

Western Association of Student Financial Aid Administrators

Policies & Procedures

Updated: June 2017



This page left blank intentionally.

Table of Contents

1. PURPOSE	7
1-1 The Purpose of WASFAA	7
1-2 Mission Statement	7
1-3 Vision.....	8
2. EXECUTIVE COUNCIL	8
2-1 Responsibilities	8
2-2 Meetings	8
2-3 Meeting Agenda	9
2-4 Membership of the Executive Council	9
2-5 Executive Council Liaisons	10
2-6 Vacancies on the Executive Council	10
2-7 Other Loss of Eligibility for Executive Council Duties	11
3. DESCRIPTIONS OF COUNCIL POSITIONS	11
3-1 President	11
3-2 President-Elect	12
3-3 Immediate Past-President	13
3-4 Vice President	13
3-5 Secretary	14
3-6 Treasurer	15
3-7 Treasurer-Elect	16
3-8 Representatives-at-Large (3)	16
3-9 Designated State Members of the WASFAA Executive Council	17
4. COMMITTEES	18
4-1 Standing Committees Named in the Bylaws	18
4-1A Bylaws Committee	18
4-1B Ethnic Diversity Action Committee	18
4-1C Executive Committee	19
4-1D Nominations and Elections Committee	20
4-1E Strategic Planning Committee	21

4-2 Special Committees	21
4-3 Committee Guidelines	22
4-3A Responsibilities of Committee Chairpersons	22
4-3B Selection of Committee Chairpersons	23
4-3C Responsibilities of Committee Members	24
4-4 Committee Descriptions	24
4-4-A Awards and Scholarships Committee	24
4-4-B Sister Dale Brown WASFAA Summer Institute Committee	26
4-4-C Conference Committee	26
4-4-D Early Awareness Committee (currently inactive as of 2001-2002)	27
4-4-E Electronic Services Committee	28
4-4-F Federal Relations Committee	29
4-4-G Fiscal Planning Committee	29
4-4-H Fund Development Committee	30
4-4-I Graduate and Professional Issues Committee	31
4-4-J Historical Archives Committee	32
4-4-K Membership/Membership Database Committee	33
4-4-L Communications Committee	34
4-4-M Policies and Procedures Committee	35
4-4-N Research Committee	35
4-4-O Jerry R. Sims WASFAA Management and Leadership Institute Committee	36
4-4-P Site Selection Committee	36
4-4-Q State Presidents Committee	37
4-4-R Training Committee	38
4-4-S Travel Committee.....	39
4-4-T Volunteer Development Committee	39
5. MEMBERSHIP	40
5-1 Active Membership	40
5-2 Associate Membership	41
5-3 Membership Year and Payment of Dues	41
5-4 Standardized Information	41
6. NOMINATIONS AND ELECTIONS POLICIES AND PROCEDURES	41

6-1 General Policy	41
6-2 Nomination Selection	42
6-3 Ballots and Voting	42
6-4 Process	42
7. MEETINGS OF THE MEMBERSHIP	43
7-1 Meeting at the Annual Conference	43
7-2 Special Meetings	43
7-3 Quorum	43
7-4 Minutes	43
7-5 No Consensus Policy	43
8. FISCAL POLICIES AND PROCEDURES	44
8-1 Budget	44
8-1-A Budget Development Process (for Fiscal Planning Committee Guidance)	44
8-1-B Budget Development Process (Committee Chair Guidance)	46
8-1-C General Budget Guidance	47
8-2 Travel Expenses	49
8-2-A Travel Arrangements	50
8-3 Non-Travel Expenses	51
8-4 General Policy Honoraria	51
8-5 Contractual Agreements	51
8-6 Retention of Records	52
8-7 Credit Card and Alaska Airlines/Southwest Airlines Mile Usage	52
8-7-A Credit Cards	52
8-7-B Alaska Airlines and Southwest Airlines Miles	53
8-8 Alcohol	53
9. TRAINING	53
9-1 Refund Policy	53
10. SISTER DALE BROWN SUMMER INSTITUTE	54
11. AWARDS	54
11-1 Certificates of Appreciation	55
11-2 Committee of the Year	55
11-3 Creative Leadership/Meritorious Achievement	55

11- 3-A Meritorious Achievement	55
11-4 Distinguished Service	55
11-5 Lifetime Membership	55
11-5-A Honorary Lifetime Membership	56
11-6 President's Citation	56
11-7 Rocking Chair	56
11-8 Conference Scholarship	56
11-9 Other	56
11-10 NASFAA Regional Leadership	56
11-11 President's Special Award	56
11-12 WASFAA Executive Council Special Award	56
11-13 Into the Spotlight:	56
Appendix A – Committee Timelines	57
Appendix B – Investment Policy Statement	71
Appendix C – Core Assessment Questions	74



Western Association of Student Financial Aid Administrators (WASFAA)

Policies & Procedures

1. PURPOSE

1-1 The Purpose of WASFAA is as follows:

To promote the professional preparation, effectiveness, recognition and association of persons engaged in any aspect of the operation of student financial aid in postsecondary and secondary institutions, in government agencies, foundations and private businesses and others in these organizations and in community organizations concerned with the support of student financial aid; and

To serve effectively the interests and needs of students, faculties, postsecondary administering government agencies, and sponsors through coordination of plans and programs pertinent to student financial aid; and

To assist educational institutions, foundations, government agencies, and private and community organizations to promote and develop effective programs of student financial aid; and

To facilitate communication among student financial aid administrators and between institutions of postsecondary education and the sponsors of student aid funds; and

To promote and work with others in the promotion of such systematic studies, cooperative experiments, conferences, workshops and other related activities as may be desirable or required to fulfill the purposes of this Association; and

To promote educational opportunities for under-represented and economically disadvantaged groups through various activities including early awareness.

1-2 Mission Statement

The Western Association of Student Financial Aid Administrators (WASFAA) is an organization dedicated to advancing access to and choice in postsecondary education for students in Alaska, Arizona, California, Hawaii and the Pacific Islands, Idaho, Nevada, Oregon, and Washington through:

- Training and professional development of its members,

- Encouraging and facilitating the exchange of information and ideas among its members,
- Promoting the participation of members who honor and reflect the diversity of the student populations they serve, and
- Advocating for laws and regulations that result in the effective, fair, and equitable administration of student financial aid programs.

1-3 Vision

To cultivate an increasingly educated society by supporting and furthering the work of informed, ethical and diverse student financial aid administrators and related professionals.

2. EXECUTIVE COUNCIL

2-1 Responsibilities

The Executive Council has full authority over the affairs of the Association and performs the functions of the Association during the period between meetings of the membership. This authority does not include the power to rescind or modify official action taken by the Association.

Each member of the Executive Council shall serve as a representative of the WASFAA membership for the purpose of discussing issues and concerns brought before the Executive Council and contributing to the formation of policies and procedures of the Association.

WASFAA recognizes that it has a responsibility to respond to social and political issues that affect students and our membership. Therefore, Executive Council should respond, as it deems appropriate, to social and political issues brought to its attention by any member of the organization or by other parties whose primary focus is ensuring educational equity and access for all persons.

WASFAA also recognizes that its membership represents a diversity of political and social views. However, we believe that WASFAA has a moral obligation to those groups, which have traditionally been excluded from higher education. It is for this reason that the Executive Council should take specific action on issues, which threaten the concepts of educational equity and access, and/or issues, which discriminate on the basis of race or ethnicity. While the Ethnic Diversity Action Committee shall, by virtue of its charge, give leadership in this area, each member of the Executive Council has an obligation to bring such issues to the attention of the entire Council.

2-2 Meetings

The bylaws require the Executive Council to meet during annual meetings of the Association. Regular meetings of the Council will be held at any place designated by the Executive Council. Special meetings of the Council may be called by the President or by petition of five (5) members of the Executive Council. A majority of the number of the Executive Council members as defined in the bylaws constitutes a quorum for the transaction of business. A majority is defined as one-half of the voters, plus one.

The Executive Council will typically meet no more than five times per membership year. Traditionally, the meetings have taken place preceding or following the annual conference, in conjunction with the Sister Dale Brown WASFAA Summer Institute, during the fall, during the winter (January or February) with the final meeting preceding the annual conference. Since 2004-5, the upcoming council members and committee chairs have met in the spring prior to their year of responsibilities to review policies, procedures, responsibilities and plan for the coming year.

Committee Chairpersons may or may not be invited to meetings as determined by the President, but are required to submit a written report whether they attend the meeting or not. Executive Council liaisons may attend meetings as described in Section 2-5.

When voting takes place electronically between meetings, the results of the vote should be shared electronically with both voting and non-voting members unless the information needs to remain private (for example an award winner determined that will be announced at a later date). The results should also be included in the next meetings minutes by the secretary, so that they are documented.

Meetings of members of the Executive Council shall be governed by some form of parliamentary procedure such as Robert's Rules of Order.

2-3 Meeting Agenda

Meeting agendas will be prepared and distributed in advance of each meeting by the President. The President shall, to the extent possible, attempt to provide notification to the general membership of the date and place of Executive Council meetings. Agenda items may be submitted by any member of Executive Council and/or any WASFAA member to the President by a deadline established by the President. In order to keep the meetings running efficiently, the President may choose to use the consent agenda format.

Regular written reports are required of all committees and designated state representatives. Generally, reports are prepared in advance for distribution with specific meeting agendas.

2-4 Membership of the Executive Council

Officers:

1. President

2. President-Elect
3. Immediate Past-President
4. Vice President
5. Secretary
6. Treasurer
Treasurer-Elect (ex-officio, non-voting)

Representatives-at-Large:

7. Ethnic Diversity Representative-at-Large
8. Segmental Representative-at-Large (appointed by the President and approved by the Executive Council)
9. One Representative-at-Large from active membership, defined in article IV, section 2(b) of the associations bylaws (appointed by the President and approved by the Executive Council)

Designated State Representatives:

10. Alaska
11. Arizona
12. California
13. Idaho
14. Nevada
15. Oregon
16. Pacific Islands
17. Washington

Individual WASFAA members may only serve in one elected or appointed voting position at a time in order to maintain the proper number of votes (17) required by the WASFAA bylaws. No single individual may have more than one vote.

2-5 Executive Council Liaisons

Annually the President may recommend and the Executive Council approve the Executive Council liaisons. A representative from one of the western regional offices of the US Department of Education, a representative from such other professional associations as the Western Association of College Admissions Counselors, the Western Association of Student Employment Administrators and of other professional and educational associations active in the WASFAA Region, as well as organizations and associations involved in the financial aid process, may be invited to each Executive Council meeting as non-voting observers. The Liaison's purpose is to be available as a resource to Executive Council. All liaisons will be fully responsible for paying their costs associated with attending the meeting.

2-6 Vacancies on the Executive Council

2-6-A President

A vacancy in the office of the President will be filled by the next most recent Past-President of the Association eligible and willing to serve on the Executive Council.

2-6-B President-Elect

The office of President-Elect shall be filled by a vote of the membership through either an annual election or special election as determined by the Executive Council.

2-6-C Immediate Past President

A vacancy in the office of the Past-President will be filled by the next most recent Past-President of the Association eligible and willing to serve on the Executive Council.

2-6-D Vice President, Secretary, Treasurer, Treasurer-Elect and Representative-at-Large

Vacancies shall be filled to complete the term as recommended by the President and approved by the Executive Council by ballot until the next regular election of officers.

2-6-E Treasurer (if ineligible to serve)

If the Treasurer is no longer employed as a financial aid administrator in the region during the first year of a 2-year term, the Treasurer may serve until the end of the first year of the term. The remainder of the term shall be filled by the regular election process. If the treasurer becomes ineligible to serve in the second year of a two year term, the Executive Council shall appoint a replacement as in 2-6-D, which in all likelihood would be the Treasurer-Elect.

2-6-F State Members

Each state may establish a policy for replacing its council member or appointing a temporary designee who is a WASFAA member.

2-7 Other Loss of Eligibility for Executive Council Duties

When members of the Executive Council remain eligible to serve on the Executive Council but become ineligible to perform certain duties, such as losing eligibility to participate in NASFAA leadership roles by moving to a non-NASFAA member institution, those duties will be reassigned based on the provisions in 2-6 Vacancies on the Executive Council.

3. DESCRIPTIONS OF COUNCIL POSITIONS

3-1 President

Responsibilities:

1. Acts as chief executive officer of the Association.
2. Presides at all meetings of the Association.
3. Chairs all meetings of the Executive Council.
4. Serves as a voting member of the WASFAA Executive Committee.

Typical Duties:

1. Provides leadership and direction to all activities of the Association, the Executive Council, and all standing and special committees and task forces of the Association.
2. Serves as the official representative of the Association and the Executive Council or delegates such responsibility to another officer or other members of the Executive Council as may be deemed necessary from time to time.
3. Serves as the official spokesperson for the Association and the Executive Council or delegates such responsibility to another officer or other Executive Council member as necessary.
4. Chairs and presides at all meetings of the Association and the Executive Council.
5. Appoints all special committee and task force chairpersons, subject to confirmation by the Executive Council.
6. Appoints an Executive Council liaison who acts as chair for each WASFAA Committee, if desired.
7. Appoints segmental representative-at-large and representative-at-large from active membership.
8. Serves as a member of the Fiscal Planning and Strategic Planning Committees.
9. Serves as an ex-officio member of all Association committees and task forces.
10. Provides a copy of the bylaws and Policies and Procedures to all Executive Council members and appointed chairpersons.
11. Is responsible for the prompt dissemination of information to State Presidents and other executive Council members.
12. Attends NASFAA Board of Directors meetings as an observer

Length of office:

The President's term shall be one year, commencing May 1, preceded by one year as President-Elect and followed by one year as Immediate Past President.

