pre-conference workshop and/or piggy-backing state conferences).

(GAP 08-09) A significant portion of the activities related to Professional Development have not occurred at the time of the review by the GAP Committee. It is recommended that evaluations

and other pertinent information relative to the 2009 NAOW which is planned for June 2009 be presented to the 2009-2010 GAP Committee for review and assessment.

(GAP 08-09) Continue to provide outstanding training by experienced aid administrators at the NAOW at accessible and affordable sites.

(GAP 08-09) If possible, a member of the financial aid staff at the selected NAOW sites should be involved as a “site coordinator” to assure smooth planning and to facilitate the week’s activities.

(GAP 08-09) Encourage the NAOW instructors to continue to develop distribution lists of their class members to provide them pertinent information as well as professional encouragement and networking assistance.

(GAP 08-09) Continue to offer the Mid-Level Workshop and look at other opportunities to provide mid-level training other than once a year (i.e. pre-conference workshop and/or piggy-backing state conferences).

(GAP 09-10) A significant portion of the activities related to Professional Development have not occurred at the time of the review by the GAP Committee. It is recommended that evaluations and other pertinent information relative to the 2010 NAOW which is planned for June 2010 be presented to the 2010-11 GAP Committee for review and assessment.

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

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

(GAP 09-10) Encourage the NAOW instructors to continue to develop distribution lists of their class members to provide pertinent information as well as professional encouragement and networking assistance.

(GAP 10-11) The Executive Board should review the evaluations and other assessment information from the New Aid Officers workshop at the first board meeting following NAOW and make recommendations to the Vice President after review.

(GAP 10-11) Develop a follow-up plan that includes NAOW instructors reaching out to class members to provide pertinent information as well as professional encouragement and networking assistance after the NAOW has concluded.

Master Conference Manual

(GAP 06-07) GAP believes that the Master Conference Manual would be a great asset to the Association and recommends its completion during the 2007-2008 year.

(GAP 07-08) GAP believes that the Master Conference Manual is a great asset to the Association and recommends it continue to have other areas developed to cover other major training events. We recommend that Mid-Level, Management Institute and Leadership Symposium manuals be completed in the 2008-09 year.

(GAP 08-09) The Master Conference Manual is a great asset to the Association and should be reviewed and updated annually. The Committee recommends that Mid-Level, Management Institute and Leadership Symposium manuals be completed in the 2009-10 year.

Other

(GAP 06-07) Continue the practice of designating a minimum of five (5) SASFAA representatives to attend the NASFAA Leadership Workshop.

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

(GAP 06-07) In accordance with the LRP, GAP recommends that the Board study new ways to encourage worthy and thought-provoking research and publication.

(GAP 07-08) Recommend that presentations from Pre-Conference or separate events such as Leadership Symposium, Management Institute, NAOW or Mid-Level be packaged and offered to state associations for their conferences.

(GAP 07-08) Continue the practice of designating a minimum of five (5) SASFAA representatives to attend the NASFAA Leadership Workshop. Suggest SASFAA identify possible participants for the NASFAA Leadership Workshop as early as possible so SASFAA representation is adequate. Continue to send the President-Elect to the workshop, rather than the President-Elect-Elect.

(GAP 07-08) In accordance with the LRP, GAP committee recommends that the Board investigate and initiate interactions and discussions with other higher education Associations.

(GAP 07-08) In accordance with the LRP, GAP recommends that the Board study new ways to encourage worthy and thought-provoking research and publication.

(GAP 08-09) The presentations from Pre-Conference or separate events such as Leadership Symposium, Management Institute, NAOW or Mid-Level be packaged and offered to state associations for their conferences.

(GAP 08-09) Continue the practice of designating a minimum of five (5) SASFAA representatives to attend the NASFAA Leadership Workshop, as funding is available. Suggest SASFAA identify possible participants for the NASFAA Leadership Workshop as early as possible so SASFAA representation is adequate. Continue to send the President-Elect to the workshop.

(GAP 08-09) In accordance with the LRP, the GAP committee recommends that the Board investigate and initiate interactions and discussions with other higher education Associations.

(GAP 08-09) In accordance with the LRP, the GAP recommends that the Board study new ways to encourage worthy and thought-provoking research and publication.

(GAP 08-09) Consider charging a minimal fee for certain pre-conference workshops in order to cover costs incurred and to manage attendance.

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

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

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

(GAP 10-11) Create Mid-Level Workshop, Management Institute, and Leadership Symposium manuals for future activities.

Finances

Goal 13:

(GAP 06-07) Recommend continuation of the use of a CPA firm to assist with the completion of the 990 and 990T. Using an outside company for preparation of the 990 and 990T has allowed the Association to stay current with non-profit requirements for filing taxes.

(GAP 06-07) Recommend that the Vendor/Sponsor Chair be appointed as a member of the budget committee.

(GAP 06-07) Recommend that that quarterly budget statement be posted on the SASFAA Web site. Other statements and records that need to be posted by the Treasurer should be done directly with the service provider, rather than through the Electronic Services Chair, or directly to the Web site by the Treasurer, without going through the service provider.

(GAP 07-08) Recommend continuation of the use of a CPA firm to assist with the completion of the 990 and 990T. Using an outside company for preparation of the 990 and 990T has allowed the Association to stay current with non-profit requirements for filing taxes.

(GAP 07-08) Recommend that quarterly budget statements continue to be posted on the SASFAA Web site.

(GAP 07-08) Recommend that the Vendor/Sponsor Chair serve on the Budget and Finance Committee.

