

**Virginia Association
Of
Student Financial Aid Administrators, Inc.
(VASFAA)**

STRATEGIC PLAN

2009 -2014

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1.0 Mission Statement

VASFAA's mission is to maintain an organization that promotes the professional growth and collaboration of its members, serves fairly the needs of students, families, and institutions in matters related to financial, and provides informational resources that support students' postsecondary education goals.

2.0 Vision Statement

VASFAA members will be prepared to handle the responsibilities of their positions with excellence in a professional and ethical manner, will participate actively in the accomplishment of the Association's mission and goals, and will promote opportunities for equity in funding, access to, and success in postsecondary education pursuits.

3.0 Values

VASFAA values:

3.1 Education – realizing that an educated citizenry is a benefit to society, that continuing education is a worthy endeavor for students, and that supporting students' efforts is a worthwhile and valuable profession.

3.2 Students – recognizing that individuals are unique, having different backgrounds, needs, and concerns, and are therefore valued and worthy of respect.

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3.3 Access – knowing that all students should have the opportunity to attain their education goals.

3.4 Integrity – embracing the fiscal and moral responsibility we carry, we exercise our fiduciary responsibilities as stewards of public, private, and institutional funds in a legal, ethical, and trustworthy manner. As Association members, we expect and encourage transparency and openness, as well as excellence and quality in all our professional endeavors.

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3.5 Professionalism – acknowledging that our organization can grow only as individual members grow. We expect each member to pursue personal and professional development. We rely upon our members to exhibit respect for students and colleagues, teamwork, leadership, diversity, and innovation.

4.0 Strategic Plan

4.1 Training, Education, and Professional Development

A. GOAL:

Offer ample VASFAA training, education, and professional development opportunities, considering resource requirements of both the Association and the members' organizations, staffing levels, and responsibilities and financial exigencies.

OBJECTIVES:

1. Determine the training and professional development needs of members, recognizing distinctions among members such as experience, background, institutional type, and level of responsibility.
2. Provide training opportunities on a diversity of topics recognizing both the need for regulatory and technical knowledge, as well as the need for skills in management and human relations.
3. Identify and utilize training resources within and outside of the Association.
4. Encourage awareness and appreciation of the diversity within the Association, and among the various constituencies we serve.
5. Prepare follow-up training and update opportunities for each Virginia cohort of SASFAA's New Aid Officers Workshop.
6. Utilize various evaluation tools to review training opportunities for future revision and refinement.

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Comment [DAH1]: I'm pretty sure the intent is not to highlight a particular school type and I'm afraid that "publics" could be construed as meaning "public institutions".

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B. GOAL

Employ current technology to leverage resources in order to make training and professional development opportunities more available across the Commonwealth.

OBJECTIVES:

1. Increase the number of members attending support staff training opportunities.
2. Increase the number of training opportunities during the year, focusing on topics that are timely and important to the VASFAA constituency.
3. Decrease costs to participants of training opportunities through technology delivery of materials and content.
4. Increase the New Aid Officers offerings through web-based training and monitored forums.
5. Utilize electronic social networking to expand the membership interaction.

Comment [DAH2]: I believe that the majority of the success or failure of this Objective would be out of VASFAA's control. What about just deleting it, as the following Objectives would accomplish this when they're successful?

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4.2 Outreach and Early Awareness

B. GOAL:

Expand outreach and early awareness services to promote post-secondary education in the Commonwealth.

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OBJECTIVES:

1. Utilize existing resources, organizations, and institutions to promote post-secondary education throughout the Commonwealth.
2. Promote partnership opportunities and existing public awareness venues to leverage resources.

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4.3 Legislative

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A. GOAL:

Inform members of legislative and regulatory issues which may impact the Association, the profession, or our constituents.

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OBJECTIVES:

1. Provide specific information on legislative and regulatory issues to members for consideration.
2. Encourage membership involvement on issues and provide information on how to get involved with legislative and regulatory processes.
3. Educate state and federal legislators about the concerns of the membership.
4. Develop and implement means to facilitate membership feedback and discussion of the issues through technology and social networking.