3-2 President-Elect

Responsibilities:

1. Learns the duties required of the President of WASFAA and the organizational structure of the Association.
2. Serves as a voting member of the WASFAA Executive Committee.

Typical Duties:

1. Is a member of the Fiscal Planning Committee.
2. Provides input to planning and discussion during Executive Council meetings.
3. Serves on the Nominations and Elections Committee.
4. Performs other duties as requested by the President or prescribed by the Executive Council.
5. Chairs the Policies and Procedures Committee.
6. Serves as Chair of the Bylaws Committee and ensures that proposed bylaws changes are included on the ballot of officers or on a special ballot if required.
7. Brings forth recommendation for representative-at-large positions for year as president at the first Executive Council meeting following the election results.

Length of office:

The President-Elects term shall be one year, commencing May 1, followed by one year as President and one year as Immediate Past President.

3-3 Immediate Past-President

Responsibilities:

1. Provides leadership and historical perspective during Executive Council deliberations.
2. Acts as parliamentarian for the Executive Council Meetings.
3. Serves as a voting member of the WASFAA Executive Committee.
4. May become President of the Association in the event of a permanent vacancy in the Office of the President.
5. Chairs the Nominations and Elections Committee to ensure compliance with WASFAA bylaws.
6. Participates with the Bylaws Committee so that proposed bylaws can be included on the ballot with nominees for office.
7. Chairs the Strategic Planning Committee.
8. Serves as a WASFAA voting representative to the Board of Directors of NASFAA.

Typical Duties:

1. Provides historical perspective during Executive Council discussion.
2. Represents WASFAA as a voting representative on the NASFAA Board of Directors.
3. Performs other duties as requested by the President or prescribed by the Executive

Council.

4. Serves as a member of the Executive Committee of the Board of Directors of NASFAA.

Length of office:

The Immediate Past President's term shall be one year, commencing May 1, preceded by one year as President-Elect and one year as President.

3-4 Vice President

Responsibilities:

1. Performs the duties of the President in the event of the President's absence.
2. Serves as a voting member of the WASFAA Executive Committee.
3. Collects appropriate information to maintain the WASFAA calendar.
4. Receives and reviews monthly bank statements and canceled checks, monthly credit card statements and monthly reconciliation reports provided by the treasurer.
5. Include in quarterly report to fiscal planning committee confirmation of successful review of the monthly reviews.
6. Participates in the fiscal review process with the Treasurer and Fiscal Planning Committee Chair.
7. Submits the annual fiscal review report to the Association.
8. Approves all reimbursements for the Treasurer.
9. Reviews insurance contracts and requirements and collaborates with the President and the Fiscal Planning Committee to ensure that correct insurance levels are acquired for all WASFAA events.

Typical Duties:

1. Serves as a member of the Fiscal Planning Committee.
2. Either personally updates, or works with the Electronic Services Chair to facilitate the update of WASFAA's on-line calendar on an on-going basis checking for conflicts with other related conferences and meetings, and advising Executive Council of any conflicts.
3. Authorizes and reviews a biennial fiscal review, at the close of the Treasurer's term of office, of the financial status of the Association and reports the results of the fiscal review to the membership at the annual meeting.
4. Reviews in January the insurance contracts and needs of the organization and makes recommendations to the Fiscal Planning Committee.
5. Selects giveaway items at the major events.
6. Performs other duties as requested by the President or prescribed by the Executive Council.

Length of office:

The Vice President's term shall be one year, commencing May 1.

3-5 Secretary

Responsibilities:

1. Records the minutes of the Executive Council meetings and distributes those minutes to Council Members, State Presidents, and other concerned Association members within 30 days of the meeting.
2. Records the minutes of the Fiscal Planning Committee and the Strategic Planning Committee.
3. Serves as a voting member of the WASFAA Executive Committee.
4. Posts all approved minutes within 30 days of approval onto the WASFAA website.
5. Collects all correspondence forwarded by other Executive Council members including state newsletters. Collects any other pertinent information and forwards it with the correspondence to the WASFAA Archives.
6. Utilizes an electronic survey tool to create and monitor surveys for Training Committee; Annual elections; Votes on bylaw changes; Membership surveys; and other surveys as required by the leadership

Typical Duties:

1. Disburses the minutes for each executive council meeting first to the following, president, president-elect, past -president and treasurer, for their review. Once one week has passed, any corrections that have been requested are made and the minutes are sent out to the rest of the executive council with a request that corrections be submitted by the date that quarterly reports are due. Each executive council member is responsible to review any information in the minutes that is pertinent to him/her or his/her responsibilities. Final corrected minutes will be sent to all of the executive council members prior to the quarterly meeting and approval will take place at the meeting.
2. Disburses the minutes for each Fiscal Planning and Strategic Planning Committees' meetings as above except the initial draft is sent solely to the person who presided at the meeting when the minutes were being taken.
3. Attaches pertinent information to the minutes of the Council meeting for distribution.
4. Ensures the minutes are referenced in the Newsletter.
5. Prepares separate list of motions from minutes.
6. Prepares a To Do list for Executive Council members for review for action by Executive Council at each Executive Council meeting.
7. Performs other duties as requested by the President or prescribed by the Executive Council.

Length of office:

The Secretary's term shall be one year, commencing May 1.

3-6 Treasurer

Responsibilities:

1. Maintains adequate and appropriate records of all fiscal transactions
2. Maintains the financial records of the Association in accordance with the bylaws. Must be bonded.
3. Serves as a voting member of the WASFAA Executive Committee.
4. Provides monthly reports of the financial activity of the Association to the Fiscal Planning Committee.
5. Receives and disburses moneys of the Association.
6. As a member of the Fiscal Planning Committee, assists with the formulation of the Association's annual budget and recommends financial policies.
7. As a member of the Executive Council, participates in all activities of the Council and reports to the Council and membership when directed.
8. Assists any Association committee (particularly the Membership/Data Base Committee) or sponsored activity needing advice of financial services.
9. Provides fiscal information to association committees and officers.
10. With the direction of the Fiscal Planning Committee and the Executive Council, processes various investment instruments on behalf of the association.
11. Works closely with designated committees to enhance coordination with vendors and donors.

Typical Duties:

1. Performs other duties as requested by the President or prescribed by the Executive Council.
2. Serves as Financial Chair on the Annual Conference Committee.
3. Facilitates the submission of the Association Tax Returns.
4. Assist with the fiscal review.

Length of office:

The Treasurer's term shall be two years, commencing May 1 of the year following the term as Treasurer Elect.

3-7 Treasurer-Elect

Responsibilities:

1. Learns the accounting procedures, becomes familiar with the financial records of the Association and learns the responsibilities of the treasurer under the supervision of the Treasurer.
2. Serves as a member of the Fiscal Planning and Strategic Planning.

Typical Duties:

1. Participates in all activities of the Council and reports to the Council and membership when directed.
2. Assists any Association committee needing advice as directed by the Treasurer.
3. Performs other duties as requested by the President, Treasurer or prescribed by the Executive Council.

Length of office:

The Treasurer-Elects term shall be one year, commencing May 1, followed by two years as Treasurer.

3-8 Representatives-at-Large (3)

Responsibilities:

1. The Representative-at-Large for Ethnic Diversity serves as Chair of the Ethnic Diversity Action Committee and is a voting member of the WASFAA Executive Committee.
2. The Segmental Representative-at-Large is to represent a segment that is deemed to be under-represented on the Council. (For example: Graduate/Professional Segment, Proprietary Segment, or Ethnic Diversity Representation if needed to achieve a balanced Executive Council.)
3. The Representative-at-Large, from a group defined in article IV, section 2(b) of the association's bylaws, serves in the capacity requested by the President at the time of appointment.
4. All representative-at-large positions serve as voting members of the Executive Council.

Typical Duties:

1. Assist the Council in encouraging broad representation on WASFAA Committees and a diversified slate for election.
2. Assist the Council in establishing communication links with its diverse membership, particularly those from under-represented ethnic groups and segments.
3. Performs other duties as requested by the President or prescribed by the Executive Council.

Length of office:

The Representatives-at-Large term shall be one year, commencing May 1.

3-9 Designated State Members of the WASFAA Executive Council

Responsibilities:

1. Serves as a regular voting member of the WASFAA Executive Council and, as such, represents the interest of her/his state association to the Council.
2. Serves as the communication link between the regional association and the state

association.

3. Regularly attends all Executive Council meetings as well as the WASFAA Annual Meeting.

Typical Duties:

1. Serves as the liaison between regional members requesting information concerning the state and for state association members requesting information concerning regional activities.
2. Shares state activities and committee reports, in writing, with the Executive Council in advance of each meeting.
3. Coordinates timing of state meetings, conferences, training and other activities with the regional calendar. Provides activity dates to the WASFAA Vice President for placement on the WASFAA calendar.
4. Provides input via the WASFAA President and other regional representatives to the Board of Directors of NASFAA.
5. Keeps the WASFAA President abreast of state association actions or decisions that may have impact upon the region.
6. Serves as a predetermined link in the WASFAA Telephone/FAX, email and, as such, arranges to receive and pass on messages in a timely and accurate fashion.
7. Provides written input describing state activities to the WASFAA Newsletter editor.
8. Checks the WASFAA calendar to prevent conflicts with WASFAA and other state association meeting dates, conferences, and training.
9. May be asked to serve on the Nominations and Elections Committee.
10. Performs other duties as requested by the President or prescribed by the Executive Council.
11. Provides recommendations to the President regarding membership of committees.
12. If the designated state representative is unable to attend an Executive Council meeting, they arrange for the state President-Elect or other state representative to attend in their place. The representative has full voting privileges.

Length of office:

One year commencing May 1 and ending April 30 the following year.

4. COMMITTEES

4-1 Standing Committees Named in the Bylaws

Bylaws

Ethnic Diversity Action

Executive

Nominations and Elections

WASFAA Policies & Procedures

Revised March, 2016

Strategic Planning

4-1-A Bylaws Committee

Purpose:

Maintains and updates the bylaws of the organization, allowing for orderly change as needed.

Responsibilities:

1. Provides the President and Executive Council guidance in determining the constitutionality of business conducted by the Association.
2. Initiates changes in the bylaws where necessary.
3. Prepares and distributes proposed changes to the membership during either a regular election or a special election as directed by Executive Council for adoption.
4. Prepares and recommends to the President submitted through the Fiscal Planning Committee a budget which will adequately cover all of the costs associated to the Committee's responsibilities.

Membership (as designated by the bylaws):

1. Chairperson: President-Elect.
2. Members: Appointed by the President and/or the Chairperson.

4-1-B Ethnic Diversity Action Committee

Purpose:

1. Provides a vehicle to examine issues of importance to achieve balance for an ethnically diverse membership.
2. Gathers information and makes recommendations to the President and Executive Council to ensure that the concerns and issues of the ethnically diverse membership of WASFAA are addressed.

Responsibilities:

1. Works directly with other WASFAA committees providing input on the impact of financial aid issues on ethnically diverse populations of students.
2. Improves communication links between WASFAA and its ethnically diverse membership.
3. Enhances communication network with high school counselors, community educators, admissions office representatives, parents, students and others.
4. Develops a liaison between WASFAA and the NASFAA Committee on Minority Concerns and state diversity committees to share regional input and ideas.
5. Encourages ethnic members to participate on WASFAA committees and to run for WASFAA and state offices by mentoring and using contact information on the list of past WASFAA EDAC scholarship recipients.
6. Encourages ethnic members to volunteer on NASFAA committees.
7. Maintains list of EDAC Scholarship recipients and provides it to appropriate Chairs for

informational and record keeping purposes.

8. Approves EDAC scholarship recipients' reimbursement forms and forward them to the treasurer.
9. Performs other duties as requested by the President and Executive Council.
10. Prepares and recommends to the President submitted through the Fiscal Planning Committee a budget which will adequately cover all of the costs associated to the Committee's responsibilities.
11. Facilitates the awarding of EDAC Scholarships for WASFAA training events including the Annual Conference and the Sister Dale Brown WASFAA Summer Institute.
12. Submit articles to the WASFAA Newsletter on topics that affect minorities in higher education.
13. Provide reports at the WASFAA Executive Council meetings that update the council on EDAC activities and current ethnic diversity issues.
14. Provide a forum for participants to explore cross-cultural understanding and communication through ECAC sessions for the WASFAA Annual Conference and the State Conferences within the WASFAA region.

Membership:

1. Chairperson: Representative-at-Large for Ethnic Diversity as specified in the bylaws.
2. Members: Appointed by the President and/or Chairperson.