(GAP 08-09) Recommend continuation of the use of a CPA firm to assist with the completion of the 990 and 990T. Using an outside company for preparation of the 990 and 990T has allowed the Association to stay current with non-profit requirements for filing taxes.

(GAP 08-09) Recommend that quarterly budget statements continue to be posted on the SASFAA Web site.

(GAP 08-09) Recommend that the Vendor/Sponsor Chair serve on the Budget and Finance Committee.

(GAP 09-10) Recommend continuation of the use of a CPA firm to assist with the completion of the 990 and 990T. Using an outside company for preparation of the 990 and 990T has allowed the Association to stay current with non-profit requirements for filing taxes.

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

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

(GAP 10-11) Recommend continued use of outside CPA firm for tax preparation.

(GAP 10-11) Continue to send quarterly reports to officers and committee chairs with budgetary responsibilities.

(GAP 10-11) Continue periodic review of the Guide to Financial Management.

Goal 14:

(GAP 06-07) Continue, as necessary, building the reserves of the Association. “The Association shall maintain a reserve fund balance of no less than the most recent operating budget. Such funds may be comprised of both savings and investments, provided the funds are not intermingled with the Association’s checking account.”

(GAP 06-07) As SASFAA's assets continue to grow, thought should be given to what is the highest level of reserve needed. When that goal is met all excess money could go to the

SASFAA Foundation, or back to the membership. This might lead to the exploration of other investment instruments.

(GAP 06-07) Review revenue sources, structure and nomenclature.

(GAP 06-07) Recommend the establishment of a task force to review membership dues structure and amounts, exhibit fees, structure and amount, advertising revenue and other attendant issues with respect to lender/guarantor relations and in light of recent developments related to the lending community and their relationship to the financial aid community/associations.

(GAP 06-07) Recommend use of the terminology “exhibit fee” and establish an exhibit fee structure with removal of all references to sponsorship, including terms and fees.

(GAP 06-07) Continue with the establishment of the SASFAA Foundation, with earnings earmarked through policy, procedures and processes for expenditure. Policy and procedural documents should include processes to return endowment corpus to either operational or reserve use if necessary.

(GAP 06-07) Develop budget formulation guidelines for committee chairs in advance of transition conference.

- A Budget formulation template using Excel should be established for use by committee chairs
- Expenditure history of three previous years should be provided to each committee chair for review and analysis in formulating budget request.

(GAP 07-08) Continue, as possible, building the reserves of the Association. “The Association shall maintain a reserve fund balance of no less than the most recent operating budget. Such funds may be comprised of both savings and investments, provided the funds are not intermingled with the Association’s checking account.”

(GAP 07-08) Continue to review revenue sources, structure and nomenclature.

(GAP 07-08) Develop budget formulation guidelines for committee chairs in advance of transition board meeting.

- A Budget formulation template using Excel should be established for use by committee chairs
- Expenditure history of three previous years should be provided to each committee chair for review and analysis in formulating budget request.

(GAP 07-08) Review and update, as necessary, the operating procedures for the SASFAA Endowment Fund.

(GAP 08-09) Continue, as possible, building the unrestricted reserves of the Association. “The Association shall maintain a reserve fund balance of no less than the most recent operating

budget. Such funds may be comprised of both savings and investments, provided the funds are not intermingled with the Association's checking account."

(GAP 08-09) Continue to review revenue sources, structure and nomenclature.

(GAP 08-09) Develop budget formulation guidelines for committee chairs in advance of transition board meeting.

- A Budget formulation template using Excel should be established for use by committee chairs
- Expenditure history of three previous years should be provided to each committee chair for review and analysis in formulating budget request.

(GAP 08-09) Review and update, as necessary, the operating procedures for the SASFAA Endowment Fund.

(GAP 08-09) The spreadsheet outlining SASFAA event contracts should continue to be maintained.

(GAP 08-09) A thorough evaluation of conference needs and requirements should be conducted after the annual conference before any further annual conference contracts are approved by the Board.

(GAP 08-09) A review of the needs of the Association should be done on an annual basis for all activities that utilize Association funding.

(GAP 08-09) The President should make every effort to have all contracts reviewed from a legal perspective.

(GAP 08-09) Explore possible alternatives to the rotation plan for the annual conference, as well as all other Association training/meeting activities.

(GAP 08-09) Recommend a review of all policies regarding complimentary registrations and lodging incurred at required events by Board and Committee members.

(GAP 08-09) Recommend to the extent possible, all conference/workshops be self-sufficient.

(GAP 08-09) Recommend that restricted and unrestricted accounts be reported separately.

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

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

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

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

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

(GAP 09-10) A thorough evaluation of conference needs and requirements should be conducted after the annual conference before any further annual conference contracts are approved by the Board.

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

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

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

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

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

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

(GAP 10-11) Continue to address budget issues as early as possible.

(GAP 10-11) A three-year expenditure history by budget category should be provided to Board members as part of the budgeting process.

(GAP 10-11) The spreadsheet outlining SASFAA event contracts should continue to be maintained.

(GAP 10-11) Continue the post-conference evaluation of needs as they evolve.

(GAP 10-11) The treasurer should watch for expenditures that exceeds \$1000 and apprise the president.

(GAP 10-11) If available, the president should have major contracts reviewed by legal counsel or other persons familiar with contracts.

(GAP 10-11) Continue to assess the need to centrally select conference and other workshop sites to maximize potential attendance and to keep overall cost down.

(GAP 10-11) Continue to consider the appropriateness of complimentary registrations and room nights at events.

(GAP 10-11) All conference/workshops, to the extent possible, should be self-sufficient.