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4.4 Partnerships

A. GOAL:

Promote the benefits associated with being involved in other organizations serving the financial aid communities, including awareness activities to promote planning for and attending a post-secondary educational institution.

OBJECTIVES:

1. Encourage the use of resources available through involvement in other state, regional, and national associations similar to VASFAA.
2. Promote increased participation from the VASFAA membership at all levels of other state, regional, and national associations similar to VASFAA.
3. Support the organizational and leadership structure of other associations by promoting active participation from the VASFAA membership, including but not limited to submitting nominations for office and committee membership in SASFAA and NASFAA.
4. Where appropriate, develop formal relationships with other organizations involved in higher education, student financial aid, and post-secondary enrollment.
5. Develop and disseminate materials to support financial aid and post-secondary education awareness in the Commonwealth.

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4.5 Organization

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A. GOAL:

Ensure that a continual review process exists for evaluating and revising the policies and procedures of the Association.

OBJECTIVES:

1. Review policies and procedures on a continuous basis to ensure current relevance and actual desired practice.
2. Create and maintain a review process that includes committee and commission input with Executive Board approval.
3. Maintain the policies and procedures on the web site with notices to members when changes are approved.
4. Ensure "Policies and Procedures" sections include timeframes for all activities, as appropriate.

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B. GOAL:

Provide for and ensure the future financial stability of VASFAA, Inc. through careful and regular planning and evaluation.

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OBJECTIVES:

1. Maintain a financial strategy that will result in the Association having a reserve fund sufficient to support customary Association activities for one year.
2. Establish standard financial management practices to ensure fiscal responsibility in accordance with generally accepted accounting principles (GAAP) and management standards and guidelines.
3. Ensure completion of an annual review (audit) of the Association's financial management practices.
4. Conduct an annual review of the Association's investment strategies to ensure solvency and growth of special program funds.
5. Annually review the management, growth, and distribution of funds in the Sue Deaton Ross Endowed Scholarship Fund and New Century Fund to ensure fiscally responsible stewardship.

D. GOAL:

Ensure that the Executive Board is structured appropriately to accomplish the goals of the Association, to develop future leaders, and to be fiscally responsible.

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OBJECTIVES:

1. Review the makeup, organization, and responsibilities of Executive Board members on a periodic basis.
2. Review the committee responsibilities of Executive Board members and assess their relevance and the related workload placed upon individual members.
3. Identify and promote methods for developing future leaders within the Association.
4. Annually assign Executive Board members with the responsibility for implementation of each section of the Strategic Plan.

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E. GOAL:

Ensure that the terms of office for elected officers are of sufficient length to ensure continuity and to complete official business while providing opportunities for new leadership.

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OBJECTIVE:

Review the terms and composition of elected positions at least once every five years.

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G. GOAL:

Assess the current membership structure to confirm that it accurately reflects the Association's goals and includes constituencies in an appropriate manner.

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OBJECTIVE:

Review current membership categories, voting rights, participation opportunities, and related issues, and assess the need for change.

H. GOAL:

Train and educate the membership about the diversity awareness needs of the Commonwealth and incorporate diversity awareness in training and resource materials used externally.

Comment [DAH3]: I agree with this goal of encouraging diversity awareness, but all four Objectives are the same as the Objectives for Goal A under 4.1. Could we combine this with that Goal? Or if not, I recommend focusing these Objectives more clearly on diversity awareness.

OBJECTIVES:

1. Determine the training and professional development needs of members, recognizing distinctions among members such as experience, background, institutional type, and level of responsibility.
2. Provide a diversity of topics recognizing both the need for regulatory and technical knowledge, as well as the need for skills in management and human relations.
3. Identify and utilize training resources within and outside of VASFAA.
4. Encourage awareness and appreciation of the diversity within the Association, and among the various publics we serve.

5.0 Review and Evaluation

A. GOAL:

Review and evaluate the Strategic Plan annually.

OBJECTIVES:

1. Review the Strategic Plan annually to determine if updates or adjustments are needed.
2. Include feedback from the membership in the annual review process.
3. Report results of the annual review to the Executive Board and submit proposals for plan modifications where appropriate.

Monday, September 28, 2009