4-1-C Executive Committee

Purpose:

1. Manages the business and affairs of the Association as delegated by the Executive Council.
2. Bylaws prohibit Executive Committee action in the following areas:
 - a) Any action defined in the bylaws as requiring approval by the membership.
 - b) Filling of vacancies on the Executive Council or any committee having the authority of the Executive Council.
 - c) Fixing of compensation for members of the Executive Council.
 - d) Amend, repeal or adoption of bylaws.
 - e) Amend or repeal of any Executive Council resolution, which was not intended to be amended or repealed.
 - f) Appointment of committees of the Executive Council.
 - g) Expenditure of funds to support nominees for membership to the Executive Council after there are more people nominated than can be elected.
 - h) Approval of any transaction in which one or more of the members may have a conflict of interest.

Responsibilities:

1. Keep regular minutes of the meetings.

WASFAA Policies & Procedures

Revised March, 2016

2. Report to the Executive Council.

Membership (as designated by the bylaws):

The members shall be the President, President-Elect, Past-President, Vice-President, Secretary, Treasurer, Treasurer-Elect (ex-officio, non-voting), and Representative-at-Large for Ethnic Diversity.

4-1-D Nominations and Elections Committee

Purpose:

1. Selects candidates for WASFAA Office.
2. Conducts the WASFAA election.

Responsibilities:

1. Develops and recommends to the Executive Council procedures for nomination and elections.
2. Solicits nominations from the WASFAA membership in advance of the Nomination Committee meeting when candidates for office are selected.
3. Informs the membership on the nominations and election procedures.
4. Selects a slate of candidates for WASFAA offices to present to the Executive Council for approval no later than the fall Executive Council meeting. The committee shall work closely with state presidents, the Ethnic Diversity Representative-at-Large, the appointed Segmental Representative-at-Large, and the membership in selecting candidates.
5. Schedules and supervises the WASFAA election process in accordance with the bylaws.
6. Prepares and recommends to the President submitted through the Fiscal Planning Committee a budget which will adequately cover all of the costs associated with the Committee's responsibilities.
7. Encourages WASFAA members to run for elected NASFAA offices and participates fully in the NASFAA election process.

Membership:

1. Chairperson as specified in the bylaws: Past-President.
2. Members as specified in the bylaws: President-Elect, the Representative-at-Large for Ethnic Diversity, and three WASFAA members to be selected by the President (and subject to the approval of the council) representing states other than those of the Chairperson and the President Elect. No less than four states shall be represented on the committee.

4-1-E Strategic Planning Committee

Purpose:

1. To establish and maintain a Strategic Plan for the Association which is approved by the Executive Council.

2. To monitor progress of implementation of the strategic plan.

Responsibilities:

1. Develops a Strategic Plan which provides the context, goals and timetable for achieving change.
2. Recommends to the Executive Council changes and procedures for maintaining the Strategic Plan.
3. Reviews the Strategic Plan at least twice a year during Executive Council meetings.
4. Solicits feedback from the WASFAA membership to assist in advancing the mission and goals of the Association.
5. Informs the membership of progress on the Strategic Plan.
6. Prepares and recommends to the Fiscal Planning Committee a budget which will adequately cover all of the costs associated with the Committee's responsibilities.
7. Ensures that the Strategic Plan consider the budget implications of proposed changes.
8. Uses the Strategic Plan Measures Tracking Tool to track progress toward achieving the Strategic Plan.
9. Annually help plan for setting and meeting committee and officer goals that will assist in reaching the Plan goals.

Membership:

1. Chairperson as specified in the bylaws: Past-President.
2. Members: Appointed by the President and/or the Chairperson and should include at a minimum the members of the Executive Committee.

4-2 Special Committees

As specified in the bylaws, the Association shall have committees as may be recommended by the president and approved by the Executive Council. These committees act in an advisory capacity only to the Executive Council. Typical committees may include but are not limited to the following:

1. Awards and Scholarships
2. Communications
3. Conference
4. Electronic Services
5. Federal Relations
6. Fiscal Planning
7. Fund Development
8. Graduate and Professional Issues
9. Historical Archives
10. Jerry R. Sims – WASFAA Management and Leadership Institute (MLI)
11. Membership
12. Policies and Procedures

13. Research
14. Site Selection
15. State Presidents Group
16. Strategic Planning
17. Sister Dale Brown – WASFAA Summer Institute (SI)
18. Training
19. Travel
20. Volunteer Development

4-3 Committee Guidelines

4-3-A Responsibilities of Committee Chairpersons:

1. Be WASFAA members and be appointed by the President-elect with the approval of the Executive Council (with the exception of the Chairs of the Ethnic Diversity Action Committee, Nominations Committee, Strategic Planning and Bylaws Committees, which are designated in the bylaws).
2. Work with state presidents and the Executive Council in selecting committee members, taking care to ensure regional, ethnic and segmental membership.
3. Work with the Executive Council liaison (when there is a liaison assigned at the discretion of the president) to ensure that proposed goals and projects are accomplished and the committee gets feedback to and from the Executive Council. The Committee should review the goals established by the President to use as a guideline when establishing goals for the committee.
4. Develop a calendar of activities, meetings and projects for review by the President and Executive Council. The committee chair should check the WASFAA calendar to be certain that no conflicts exist before the meeting dates are selected. The committee chair must notify the WASFAA Vice President immediately of dates selected to be added to the WASFAA calendar.
5. Prepares a budget, which will adequately cover all of the costs and income, if any, associated with the Committee's responsibilities and proposed activities, which the Chairperson submitted through the Fiscal Planning Committee and, after approval is received from the Fiscal Planning Committee, then recommends to the Executive Council for approval. Committees may not exceed their budget without prior approval from the Fiscal Planning Committee and the Executive Council. The budget should take into consideration that the WASFAA fiscal years is from January 1 to December 31, and therefore, expenses and income may overlap their term of service.
6. Implement the approved plan and monitor committee expenses, ensuring that expenses will not exceed approved budget. For committees that oversee events, the Chair is responsible for enforcing our refund policy and deadlines for fees associated with the event and is authorized to make exceptions. The Chair will request the Treasurer to create refund checks. Also, the Chair shall work with the Vice President regarding the

need and amount of event insurance, typically included in the site contract. The Committee chair is responsible for timely submission of committee expenses and must notify the Fund Development Committee of in-kind services in excess of \$2000.

7. Event chairs are responsible to assist with collection of any unpaid invoices after the event has occurred.
8. Arrange for and call all meetings as deemed necessary via electronic means or most appropriate method of communication so that members can travel in and out in one day. Give notice of the meetings scheduled to the President and Vice President who will update the WASFAA calendar.
9. Provide at least two weeks prior to the meeting date an agenda and related materials to committee members and the President.
10. Record or designate a committee member to write minutes and distribute them within 30 days after the meetings to committee members. Include minutes and other relevant notes to pass on to following year's Committee chair. Meeting minutes should be posted to the WASFAA website within 30 days of approval of the minutes.
11. Complete a Committee Report and forward it to the President prior to each quarterly meeting. If requested by the President, the Treasurer will hold all committee reimbursements until the report has been received by the President.
12. Attend Executive Council meetings when requested.
13. Submit an annual report as requested by the President, but no later than the last meeting of the Executive Council except for the Conference Committee and Sister Dale Brown Summer Institute Committee who will report as soon as possible after the events.
14. Submit a recommended Committee budget for the following year's Committee by the designated deadline set forth by the Fiscal Planning Committee (late summer/early fall).
15. Review and update relevant sections in Policies & Procedures pertaining to Committee and recommend other updates to Policies & Procedures chair no later than the winter meeting or the meeting designated by the President.
16. For committee chairs whose responsibilities include WASFAA events (such as Sister Dale Brown WASFAA Summer Institute, Jerry R. Simms Management and Leadership Institute, WASFAA Conference, and WASFAA Training events) administer an assessment for each event in order to provide valuable feedback for the benefit of future planning and budgeting activities. At minimum, each event assessment should include the core questions found in Appendix D.

4-3-B Selection of Committee Chairpersons:

1. Committee members must be members of WASFAA with no outstanding invoices.
2. Every attempt shall be made to have broad representation. To the extent possible, such factors as ethnicity, gender, state and type of institution shall be considered.
3. Typically a person should serve on only one WASFAA committee at a time, except as specified in the bylaws.
4. As appropriate, committee members should be selected from individuals submitting

volunteer forms.

5. Persons selected should be informed of the committee's purposes and their responsibilities.
6. Committee members are usually appointed for one year. However, it is advisable to retain some members from the previous year's committee for continuity.
7. The Chairs of the respective committees may select members for their committees.
8. The President may make exceptions to these guidelines when such an exception is in the best interests of WASFAA and the exceptions are not impermissible according to the bylaws.
9. The President, in consultation with the Executive Council, can remove a Committee Chair from his or her position if that Committee Chair has demonstrated a failure to perform his or her duties. The President can then recommend a new Chair for Executive Council approval.
10. The Chair of the respective committee, in consultation with the President, can remove a committee member for failure to perform his or her assigned tasks and select a new committee member if needed.

4-3-C Responsibilities of Committee Members:

1. Attend all committee meetings and participate in all discussions and deliberations. Notify the Committee Chair if circumstances prevent attendance at a particular meeting.
2. Be a WASFAA member.
3. Adhere to deadlines for submission of committee assignments.
4. Review all agenda items prior to each meeting and come prepared for the discussions.
5. Serve as the secretary for a committee meeting if requested by the Chair.
6. Utilize the most economical means of transportation when attending a meeting and promptly file a travel reimbursement request.
7. Submit to the chair of the committee timely claims for reimbursement of expenses related to committee activities.
8. Arrange a travel schedule in order to be in attendance for the duration of the Committee meeting and at such times requested by the Chair.
9. Seek the input of other associations or financial aid administrators not involved in the work of the committee; listen to divergent points of view and make decisions and recommendations based on what is best for the profession, WASFAA, students and institutions.

4-4 Committee Descriptions

4-4-A Awards and Scholarships Committee

Purpose:

1. Recognizes those persons who have made significant contributions to WASFAA or the

- financial aid profession.
2. Selects or recommends recipients for the following awards (descriptions are listed in Section 11 of this document):
 - a. Meritorious Achievement Award
 - b. Distinguished Service Award
 - c. Lifetime Membership
 - d. Honorary Membership
 - e. Outstanding New Professional Award
 - f. Other Awards as directed by the Executive Council or recommended by the Awards and Scholarship Committee.
 3. Assists in the advertising and recipient selection of WASFAA sponsored scholarships, with the exception of EDAC scholarships. Such scholarships include but are not limited to the WASFAA conference, Sister Dale Brown Summer Institute and Jerry R. Sims Management and Leadership Institute.

Responsibilities:

1. Annually reviews award criteria and recommends to the Executive Council any needed revisions no later than the fall meeting.
2. Solicits nominations for awards from the WASFAA membership.
3. Recommends award recipients to the Executive Council or President no later than the winter meeting. The Committee shall work closely with state presidents and the membership in selecting nominees.
4. Secures all trophies, plaques and certificates.
5. Obtains recognition plaque for outgoing President.
6. Coordinates presentation of the awards at the annual meeting.
7. Maintains list of award recipients and provides it to appropriate Chairs for informational and record keeping purposes.
8. Reports Award recipients to the Newsletter Editor, Historical Archives and the Electronic Services Committee Chair (Webmaster).
9. Obtains recognition plaque(s) for Committee of the Year recipient(s).
10. See Section 11 of this manual for award descriptions.
11. Advertises and selects recipients for the WASFAA-sponsored scholarships (except EDAC) by working closely with the event chairs and state representatives. Approves scholarship recipients' reimbursement forms (except EDAC) and forwards them to the treasurer.
12. Produces certificates of participation for members of WASFAA's various committees, to be given at the annual conference following the member's year of service.

Membership:

1. Chairperson: Appointed by the President and approved by the Executive Council.
2. Members: Selected by the Chairperson(s), approved by the President and shared with

the Executive Council.

4-4-B Sister Dale Brown WASFAA Summer Institute Committee

Purpose:

1. Plans and directs the Sister Dale Brown WASFAA Summer Institute.

Responsibilities:

1. Selects the site coordinator and the teaching faculty for the Sister Dale Brown WASFAA Summer Institute as required.
2. Selects training materials and coordinates the ordering of, or availability of, training materials for the Sister Dale Brown WASFAA Summer Institute.
3. Recommends to the President submitted through the Fiscal Planning Committee a Sister Dale Brown WASFAA Summer Institute budget in accordance with the fiscal goals of the Association.
4. Coordinates all on-site institute arrangements. Coordinates all advertising for the institute as well as registration for participants.
5. Reviews the expected outcomes of the Sister Dale Brown WASFAA Summer Institute and advises the Council of other potential training activities.

Membership:

1. Chairperson: appointed by the President and approved by the Executive Council.
2. Members: appointed by the President and/or Chairperson.

4-4-C Conference Committee

Purpose:

1. Provides a conference that meets the professional needs of the WASFAA membership.
2. Plans the conference as the major association fund-raising activity, to achieve the level of revenue approved by the Executive Council. The membership dues and fund development revenues raised for the conference are not to be considered in constructing the conference budget. (See Conference Policies and Procedures Manual)

Responsibilities:

1. Prepares a conference budget, which the Chairperson submitted through the Fiscal Committee and, after approval is received from the Fiscal Planning Committee, then recommends to the Executive Council for approval. The recommended conference fee must be submitted through the Fiscal Planning Committee and approved by Executive Council. The Conference Committee, with the WASFAA Treasurer being part of that Conference Committee, determines the other details of the conference budget. The Conference Committee may not exceed its budget without prior submission from the Fiscal Planning Committee and approval of the Executive Council.
2. Coordinates all on-site conference arrangements.

3. Works closely with the Fund Development Committee to coordinate the recruiting of exhibitors and donors.
4. Coordinates all pre-conference mailings.
5. Designs a program, which accommodates the needs of the various segments of the membership. Coordinates with other committees, including but not limited to, Ethnic Diversity Action, Graduate/ Professional Issues and Proprietary Issues committees regarding conference sessions.
6. Selects major speakers, which will enhance the educational quality of the program.
7. Secures appropriate entertainment and facilities to support the overall conference theme and purpose.
8. Serves as a liaison with the conference facility for meal arrangements, room requests, audio-visual needs, and all other materials necessary to support the conference.
9. Designs and oversees publication of the conference program.
10. Handles the pre-conference and on-site registration.
11. Provides a comprehensive post-conference report noting conference related policies, procedures, problems, solutions to assist in future conference planning and segmental breakdown of attendees.
12. Consults with the prior year's Conference Committee and provides information to the following Conference Committee.
13. Each committee and sub-committee writes a final report after the end of the conference and presents the final reports to the succeeding Conference Committee Chair, who also presents a summary to the Executive Council at the summer meeting.

Membership:

1. Chairperson: appointed by the President and approved by the Executive Council, but typically recommended by the President-Elect prior to the first Executive Council meeting since the revenues from the conference provide resources for the upcoming fiscal year.
2. Committee members: Selected by the Conference Chairperson, in consultation with the President, to chair subcommittees, as needed. The WASFAA Treasurer is a standing member of this committee.

4-4-D Early Awareness Committee (currently inactive as of 2001-2002)

Purpose:

1. Initiates and supports efforts to ensure that students, parents, and counselors are aware of financing options for Postsecondary education as early as appropriate.
2. Encourages students to select institutions based primarily on their educational and career goals rather than on cost.

Responsibilities:

1. Develops and updates a "How-To" Early Awareness Manual for distribution to the WASFAA membership.

2. Collects and distributes early awareness information to the WASFAA membership.
3. Works closely with the Ethnic Diversity Action Committee in developing early awareness strategies to promote improved access to Postsecondary education for under-represented students.
4. Coordinates activities and information between WASFAA and the NASFAA Early Awareness Committee.

Membership:

1. Chairperson: Appointed by the President and approved by the Executive Council.
2. Members: Appointed by the President and/or by the chairperson.

4-4-E Electronic Services Committee

Purpose:

1. Provides, as directed, relative information to the membership electronically.

Responsibilities:

1. Coordinates information flow between other WASFAA officials and the website provider.
2. Responds to requests for website updates and ensures updates are done in a timely manner.
3. Provides detailed report of Electronic Services expenses, categorized by individual committee and regular maintenance expenses for each Executive Council meeting.
4. Provides report of website traffic for each Executive Council meeting.
5. Provides direction as needed to the website provider regarding WASFAA goals and vision.
6. Uses the WASFAA Newsletter and state newsletters to encourage use of the website.
7. Coordinates efforts with other WASFAA committee chairpersons to see that information on the website is fluid and up to date.
8. Makes the WASFAA Directory available online.
9. Provides mailing labels and/or lists as needed, at the direction of the membership chair. WASFAA does not provide listings/labels to members or others based on a sort of ethnicity of the membership, but may provide such a list or labels to the Chair of the Ethnic Diversity Action Committee.
10. Solicits advertisement of job announcements from institutions and charges \$75 per announcement for the first 30 days and \$30 per 30 day extension.
11. Provides relevant information from the WASFAA on-line calendar with NASFAA.
12. Assures that listserv postings are relevant, accurate, and brief as much as possible. The listserv is not to be used as a means to advertise products or events of businesses or organizations with the exception of the Federal Department of Education and the association itself, unless permission is granted by the Executive Council.
 - a. Acceptable use of the listserv includes but is not limited to: WASFAA members, general financial aid discussion, WASFAA news and activities, event coordination

- and committee activities, career opportunities
- b. Unacceptable use of the listserv includes but is not limited to: commercial purposes unless cleared with the executive council, chain email messages and appeals for various non-financial aid causes, computer virus hoax messages, abusive messages or language.
13. Assures that the most current version of the bylaws and policies and procedures are posted on the website.
 14. Approves web services provider invoices and sends them on to the treasurer for payment.
 15. Periodically clears out old volunteer list.

Membership:

1. Chairperson: appointed by the President and approved by the Executive Council.
2. Members: appointed by the President and/or Chairperson, traditionally has been a one-person committee.

4-4-F Federal Relations Committee

Purpose:

1. Develops WASFAA positions on Federal issues to recommend to the Executive Council, and to provide input to the appropriate congressional and NASFAA Committees.
2. Keeps WASFAA members informed on the latest federal-aid issues.

Responsibilities:

1. Develops a WASFAA position on federal NPRMs when appropriate.
2. Identifies federal issues on which the Association should develop positions. Provides background information and recommends positions on these issues to the Executive Council for consideration and action, taking into account WASFAA's diverse membership and needs.
3. Provides information to the membership on federal issues via electronic means and/or written articles in the WASFAA newsletter.
4. Encourages WASFAA members to become politically active by developing close working relationships with their congressional representatives and their staff.
5. Coordinates regional positions and activities with state associations and national associations.
6. Conducts a session at the annual conference on an appropriate federal or relevant topic.

Membership:

1. Chairperson: Appointed by the President and approved by the Executive Council.
2. Members: appointed by the President and/or Chairperson.

4-4-G Fiscal Planning Committee

Purpose:

1. Develops policy regarding financial matters of the Association.
2. Makes recommendations to the Executive Council regarding financial matters of the Association.

Responsibilities:

1. Prepares and monitors the annual budget.
2. Reviews the general financial position of WASFAA.
3. Reviews initial and subsequent budget requests by WASFAA officers and committees.
4. Assists the WASFAA Treasurer with policy issues pertaining to accounting procedures, budget and audits.
5. Annually reviews the asset inventory of the organization in conjunction with the Historical Archive Committee and reports the current assets to the Executive Council prior to the transition meeting.
6. Reviews all fiscal reviews and audits of the Association.
7. Plans and directs the Treasurer to execute investments for the association with the approval of the Executive Council.
8. Maintains compliance with WASFAA's asset reserve policy.
9. Works with the Vice President to provide insurance information to committee chairs and to review for adequacy.
10. Works with the Membership Committee Chair to recommend to the Executive Council the membership fee rate for the upcoming year at the last meeting of the year.
11. Assists the Vice President with the fiscal review as needed.

Membership:

1. Chairperson: Appointed by the President and approved by the Executive Council. Depending upon the needs of the Association, the chairperson may serve more than one term with the approval of the President and the President–Elect.
2. Membership: Appointed by the President and/or the Chairperson. Traditionally it has been the President, Vice President, President-Elect, Treasurer, Treasurer-Elect, Fund Development Committee Chair and the previous Treasurer in years of transition. The Immediate Past-President, Historical Archives, Site Selection and Electronic Services Committee Chairs may also be asked to serve in order to provide historical perspective. The Secretary attends to take minutes for the committee.

4-4-H Fund Development Committee

Purpose:

1. Coordinates all fund development activities associated with the operation and financing of WASFAA.

2. Plans, implements, reviews and updates long-range fund development policies and procedures.

Responsibilities:

1. Acts as a clearinghouse for all WASFAA fund raising activities, which may include but is not limited to preparing an annual report of income and expenses and reviewing and making recommendations for other fund development ideas, which will be presented to the Fiscal Planning Committee, and then submitted for approval by the Executive Council.
2. Works directly with the Fiscal Planning Committee and Executive Council in recommending changes in the financial structure of WASFAA.
3. Works with the various committee chairs and the Association Treasurer to ensure fund development, coordination and continuity from year to year. Collects from the committee chairs documentation of in-kind support with values greater than \$2000. (Note: This is a requirement for our non-profit status, but it is not acceptable for committees to receive in-kind support under our current fund development format.) The committee chairs include, but are not limited to, the chairpersons of the Conference and Conference Sub-Committees, Jerry R Sims WASFAA Management & Leadership Institute, Sister Dale Brown WASFAA Summer Institute, Training, Newsletter, Membership and Electronic Services.
4. Investigates opportunities for non-traditional support.
5. Develops exhibitor and partnership information to send to member vendors and to post on the web site.
6. Works with the Newsletter editor and graphic designer for submission of ads.
7. Negotiates and signs the Conference Drayage Contract.
8. Coordinates exhibitor spaces and participation with exhibitors.
9. Keeps financial recording of all fund development income and expenses. Provides names and fund amounts to Treasurer for tax purposes.
10. Follows-up with vendors for outstanding invoices and any clarification of the vendor participation.
11. Ensures that vendors receive recognition for, and full benefit of, their participation.

Membership:

1. Chairperson: Appointed by the President and approved by the Executive Council.
2. Members: Appointed by the President and/or Chairperson.

4-4-I Graduate and Professional Issues Committee

Purpose:

1. Provides a vehicle to examine issues of importance to the Graduate & Professional Community.
2. Develops strategies to increase participation and attendance of GP members in

WASFAA

3. Gathers information and makes recommendations to the President and Executive Council regarding needs of Graduate & Professional students and Graduate & Professional members of WASFAA.

Responsibilities:

1. Works directly with other WASFAA committees, providing input on the impact of financial aid issues on Graduate & Professional students.
2. Improves communication links between WASFAA and its Graduate & Professional members.
3. Enhances communication network with high school counselors, community educators, admissions office representatives, parents, students and others.
4. Develops a liaison between WASFAA and the NASFAA Committee on Graduate & Professional Concerns.
5. Encourages Graduate & Professional members to participate on WASFAA committees and to run for WASFAA offices.
6. Performs other duties as requested by the President and Executive Council.
7. Work with conference committee to ensure interest sessions are presented with Graduate and Professional aid administrators' needs in mind.

Membership:

1. Chairperson: Appointed by the President and approved by the Executive Council.
2. Members: Appointed by the President and/or Chairperson.

4-4-J Historical Archives Committee

Purpose:

1. Establishes an archive of WASFAA records.
2. Provides historical information about WASFAA as requested by the officers and membership.

Responsibilities:

1. Annually reviews the "History of WASFAA" to assure it remains current. It is the responsibility of the Archives chair to modify the statement as needed and with the consultation of the Association President.
2. Annually reviews the asset inventory of the organization in conjunction with the Fiscal Planning Committee and reports the current assets to the Executive Council prior to the transition meeting.
3. Determines what stored items may no longer be needed and disposes of those items through donation or sale with the proceeds of the sale returned to WASFAA.
4. Locates the records of the organization by personal contact with past officers and committee chairs, and by a general call to the membership.

WASFAA Policies & Procedures

Revised March, 2016

5. Collects the records of the organization in a central location by scanning documents at least annually.
6. Establishes a systematic historical file of the records, including:
 - a. Officers, committee Chairpersons, and Committee members
 - b. Minutes of the annual meetings
 - c. Minutes of the Executive Council meetings
 - d. Annual reports of the presidents
 - e. Annual reports of the committees
 - f. Issues of the Newsletter
 - g. Records of award recipients
 - h. Records of the scholarship recipients
 - i. Such other categories that develop as the records are collected, or as directed by the Executive Council.
5. Acquaints the membership with the history of the organization through brief, historical notes published in the Newsletter or via electronic means on an occasional basis.
6. Shortly after the annual conference, updates the following records:
 - a. EDAC scholarship recipients list
 - b. Officers and presidents list
 - c. Conference themes, meal counts, room counts and attendees
 - d. Award recipients list
7. Serves as a repository for all records no longer needed by members who have served in leadership roles.
8. Removes from the website any reports or records that should be archived after they are three years old, and see that it is stored electronically elsewhere.

Membership:

1. Chairperson: appointed by the President and approved by the Executive Council.
2. Members: appointed by the President and/or Chairperson, traditionally has been a one-person committee.

4-4-K Membership/Membership Database Committee

Purpose:

1. Gathers data to determine potential membership.
2. Conducts an effective campaign to increase membership.
3. Maintains membership records of the Association in conjunction with the Treasurer.
4. Gathers demographic and statistical data to maintain a management system.

Responsibilities:

1. Develops material (brochures, letters, questionnaires, etc.) to carry out the membership campaign.
2. Develops billing materials and is responsible for the actual mailing.

3. Develops a calendar of membership committee activities.
4. Uses the WASFAA Newsletter and state newsletters as well as the WASFAA and state listservs to encourage membership.
5. Coordinates membership efforts with state membership chairpersons, and includes them as committee members where appropriate.
6. Provides the database information so that members may produce the WASFAA Directory from the website.
7. Sets a yearly membership goal.
8. Maintains membership data base records utilizing software and provides membership information to Association committee and officers.
9. Coordinates with the Treasurer to ensure that the membership database is a current reflection of dues-paid members.
10. Maintains and produces membership lists.
11. Provides mailing labels and/or lists to WASFAA committees as needed. WASFAA does not provide listings/labels to members or others based on a sort of ethnicity of the membership, but may provide such a list or labels to the Chair of the Ethnic Diversity Action Committee.
12. Places a hold on non-paying members.
13. Confirms that WASFAA committee chairs and members are current members.

Membership:

1. Chairperson: appointed by the President and approved by the Executive Council.
2. Members: appointed by the President and/or Chairperson, traditionally has consisted of one representative from each state, with the President-Elect and Treasurer serving as ex-officio members.

4-4-L Communications Committee

Purpose:

1. Provides the WASFAA membership with information through different communication vehicles including a newsletter, which reports the activities of the Association and the concerns of members.

Responsibilities:

1. The chairperson will serve as editor of the WASFAA Newsletter and be responsible for soliciting time-sensitive articles and informational items from committee members and the general membership, preparing and editing the publication, and distributing it to the membership.
2. The number of issues and calendar for publishing the WASFAA Newsletter will be determined in consultation with the Executive Council.
3. In conjunction with the Fund Development Committee, the Newsletter Committee will seek outside funding sources to enhance the quality of the WASFAA Newsletter.

4. The committee in consultation with Fund Development Committee will solicit advertising to help defray the cost of the Newsletter. An annual review of the amounts charged for advertising to be performed by the Newsletter Committee and presented as part of its budget to Fiscal Planning and approved by Executive Council.
5. The committee should identify other interested constituents who may wish to subscribe to the newsletter.
6. Copies of each issue should be directed to the Electronic Services Chair (Webmaster) for posting to the WASFAA website and to the Historical Archives chair for preservation of WASFAA's history.

Membership:

1. Chairperson/Editor: appointed by the President and approved by the Executive Council.
2. Members: appointed by the President and/or the Chairperson, traditionally has consisted of one member from each state serving as an editorial board.

4-4-M Policies and Procedures Committee

Purpose:

1. Develops and maintains WASFAA's Policies and Procedures Manual.
2. Conducts an ongoing review of the Association's mission structure, operation and service to members and makes long-term recommendations to the Executive Council.

Responsibilities:

1. Recommends proposed changes submitted by the Executive Council and committee chairs to the Executive Council at the winter meeting.
2. Updates the Policies and Procedures Manual with any approved changes by the final meeting of the Executive Council in an effort to have the updated document available to the subsequent Executive Council.
3. Reviews copies of the minutes of Executive Council for updating the manual.
4. Attends Executive Council meetings (at the request of the President) to ensure that policy decisions are recorded in the Policies & Procedures Manual on a regular basis.

Membership:

1. Chairperson: President-Elect

Members: appointed by the President and/or Chairperson and approved by the Executive Council

4-4-N Research Committee

Purpose:

1. To promote academic research on financial aid topics through the offering of the WASFAA Research Grant.

2. To perform research and analysis, primarily through surveying the WASFAA membership, as requested by the Executive Council, or as determined by the Research Committee.
3. To provide assistance and guidance to Financial Aid Administrators on how to conduct research, to analyze and interpret data, to highlight existing research, and to suggest resources that may be useful in responding to information requests that they receive on their own respective campuses.

Responsibilities:

1. Encourage research of financial aid topics by promoting the WASFAA Research Grant.
2. Review applications for the WASFAA Research Grant, select recipients, determine grant amounts, and maintain accountability of the recipients.
3. Highlight academic research on financial aid topics through the WASFAA newsletter and website.
4. Compile statistics and data pertaining to areas of interest within the WASFAA region, and present information through the WASFAA newsletter and website.
5. Maintain a compilation of data and research sources which the membership may access for their own research interests, or in order to respond to research requests that they may receive.
6. Prepare membership surveys on topics as requested by the Executive Council or in response to needs as determined by the Research Committee.
7. Assist other committees with preparation of their own surveys using any tools to which WASFAA subscribes or contracts.
8. Compile survey data, analyze results, and provide interpretation of the results to the Executive Council, general membership, or other committees, as appropriate.

Membership:

1. Chairperson(s): appointed by the President and approved by the Executive Council.
2. Members: Selected by the Chairperson(s) and approved by the Executive Council.

4-4-O Jerry R. Sims WASFAA Management & Leadership Institute Committee

Purpose:

1. Plans and directs the Jerry R. Sims WASFAA Management and Leadership Institute.

Responsibilities:

1. Selects a site coordinator and teaching faculty for the Jerry R. Sims WASFAA Management and Leadership Institute (JRSMLI) as required.
2. Selects training topics and coordinates availability of training materials with faculty.
3. Maintains/updates JRSMLI timeline/handbook prior to transition meeting.
4. Recommends to the President and submitted through the Fiscal Planning Committee a JRSMLI budget in accordance with the fiscal goals of the Association.
5. Coordinates all on-site institute arrangements.

6. Coordinates all advertising for the institute as well as registration for participants and works with Electronic Services to update the registration information for participants.
7. Provides quarterly reports to the Executive Council using the quarterly report template.
8. Completes event report and forwards to Strategic Planning within 30 days after the event.
9. Provides a year-end report to the Executive Council using the year-end-report template, summarizing the outcome of the event and making recommendations for future JRSMLI events.

Membership:

1. Chairperson(s): Appointed by the President and approved by the Executive Council.
2. Members: Selected by the Chairperson(s), approved by the President and shared with the Executive Council.

4-4-P Site Selection Committee

Purpose:

1. Finds hotel properties for WASFAA events and negotiates contracts for the use of the property.

Responsibilities:

1. Recommends hotel properties as conference sites.
2. Works with the President regarding potential properties for Executive Council meetings.
3. Negotiates contracts with hotel properties.
4. Maintains the calendar of current and future conferences as well as current and future sites for the Sister Dale Brown WASFAA Summer Institute and Jerry R. Sims WASFAA Management and Leadership Institute.
5. Recommends sites for the annual Sister Dale Brown WASFAA Summer Institute and Jerry R. Sims WASFAA Management and Leadership Institute, negotiating contracts with the recommended sites.
6. Regularly consults the WASFAA calendar to prevent conflicts with other events and reports dates to the WASFAA Vice President to update the WASFAA calendar.
7. Examines hotel properties within the selected host area and prepares information on viable properties for final determination by the Executive Council. The Chairperson of the Committee will negotiate the best possible contract with the selected hotel to ensure adequate room blocks and public space, and the most favorable financial arrangements for WASFAA and its members.
8. Assumes the same responsibilities in regard to the site for the annual Sister Dale Brown WASFAA Summer Institute, Jerry R. Sims WASFAA Management and Leadership Institute and Executive Council meetings.
9. Maintains the conference calendar and helps promote each annual meeting.
10. WASFAA, via the Site Selection Committee, will endeavor to rotate the location of the

annual conference as well as the Jerry R. Sims Management and Leadership Institute among the eight states comprising the WASFAA region. A WASFAA annual conference and Jerry R. Sims Management and Leadership Institute will take place in each state at least once every ten years. In selecting host states and hotel/convention properties for the annual conference, consideration will be made of the most favorable financial arrangements for WASFAA, and accessibility and cost-effectiveness for its members.

Membership:

1. Chairperson: appointed by the President and approved by the Executive Council.
2. Members: appointed by the President and/or Chairperson, traditionally a one-person committee, but may have other members at the discretion of the Committee Chair.

4-4-Q State Presidents Committee

Purpose:

1. To facilitate communication between WASFAA and the membership of each state association in the region.
2. To network with other state presidents and share ideas and concerns.

Responsibilities:

1. Communicates WASFAA initiatives, activities and training opportunities to state association members.
2. Keeps WASFAA informed of state association training programs, initiatives, challenges, and successes.
3. Encourages state association members to participate on WASFAA committees and to run for WASFAA offices by mentoring active state leaders.
4. Prepares and recommends to the President and submitted through Fiscal Planning Committee a budget which will adequately cover all of the costs associated with the Committee's responsibilities and activities.
5. Submits articles to the WASFAA Newsletter regarding the State President's Exchange program, state activities, highlighting state members and schools and other areas of interest to the WASFAA membership.
6. Provides quarterly reports at the WASFAA Executive Council meetings that update the council on the State President's Committee activities and discussions.
7. Provides evaluation following each State President's Committee meeting.
8. Participates in the State Presidents Exchange Program which provides the opportunity for state presidents to attend other states' annual conferences and board meetings when possible. The Program was suspended in 2010-11 due to funding limitations.
9. Facilitates, coordinates, and evaluates the State President's Exchange Program.
10. Represents respective state association and serves as a voting member of the Executive Council.
11. Performs other duties as requested by the President and Executive Council.

Membership:

1. Chairperson: rotates among state presidents (meetings precede each EC meeting).
2. Members: State Presidents (representatives) from each state in the WASFAA region.
3. EC Liaison: designated by WASFAA President.

4-4-R Training Committee

Purpose:

1. Identifies training needs within the region and works with the state associations and NASFAA to ensure that these needs are met.

Responsibilities:

1. Solicits input from the members via state and regional newsletters and the state and regional listservs along with the state presidents regarding the needs for training in the region.
2. Provides input to NASFAA regarding the types of training materials that should be developed. WASFAA members who serve on the NASFAA Training Committee serve as liaisons between the two organizations, working with the state associations when appropriate.
3. Develops a cadre of interested and skilled regional trainers.
4. Evaluates the relative merits of NASFAA centralized and decentralized training.
5. Coordinates the WASFAA/NASFAA training workshops.
6. Recommends a training fee to the President and submitted through the Fiscal Planning Committee, which upon their approval is brought to the Executive Council in accordance with the fiscal guidelines for the Association.
7. Researches, develops or coordinates other training opportunities for membership.
8. Locates and coordinates training sites throughout the WASFAA region.
9. Maintain and update the WASFAA Training Manual

Membership:

1. Chairperson: appointed by the President and approved by the Executive Council.

Members: appointed by the President and/or Chairperson

4-4-S Travel Committee

Purpose:

1. Researches and reserves air travel for WASFAA Executive Council members, committee chairs, and other WASFAA members as appropriate to attend WASFAA Executive Council meetings, WASFAA-sponsored committee meetings and training events, and for Presidential travel.

Responsibilities:

WASFAA Policies & Procedures

Revised March, 2016

1. Makes an effort to reserve travel at reasonable prices, using accumulated mileage program benefits when appropriate.
2. Cancels and rebooks travel as needed.
3. With Executive Council approval, establishes guidelines for WASFAA members who make their own travel arrangements and who are eligible to have their travel costs reimbursed.
4. Tracks travel expenditures and provides quarterly reports to the Executive Council that summarize members' travel.

Membership:

1. Chairperson: appointed by the President and approved by the Executive Council
2. Members: appointed by the President and/or Chairperson; traditionally a one-person committee, but may have other members at the discretion of the committee chair.

4-4-T Volunteer Development Committee

Purpose:

1. Assists in solicitation of volunteers and coordinates the placement of said volunteers.
2. Communicates volunteer activities and status with members and Executive Council.
3. Serves as a vehicle to encourage membership involvement and shares information at the annual conference.

Responsibilities:

1. Works with committee chairs to place volunteers with committees.
2. Works with the President-Elect for any updates to the volunteer section of the website and, in turn, works with the Electronic Services Committee to update the web prior to volunteer drive.
3. Serves as the coordinator for the First Timer/Newcomer's session at the annual conference.
4. Maintains information flyer/brochure regarding the benefits of volunteering, including committee and activity descriptions as well as time commitments.
5. Develops and maintains a volunteer participation calendar.
6. Recommends to the Executive Council, the percentage of committee members that are new to the Association and/or profession to be part of each committee, as appropriate.
7. Maintains communications with volunteers and committee chairs, including status of selection for committees as determined.
8. Considers the development of a mentoring and/or buddy program to encourage members to volunteer and help develop future leaders in the Association and profession.
9. Encourages and includes EDAC scholarship recipients in volunteer activities.
10. Evaluate the effectiveness of the volunteer development activities (possibly working with

the Research Committee).

11. Other duties as assigned by the President and/or Executive Council.

Membership:

1. Chairperson: appointed by the President and approved by the Executive Council.
2. Members: Appointed by the President and/or Chairperson. The chair or designee of the Ethnic Diversity Action Committee is a member.

5. MEMBERSHIP

There shall be two classifications of membership in the Association: Active and Associate Member.

5-1 Active Membership

Active membership shall be granted to individuals employed in the administration of student financial aid or persons interested in student financial aid matters. These individuals must be from institutions of Postsecondary education and system-wide offices, government agencies, foundations and private organizations located in the region. Active members are entitled to vote.

5-2 Associate Membership

Associate members will include individuals interested in student financial aid matters in states other than those in the region. Associate members are nonvoting.

5-3 Membership Year and Payment of Dues

The membership year shall be from May 1 through April 30. Membership dues will be payable to the Treasurer.

Membership rights are not transferable. The member's status as a current member will be updated in ATAC when the invoice has been paid.

Members will be terminated for non-payment of dues. WASFAA bylaws require a 15-day prior advance notice of termination and provide the opportunity for appeal to the Executive Council. (See Bylaws, Article IV, Section 7.)

Membership, attendance at events, sponsorship and display privileges at events is open to all individuals and organizations that support the mission and goals of WASFAA. WASFAA reserves the right to deny, limit or restrict membership to the association and the ability to sponsor or display at any WASFAA event. Any denial, limitation or restriction will be determined by WASFAA Executive Council. Notification of any denial or restriction will be provided by the Membership Chair and/or Fund Development.

5-4 Standardized Information

Name	Telephone Number
Title	FAX Number
Institution Name	Internet Address
Street Address	Ethnicity (optional)
City	School Type
State	Zip code
Email address	SIS product
Segment	

6. NOMINATIONS AND ELECTIONS POLICIES AND PROCEDURES

Strong leadership is essential to a strong Association. The following guidelines have been developed to ensure that capable members representing the interest of the association are nominated and elected to office.

6-1 General Policy

Officers of the Association and the Representative-at-Large for Ethnic Diversity shall be elected from among the active members of the Association. The term of office for these positions will begin May 1 and end April 30 with the exception of the Treasurer who shall serve for 2 years.

Nomination and election procedures are approved by the Executive Council upon recommendation of the Nomination and Election Committee. (See Section 4-1-D for committee membership.)

The Approved procedures shall be mailed (electronic mail is acceptable) to the membership at the same time the nominations are solicited. This mailing should take place within 60-180 days before the annual meeting.

Appropriate procedures should include the following:

- Nomination form
- Candidate's statement form
- Calendar
- Counting of ballots
- Destruction of ballots

6-2 Nomination Selection

The Committee shall select 2 nominees for each office and 2 nominees for the Representative-at-Large for Ethnic Diversity, taking into consideration nominations from the membership. The Committee should make every effort to ensure a balance among ethnicity, gender, type of institution, and geographic area.

The nominees for Representative-at-Large for Ethnic Diversity shall be from the Association's ethnic membership.

After the election results are known, the segmental representative shall be appointed by a majority vote of the Executive Council. The term of office is one year commencing May 1, and ending April 30.

6-3 Ballots and Voting

The bylaws require that a mail ballot (electronic mail is acceptable) be sent to the active membership 60 - 180 days before the annual meeting. A majority of those active members returning ballots shall determine the successful nominees. An electronic method of voting is acceptable.

6-4 Process

The Nominations Chair will select a committee as defined in section 4-1-D, and submit the recommendations to the President of the Association.

1. The committee will seek nominations from the membership of the Association.
2. The Nominations Chair will contact each nominee to confirm their desire to be nominated, verify their current membership, and verify that their institution has approved of their nomination.
3. The Nominations Committee will submit the list of nominees to the Executive Council for approval.
4. The Chair will order a membership listing to validate ballots as they are received. The Chair will tabulate the ballots and notify the President of the election results.
5. The Chair will, or request that the Electronic Services Chair, send an email to eligible voting members informing them of ability to vote online.
6. Information that the online ballot is available will be provided to the membership no later than February 1 but preferably by December 1.
7. The ballot should include the candidate's statement, educational background, organizational involvement and photo (if available).
8. In the event of a tie for any position, a special runoff election shall be held for that position within one week of the final counting of the ballots resulting in the tie.
9. At the next Executive Council meeting following the end of the voting process, the Chair will present an election report and make a motion that the ballots be destroyed.

7. MEETINGS OF THE MEMBERSHIP

7-1 Meeting at the Annual Conference

Bylaws require that the members shall meet annually on a date and time determined by the Executive Council. This has traditionally taken place at the Annual Conference. Notice of the meeting must be given by the Secretary not less than 10 days nor more than 90 days before the meeting. Notice must include the place, date, and time of meeting and the intent to present any action items to the membership.

7-2 Special Meetings

Special meetings can be called by the Executive Council, the President, and petition by 5 members of the Executive Council or by 5% or more of the active members.

If a special meeting is called by members, the request must be in writing, specify the general nature of the business proposed, and must be delivered in person or by registered mail to the President, Vice President or Secretary. The bylaws in article IX, section 2b, specify the appropriate calendar for convening a special meeting. Additional procedures for special action by the membership are designated in article IX of the bylaws.

7-3 Quorum

A quorum consists of 20% of the active members of the Association.

7-4 Minutes

Written minutes of all meetings of the membership are the responsibility of the Secretary and should be provided to the membership in advance of their next meeting.

7-5 No Consensus Policy

WASFAA may take a No Consensus position when, by voting yes or no, the position taken by WASFAA would clearly impact one or more of the segments, states, territories, or a specific student population, and there is clear opposition to a yes or no vote because of this impact. The pros and cons of the position under consideration will be made public, along with the No Consensus vote.

Purpose of the Policy:

To provide the Executive Council with direction regarding how to respond to public policy issues, legislation, legislative hearings, etc. that may affect the availability, accessibility, or delivery of financial aid to students.

Use of the Policy:

When the Executive Council cannot reach consensus on legislation, a provision, action, or public policy issue, a position statement may still be developed. In the statement, it is noted that

because of the diverse nature of the segments, states, and territories represented by WASFAA, a consensus opinion could not be reached regarding the matter. Whenever possible, both the pro and con positions regarding the impact of the legislation, provision, action, or public policy issue upon a particular segment, state, territory, or student population are described. In this way, WASFAA is able to provide constructive feedback and input on key financial aid issues without taking a definitive or specific stand.

8. FISCAL POLICIES AND PROCEDURES

The Executive Council has overall authority and responsibility for managing the fiscal affairs of the Association.

The Executive Committee has delegated to the Fiscal Planning Committee the responsibility to review and recommend actions having financial implications for the Association.

8-1 Budget

The Fiscal Planning Committee will develop recommendations for each income and expense item in the budget, taking into account information from committees and other sources.

The Association operates with a balanced budget. For the purpose of budget planning, approved income and expenses must be equal. Any unallocated income should be held in a contingency line item in the “expense” section of the budget. Any transfer of Association assets needed to balance the budget must be shown as a line item in the Association’s operating budget in accordance with the pre-defined use of the Association’s asset reserves.

8-1-A Budget Development Process (for Fiscal Planning Committee Guidance)

The President will prescribe the schedule for budget development in consultation with the Fiscal Planning Committee. There are two separate budget processes that are performed by the Executive Council and Committee Chairs each year: one is the revision to the current year’s annual operating budget and the other is preparation for the new fiscal year’s annual budget.

The revised budget process occurs first and typically takes place during spring. This happens because the annual operating budget is in place when the incoming Executive Council and Committee Chairs begin their positions. This process allows for review and revision of the already existing annual operating budget.

The Fiscal Planning Committee provides the annual operating budget to incoming Committee Chairs and Executive Council to use as a guide to determine the adequacy of the current year's annual operating budget. Committee chairs receive a copy of the annual operating budget for their particular committee along with the prior committee's budget prior to or at the annual Transition Meeting to help the Committee Chair in developing a more accurate budget based on the annual goals and priorities of the Committee. The Fiscal Planning Committee is responsible for advising Executive Council regarding the impact of potential decisions and activities on the fiscal health of the Association.

The annual operating budget process occurs second and takes place during the fall.

An operating budget for the new fiscal year (January 1 through December 31) will be developed for approval at the fall meeting of the Executive Council. The operating budget must reflect the long-term priorities of the Association and its strategic plan as well as the priorities of the President-Elect. To facilitate this effort, each Committee Chair is asked to submit a committee budget proposal for the new fiscal year that reflects the income and expenses of the Committee for the period from January 1st through December 31st. The President-Elect may wish to propose an annual operating budget that is shared with the Fiscal Planning Committee during its meeting when creating the proposed annual operating budget.

The Fiscal Planning Committee has the authority to counter balance line item adjustments in the budget for up to \$1,500 with the approval of all persons/committees involved in the transaction. Requests for such adjustments shall be submitted to the Fiscal Planning Chair and approval given by the President, Treasurer and Vice President.

8-1-A-1 Revenue Line Items

It is generally understood that the Association must generate sufficient revenues to maintain the activities and fiscal health of the Association. Major revenue sources include, but are not limited to, the annual conference, training, the Jerry R. Sims Management and Leadership Institute, the Sister Dale Brown Summer Institute and fund development.

The Fiscal Planning Committee reviews and makes recommendations, in conjunction with the President, to ensure each project and committee proposal meets the overall mission and fiscal goals of the Association. Any concerns raised by the Fiscal Planning Committee should be addressed prior to approval of a project or committee proposal.

1. Conference, Sister Dale Brown Summer Institute and Jerry R. Sims Management and Leadership Institute are expected to generate revenues in excess of expenses excluding membership dues and Fund Development activities, whenever possible. The President sets revenue goals in consultation with the Fiscal Planning Committee and subsequently approved by Executive Council.
2. Training, as coordinated by the Training Committee, of the Association's membership is one of its highest priorities. Therefore, individual training activities may be subsidized provided the Fiscal Planning Committee identifies sufficient resources to cover expenses

related to such efforts.

3. Annual Membership Dues – Membership dues are constructed to support activities of the Association. Dues should be reviewed annually.
4. Fund Development – Fund Development efforts support the goals (long and short-term) of the Association. Fund Development targets are set by the President and are recommended for approval by the Executive Council. The Fiscal Planning Committee works in consultation with the President to ensure that the target is reasonable, feasible and adjusted as needed given the goals of the Association. Fund Development revenues are used to support the on-going activities of the Association.

8-1-A-2 Expense Line Items

All expenses related to Association work must be approved by the President and Executive Council through the annual budget approval process or Committee Chair (in the case of committee members' expenses) prior to being incurred as explained in Section 8-1B. Any expenses incurred that have not received prior approval are subject to cancellation or non-reimbursement. Appeals are made at the discretion of the President and must be provided to the Treasurer in writing prior to reimbursement. No committee may exceed its allocated budget.

8-1-B Budget Development Process (Committee Chair Guidance)

The President will prescribe the schedule for budget development in consultation with the Fiscal Planning Committee. There are two separate budget processes that are performed by the Executive Council and Committee Chairs each year: One is the revision to the current year's annual operating budget and the other is preparation for the new fiscal year's annual operating budget.

The revised budget process occurs first and typically takes place during spring. This happens because the annual operating budget is in place when the incoming Executive Council and Committee Chairs begin their positions. This process allows for review and revision of the already existing annual operating budget.

Each incoming Committee Chair is responsible for submitting a revised budget during the spring. The President will provide guidance to committee chairs to assist in developing annual goals and budgets. Additionally, the chair of the Fiscal Planning Committee, with help from the Treasurer, will provide each committee chair with a budget modification request form, prior committee's budget and other appropriate information prior to or at the annual Transition Meeting of the Association. Incoming Committee Chairs will be given the opportunity to submit a revised budget that reflects income and expenses projected from May 1 through December 31.

The annual operating budget process occurs second and takes place during the fall.

The Fiscal Planning Committee provides an updated annual operating budget and actual expenses to Committee Chairs and Executive Council to use as a guide in submitting a proposed annual operating budget for the upcoming fiscal year (January 1st – December 31st) during the fall. Committee chairs receive a copy of the annual operating budget for their particular committee to help develop a projected new fiscal year budget based on the annual goals and priorities of the Committee. The Fiscal Planning Committee is responsible for advising Executive Council regarding the impact of potential decisions and activities on the fiscal health of the Association.

Requests for modifications to the official budget must be submitted to the Fiscal Planning Committee who will then make recommendations to the Executive Council. No action may be taken by Committees without prior approval by the Executive Council. Committee budget allocations not fully expended, **DO NOT** carry forward to the subsequent fiscal year.

8-1-C General Budget Guidance

In the event that the budget is not approved at the start of the fiscal year, the Treasurer is authorized to make the following expenditures:

1. All legitimate, unpaid obligations that were incurred during the previous fiscal year.
2. Committee expenses are not to exceed a total of \$500 during the interim period until a budget is approved.
3. All other expenditures authorized by the Executive Council.

Requests for modifications to the annual operating budget must be submitted to the Fiscal Planning Committee who will then make recommendations to the Executive Council. No action may be taken by Committees without prior approval by the Executive Council. Committee budget allocations not fully expended **DO NOT** carry forward to the subsequent fiscal year.

The Fiscal Planning Committee will continuously review the annual operating budget and make recommendations for modification as necessary to the Executive Council.

The Executive Council will review the budget at each meeting and take action on recommended modifications.

The Treasurer is authorized to make payments up to the total amount in each budget category.

The Fiscal Planning Committee is authorized to approve payment of unanticipated emergency expenses that exceed the approved budget. This authority can be exercised only in those rare circumstances when waiting for Executive Council budget review would cause legal or financial liability, or would significantly impair the mission of the Association.

8-1-D Management of Funds

1. Moneys will be deposited into one of two categories of accounts: operating and asset reserve.
2. The operating account(s) will be used to pay all WASFAA obligations. The President,

and Treasurer will have signature authority for this account; only one signature will be needed to execute transactions less than \$5,000. The account balance(s) cannot exceed the amount of the liability insurance (currently \$100,000 per account).

3. Co signatures are required for checks issued by the Treasurer for \$5,000 or more. For VISA and online banking transactions of \$5000 or more, the Treasurer may use electronic (email/FAX) authorization, obtained prior to the transaction, from a member with signature authority on the Fiscal Planning Committee.
4. The asset reserve account will be used only as planned in the budget setting process or in a fiscal emergency and only after authorization by the majority of Executive Council members. The rules governing signature authority and other account transactions are the same as those for the operating account. To best allocate for needs, short-term investment decisions can be made with the agreement of the President, Treasurer and the Fiscal Planning Committee chair.
5. Prior to investment of Association asset reserves (short or long term), a projected income and expense statement should be drafted to ensure the compatibility of investment timeframe with liquidity necessary to fund the operations of the Association. When developing such a statement, a reserve of 15% should be included in the projections to safeguard against penalties from withdrawing assets.
6. At each Fiscal Planning Committee meeting, (generally held prior to each Executive Council Meeting), the Vice President will verify that (s)he has reviewed the most recent bank statements and credit card statements for all accounts along with a reconciliation of the most recent bank statement. The vice president will also verify asset reserve account balances and include in his/her quarterly and annual report to the fiscal planning committee.
7. The Association should endeavor to maintain asset reserves equal to two year's operating expenses. This is recommended by using the average of the last three year period as a guide. In addition, the Association will endeavor to maintain asset reserves to cover all approved outstanding contractual obligations.
8. When the value of the Association's assets exceeds the recommendation in item 7 above, the Executive Council may wish to make asset reserve funds available in the budgeting process to support the goals and strategic plan of the Association.
9. The value of WASFAA's assets will be reported at each quarterly and year-end meeting to the Executive Council using the form designed for this purpose. It includes the following: Name of investment, date of initial investment, purchase cost, current value, date of current value, net change from initial purchase cost, previous reported value, date of previously reported value, net change from previously reported value, and notes.

8-1-E Setting Rates

1. Setting rates for training, membership dues, events, labels, advertisements, job links and any other revenue source should all be done with sufficient time prior to the event or service being provided. The committee chair should make a rate proposal to the Fiscal

Planning Committee with rationale and date to support the proposal prior to its next quarterly meeting whenever possible.

2. Approved recommendation will then be forwarded on to the Executive Council for its approval.
3. The usually timeline for rate setting is as follows, but is not limited to:
 - a. Winter quarterly meeting- Sister Dale Brown Summer Institute, Spring Training, Job Links, labels, advertisements
 - b. End of Year Meeting- none
 - c. Summer quarterly meeting- Fall Training, Jerry R Sims Management & Leadership Institute
 - d. Fall quarterly meeting- Membership dues, Conference, Winter training

8-2 Travel Expenses

Claims for reimbursement must be submitted by the claimant within 30 days of the travel. Travel reimbursements are authorized up to the approved budget. Those submitting a travel expense reimbursement claim must have the appropriate signature, if applicable, prior to the reimbursement form being submitted to the Treasurer.

Committees: Committee chairs are responsible to provide committee members with copies of reimbursement forms and policy guidance. Committee chairs must sign all requests submitted by its members. Reimbursement for travel to committee meetings will only be paid if the committee chair approves such travel in advance.

Committee chairs: Committee chairs are expected to process and forward reimbursement claims to the treasurer in a timely manner. Committee chairs submit reimbursement claims directly to the Treasurer as the President's signature is not required.

Executive Council: Executive Council members will receive reimbursement for defined expenses incurred to attend Executive Council meetings. Reimbursement claims for Executive Council members do not require the President's signature.

Executive Council Officers: Officers of the Association will be reimbursed for official travel associated with their WASFAA position. The Treasurer shall submit reimbursement forms to the Vice President for approval. Other officers do not require the President's signature on reimbursement claims.

Other: The President can authorize the Treasurer to reimburse non-council, non-committee members for travel expenses to attend Executive Council meetings. The President's authorization must be in writing prior to the meeting.

WASFAA reserves the right to deny a late reimbursement claim.

The following may be reimbursed:

1. Airfare, not to exceed the cost of coach class fare. WASFAA members are encouraged to obtain air reservations as early as possible to take advantage of lower fares.

2. WASFAA's Executive Council's current practice is to cover room costs (whether single or double). However, if financial concerns arise, attendees to Executive Council meetings may be asked to share a room to help keep expenses in check. If asked to share a room as a cost savings, and a member chooses not to share, then s/he will be responsible for any charges beyond the cost of two attendees in a shared room. For attendees who wish to extend or upgrade their stay, those incurred costs that are beyond the room expense for Executive Council will be the attendee's responsibility. When submitting a reimbursement form within 30 days following a meeting, the amount due to WASFAA shall be deducted from any expenses to be reimbursed. If no reimbursement form is submitted, the member shall make a payment to WASFAA for all room expenses incurred.
3. Private car use between the member's home and either the airport or the meeting location at a rate to be adjusted annually to follow the approved guidelines of the Internal Revenue Service for such reimbursement. If the member wishes to travel by car rather than air and the cost to travel by car is higher than by air at coach rate, the member will be reimbursed at the coach rate.
4. Taxi, shuttle or light rail to and from the airport will be covered unless provided free of charge from the hotel/facility. If a taxi is required, even though a free shuttle is available, prior approval of the President is required. In the event of an emergency, a taxi may be taken. Please confirm situation with the President.
4. Rental car expense only if approved in writing by the President prior to the meeting or activity. The written pre-approval form must be submitted with the request for reimbursement
5. Parking when receipted.
6. Meal costs are reimbursed at a maximum of \$55 per day. If less than a full day (8 hours) away from home or office, or some of the day's meals were provided by WASFAA, meal and tip maximums will be prorated as follows: breakfast \$10, lunch \$15, dinner \$30. Alcoholic beverages are not reimbursable. Itemized receipts are required.
7. Gratuities for hotel and transportation personnel- no receipt is required. Gratuities for meals are included in the per diem allowances for meals.
8. Internet access charges up to \$15 per 24 hour period will be reimbursed.
9. In the case of Executive Council or committee meetings held in conjunction with the Annual Conference, only those expenses for meals and lodging in excess of expenses associated with attending the conference will be reimbursed. Transportation, conference registration, lodging and meals during the conference, and other such expenses are the responsibility of the member. Extra nights lodging will be paid when Executive Council members are required to attend a meeting at the conference necessitating one or more night's stay prior to, or subsequent to, the conference. The exception to this policy is the conference chair and co-chair, as designated by the President and as part of the conference budget, will be reimbursed for their transportation, conference registration, lodging and meals related to attendance of the conference.

Receipts are required for all expenses except, ground transportation, gratuities or any expense of less than \$3 a day.

Whenever necessary, the treasurer needs to attach emails to checks that confirm authorization of payment.

For all meetings requiring meals and lodging, master billing should be encouraged to facilitate waiver of sales tax due to WASFAA's tax exempt nonprofit status.

8-2-A Travel Arrangements

The official airlines of WASFAA are Alaska Airlines and Southwest Airlines. Those traveling on behalf of WASFAA are encouraged to use these airline when possible, in conjunction with the WASFAA credit cards, to obtain air miles for WASFAA.

8-3 Non-Travel Expenses

Non-travel reimbursements are authorized up to the approved budget.

WASFAA members will be reimbursed for expenses directly related to their official WASFAA responsibilities, which must be specifically assigned to the member by the President and/or Executive Council.

Receipts are required for all expenses in excess of \$3.

Invoices from vendors will be paid by the Treasurer upon written approval of the WASFAA member who was authorized by the President and/or Executive Council to incur the obligation. Approval documents must be submitted verifying that the services rendered were satisfactory and the expenditures reasonable. Payment must be made directly to the vendor and at no time will payment be made through a third party.

Members should provide vendors with documentation of WASFAA's tax-exempt, nonprofit status in order to request waiver of sales tax.

8-4 General Policy Honoraria

The Association does not compensate members of WASFAA with miscellaneous income, salary or honoraria. This includes involvement as trainers, presenters, guest speakers, committee members, committee chairs, or members of the Executive Council. The one exception to this policy is an honorarium presented to the President and the Treasurer of the Association, payable to their institutions, at the start of their terms of office. This honorarium is to cover routine expenses absorbed by the institutions of the President and the Treasurer during their terms in office.

8-5 Contractual Agreements

The President is the only WASFAA member authorized to enter into contractual agreements. The President may authorize in writing a committee chair (for example Sister Dale Brown Summer Institute, Site Selection, Jerry R. Sims Management and Leadership Institute Chair, Conference Chair) to sign a contract in the event that time is of the essence to secure favorable rates.

Legal counsel may be retained to assist the President with Executive Council approval.

Copies of signed contracts must be sent to the Treasurer, Historical Archives Chair and to the WASFAA member responsible for the function related to the contract.

8-6 Retention of Records

The Treasurer is responsible for maintaining all invoices, reimbursement claim forms, canceled checks, contracts, financial reports, tax returns, and other such documents pertaining to receipt and expenditure of funds for a period of four years.

When a Treasurer leaves office, the aforementioned records will be surrendered to the incoming Treasurer.

After four years, the previously mentioned records will be forwarded to the WASFAA archivist who will determine which documents will be retained for historical purposes.

8-7 Credit Card and Alaska Airlines/Southwest Airlines Mile Usage

8-7-A Credit Cards

WASFAA has established an Alaska Airlines VISA account with Bank of America and a Southwest Airlines Visa account with Chase Bank. The purpose of the VISA accounts is to accumulate Alaska Airline and Southwest miles to reduce travel costs, convenience to the President for travel and consolidated billing (fewer checks to write) for the Treasurer. The initial credit line on the Alaska Airlines VISA account is \$35,000. Current allocation of the limit is \$3,500 to the President's card, \$3,500 to the President Elect's card, \$10,000 to the Travel Committee Chair card and \$35,000 for the Treasurer. A preauthorization form can be used if the credit card charge will exceed \$3,500. The initial credit line on the Southwest Visa account is \$20,000. Southwest Visa cards are held by the Treasurer and the Travel Committee Chair.

The President may use the VISA to cover travel costs associated with state and other meeting expenses. Additionally, the President may use the VISA to pay for other WASFAA related expenses, i.e. meals, gifts, etc.

The Treasurer may use the VISAs to cover any approved WASFAA expense. Generally, this includes travel costs (airfare, hotels and meals) and approved committee expenditures. The

Treasurer may also use the VISAs to cover expenses related to WASFAA meetings, both for the Treasurer and other attendees.

The President Elect may use the VISA to cover travel costs associated with WASFAA and other meeting expenses.

The Travel Committee Chair may use either VISA to purchase travel for members of the organization as authorized.

The VISA statements are currently mailed to the Treasurer. The account is reconciled with a copy of the VISA statements and QuickBooks' reconciliation report which is then forwarded to the Vice President for review. The VISA statements are a corporate statement including charges for the President's, President Elect's, Travel Committee Chair's and Treasurer's cards.

The President and President Elect are required to submit a VISA Expenditure Report for charges made on the VISA to assist the Treasurer with reconciliation. The Treasurer will submit a VISA Expenditure Report to the Vice President for the Treasurer's expenses related to a WASFAA meeting (meals, transportation, etc). Charges for general WASFAA expenses are reported in the monthly reconciliation report.

8-7-B Alaska Airlines and Southwest Airlines Miles

Miles in the account are used to purchase tickets for WASFAA related travel. The Travel Committee Chair and Treasurer will approve the use of the WASFAA miles and the companion fare voucher. A summary of Alaska Airlines and Southwest Airlines miles transactions will be presented to the Fiscal Planning Committee and Executive Council at each quarterly meeting.

Miles may be used:

1. To reduce the cost of travel for WASFAA members to WASFAA related activities
2. In conjunction with scholarships and awards to transport WASFAA members to WASFAA-related meetings
3. As awards to assist members to attend the WASFAA annual meeting when it is held in either Alaska or Hawaii (areas which are traditionally more expensive to reach).
4. To reduce the cost of travel for non-WASFAA members (i.e. conference presenters) when they are providing a service for WASFAA.

8-8 Alcohol

WASFAA will not reimburse members for alcoholic beverages in conjunction with Executive Council Meetings or Committee Meetings. However, there may be WASFAA sponsored events when the serving of alcohol is deemed appropriate. For example, the Annual Conference Chair and the Sister Dale Brown Summer Institute Chair are authorized to include alcoholic beverages in meals/receptions at those events.

9. TRAINING

WASFAA is committed to training in order to promote the preparation, effectiveness, and professionalism of its members. WASFAA's ongoing training efforts include the Sister Dale Brown Summer Institute, the Annual Conference, the Jerry R. Sims Management and Leadership Institute and the WASFAA Training Series. Any other training initiatives are ad hoc and must be approved by the Executive Council.

To the extent possible, training activities (with the exception of the Conference) are self-supporting and are not designed to produce excessive net revenue to operate other activities of the Association.

Historically the Council has been committed to making training available to all its members as evidenced by its broad sponsorship of the WASFAA training.

9-1 Refund Policy

In February 2013, the Executive council approved the following refund policy for all association events:

100% refund for event cancellations 21 calendar days before event. After 21 calendar days there is no refund. Exceptions may be made in writing and must be approved by the Fiscal Planning Committee. Unpaid invoices 30 calendar days prior to event should be confirmed or the registration may be cancelled.

10. SISTER DALE BROWN SUMMER INSTITUTE

In accordance with the mission of the Association, WASFAA sponsors the Sister Dale Brown Summer Institute, an intensive training session on financial aid administration.

The institute could be designed for individuals from all levels of experience, but has traditionally been for persons with less than two years of experience.

Scholarships will be provided to attend, with the exact number and value to be based on fund raising activities (see 10-2).

The Sister Dale Brown Summer Institute Committee (see 4-4-B) plans and directs the training sessions and has the same general responsibilities as all other WASFAA committees.

Training materials purchased from NASFAA have historically provided the foundation of the curriculum. Costs are guided by the Association's policy statement on training (see Section 9).

The President-Elect will appoint the subsequent year's Sister Dale Brown Summer Institute Chair prior to the Annual Conference. The new chair should attend the current Sister Dale Brown Summer Institute as an observer. The site for the Sister Dale Brown Summer Institute is approved by the Executive Council as recommended by the Site Selection Chair and the President.

The timeline of activities for the committee is in the appendices section of this document.

WASFAA provides a minimum of four scholarships to ethnic aid administrators for attendance at the Sister Dale Brown Summer Institute. The number and amount of each scholarship is based on funding generated and subject to Executive Council approval and the application and selection process is coordinated through EDAC. In addition WASFAA may provide additional scholarships for members to participate in WASFAA's conference and institute events. The Awards and Scholarship Committee oversees the administration of these additional scholarships.

11. AWARDS

WASFAA supports the recognition of persons who have made significant contributions to the Association or to the financial aid profession. Nominations are received from the members. Recipients are selected by the Executive Council. Awards are presented at the annual conference and the Awards and Scholarship Committee selects appropriate mementos or certificates. The award descriptions are provided here. Please visit the WASFAA website for a list of award recipients.

11-1 Certificates of Appreciation

Generally these are given to all Committee Chairs and Committee Members on an annual basis to recognize their efforts throughout the previous year and are created by the Awards and Scholarships Committee.

11-2 Committee of the Year

This award is decided by the Executive Council and is granted to the Committee that has demonstrated the qualities of leadership and work that allows them to stand out among all of the committees of that year. Generally one award per year is granted. This was first awarded at WASFAA in 1985. Plaques should be given to the Chair and all committee members.

11-3 Creative Leadership/Meritorious Achievement (No longer awarded)

(This award was previously the Creative Leadership Award)

Presented to an individual who has either made a single important contribution to the profession or contributed continued support of the Association which may include behind the scenes efforts. The recipient does not have to be a WASFAA member. The award is approved and

granted by a majority vote of the Executive Council.

11- 3a Meritorious Achievement

Presented to an individual who has either made a single important contribution to the profession or contributed continued support of the Association which may include behind the scenes efforts. The recipient does not have to be a WASFAA member. The award is approved and granted by a majority vote of the Executive Council.

11-4 Distinguished Service

(This award was previously the Certification of Appreciation.)

Presented in recognition of outstanding contributions by an individual to the field of financial aid through leadership, research, scholarship and/or exemplary service to the Association's activities, at the highest level, over a sustained period of time. The recipient does not have to be a WASFAA member. The award is approved and granted by a 2/3 majority vote of the executive council.

11-5 Lifetime Membership

This award is presented to an individual who has made continued and significant contributions to the financial aid profession and WASFAA. These individuals become members of WASFAA for life and will have WASFAA dues for individual membership waived for all future years. Lifetime members are entitled to a conference registration rate reduced by 50% of the current rate.

11-5a Honorary Lifetime Membership

11-6 President's Citation (No longer awarded)

Listed as an award in a 1972 WASFAA Newsletter, the award was designed to recognize and honor persons either outside or within the field of financial aid who have provided exceptional service to WASFAA or to the financial aid profession. The President selects the honorees.

11-7 Rocking Chair (No longer awarded)

This award was designed by the 1989/90 Awards and Scholarship Committee to recognize those members of the financial aid profession who retired or will be retiring during the academic year of the annual conference. The 1989/90 Executive Council elected to allow the state associations time during the business meeting to recognize their retirees.

11-8 Conference Scholarship

11-9 Other

11-10 NASFAA Regional Leadership

11-11 President's Special Award for Years of Service

11-12 WASFAA Executive Council Special Award (No longer awarded)

11-13 Into the Spotlight: (No longer awarded)

APPENDIX A

Committee Timelines

APPENDIX B – 1 SISTER DALE BROWN SUMMER INSTITUTE TIMELINE

April

The President-Elect appoints the subsequent year's Sister Dale Brown Summer Institute Chair prior to the Annual Conference. The overlap is helpful to the new chair by enabling that individual to observe activities immediately prior to the upcoming institute.

May

Typically, the Institute Chair has taken primary responsibility for site coordination, publicity, registration and similar tasks. With this model, a faculty coordinator is selected by the Institute Chair to oversee curriculum development and agenda-related decisions. However, it is equally appropriate to define other ways of sharing workload. For example, instead of appointing a faculty coordinator, the Institute Chair could coordinate the faculty and curriculum components and a site coordinator could be appointed to coordinate associated responsibilities.

June

The new Institute Chair should be encouraged to attend the current year's Sister Dale Brown Summer Institute as an observer. There are many behind-the-scenes subtleties that occur that are difficult to predict. Preferably, it would be most helpful if the new Institute Chair were selected from the current year's faculty to provide continuity.

July-August

- Obtain and review notes and evaluations from recent Sister Dale Brown Summer Institute participants for ideas and comments.

September-October

- Identify faculty from the WASFAA membership with the appropriate experience and presence to be effective instructors. Attempts should be made to select faculty, which, to the extent practicable, appropriately represent the states, sectors, gender, and ethnicity within the WASFAA region.
- Prepare a status report for the fall Executive Council meeting and submit it to the President.

November

- Prepare a Sister Dale Brown Summer Institute flyer for inclusion in state conference packets.
- Work with the conference chairs to determine numbers needed and other details in time for the meetings.

November-December

- Work with the on-site facilities coordinator at the location where the institute will be held to reserve and confirm adequate classroom space, housing, and dining services to accommodate the anticipated group.

January:

- Continue work on location, website and advertisements

February

Meet with the faculty, preferably on-site where the institute will be held. Several tasks need to be accomplished since this is the only formal meeting of the faculty prior to the institute. The following issues, at a minimum, need to be addressed.

- Determine agenda for the week, including the number of days, hours of instruction, teaching methods, external speakers, etc.
- Review and reach consensus on goals of the institute.
- Discuss curriculum and make tentative assignments for instruction.
- Define appropriate mix between NASFAA sessions and sessions designed by faculty to meet specific needs (counseling strategies, outreach activities, default management, etc.).
- Tour housing and classroom facilities and meet with on-site staff.
- Clarify responsibilities of all committee members

March

- Monitor fund-raising activities in coordination with the Fund Development committee, keeping the President abreast, to realistically factor external support into setting the participant fee structure. The responsibility for fund-raising may be assigned to the institute chair and should be clearly understood when accepting the assignment.
- Design the registration form at this time and obtain feedback from the other committee members.
- Set the participant fees based on anticipated success with external fund-raising, room and board charges, charges for facilities usage, NASFAA materials cost and committee expenses throughout the year (including transportation, lodging and honoraria).

April

- Refine curriculum agenda in consultation with faculty to obtain an appropriate mix of presentations. Work closely with faculty members in developing their respective sessions.
- Continue to work with the on-site coordinator to plan menus, breaks, any special events such as the traditional awards banquet, etc.
- Check on fundraising progress.
- Request mailing lists, as appropriate, to be used in mailing registration packets to institutions throughout the region.
- Mail the registration packets. These mailings do not need to be restricted to WASFAA members. Meet with faculty informally at the WASFAA Conference for review and update.

May

- Request a cash advance from the WASFAA Treasurer to cover anticipated incidental expenses.
- Receive registration materials and forward payments to the Treasurer. Confirm registration to the participants; include transportation instructions, arrival and check-in procedures; and list any items participants need to bring (calculator, suggested clothing items, soap, etc.)
- Coordinate room assignments with the on-site coordinator. WASFAA materials should be received from the WASFAA President in time to send copies to each faculty member.
- Order ring binders sufficient for use by each participant. Also design items for inclusion with the Participant Materials such as lists of external donors, participants, social and recreational facilities, faculty (with brief descriptions of their credentials) and other items of interest such as revised agendas.

June

- Identify sources for printing award certificates for participants, faculty certificates or tokens of appreciation, T-shirts (if funds permit) and all other last minute unforeseen details.
- Continue to process registrations and correspond with registrants.
- Determine how registration will be staffed.
- Buy supplies such as pads, pens, snacks and drinks for any socials planned, etc. Design and print an evaluation form.

Sister Dale Brown Summer Institute Week

The faculty must arrive a day early to discuss last minute details and to finalize special assignments, e.g., if small groups are assigned to the faculty by years of experience or some other basis. Lists of their small group assignments should be available.

- Establish procedures for emergencies, safety, and on-call staff.
- Meet at least once each day to make any needed adjustments.
- Work closely with the on-site coordinator to resolve any problems or needed changes.
- Be accessible to the participants above all else.

July

- Submit a final report. Tie up loose ends and pay any remaining bills, primarily in resolving the on-site charges

APPENDIX B – 2 FISCAL PLANNING COMMITTEE TIMELINE

Since the Fiscal Planning Committee meets immediately prior to Executive Council meetings, the majority of the activities of the committee are ongoing.

February

- Combine 2011 Management & Leadership Institute with Executive Council meeting

May/June

- Review of Committee/Activity Budget Revision Request forms after the endorsement of new committee/activity chairs.

November

- Review of Budget Expenditure Request forms in preparation for the new fiscal year.

APPENDIX B – 3 FUND DEVELOPMENT TIMELINE

May

- Thank committee members for their assistance with previous year's conference.
- Recap with co-chair, what worked and what didn't at annual conference.
- Provide logos to be incorporated in binder page for SI

June

- Meet with Co-chair to plan strategy for rest of year

- Get permission from Exec Board for any major changes to funding plan and/or benefits
- Work with electronic services chair to have updates and enhancements placed on website.
- Remind advertisers of newsletter deadlines and advertising opportunities
- Collect and send ads to newsletter publisher. Publisher is Barry Age at Beach City Graphics. He is located in San Diego area. Email is beachcitygraphics@cox.net

July

- Compile list of vendors for sending initial announcement of sponsorship opportunities—use vendors who are WASFAA members as well as those who exhibited at annual conference.
- Add any additional contacts for prospective exhibitors/partners
- Send announcement once website has been updated.
- Be ready to answer questions and collect money

August

- Provide trainers with logos for training session PowerPoints
- Contact drayage companies and ask for bids
- Begin collection of new logos, ads, and banners

September

- Remind advertisers of newsletter deadlines and advertising opportunities
- Collect and send ads to newsletter publisher
- Send logos to be incorporated on page for binder for MLI

October

- Select drayage company

November

- Get floor plan from hotel and have drayage company put floor plan together—shoot for at least 60 booths (10x10 if there is room otherwise our standard is 8x10) If industry continues on down swing, aim for 30 booths
- Drayage company gets Fire Marshal approval
- Select color for drapes in vendor area of conference

December

- Remind advertisers of newsletter deadlines and advertising opportunities
- Collect and send ads to newsletter publisher

January

- Collect program ads and forward to person in charge of printing. Request to view draft before going to print.

February

- Go out for booth assignments
- Continue to update sponsors as they pay

March

- Remind advertisers of newsletter deadlines and advertising opportunities
- Collect and send ads to newsletter publisher
- Finalize all details for vendor area of conference. Request check for ½ of estimated cost for drayage company.
- Work with President on thank you notes and gifts for vendors.

April

- Attend conference—see if you can get to a few sessions!

APPENDIX B – 4 MEMBERSHIP COMMITTEE TIMELINE

Ongoing

- Process membership-dues checks as they arrive using the ATAC software.
- Periodically create a deposit report using the ATAC software and send the checks to the treasurer with the deposit report.
- Prior to each executive council meeting prepare a written report of the activities of the committee and some key membership statistics. Include in the written report a reminder to WASFAA committee chairs to use the on-site registration form for those who do not pre-register.

May

- 1st of the month - Print statistical report from WASFAA membership web page and store it with previous statistical reports. Share this information by email with the president and president-elect.
- Send out a reminder to those who have not renewed their membership via email. . Send out a reminder to those who still have an outstanding balance.
- Use ATAC system to find and clean up duplicate records in database.

June

- 1st of the month - Print statistical report from WASF AA membership web page and store it with previous statistical reports.
- Share this information by email with the president and president-elect.

July

- 1st of the month - Print statistical report from WASFAA membership web page and store it with previous statistical reports.
- Share this information by email with the president and president-elect.
- Use ATAC system to find and clean up duplicate records in database.
- Send out a reminder to those who have not renewed their membership via email.
- Send out a reminder to those who still have an outstanding balance.

August

- 1st of the month - Print statistical report from WASFAA membership web page and store it with previous statistical reports.
- Share this information by email with the president and president-elect.

September

- 1st of the month - Print statistical report from WASFAA membership web page and store it with previous statistical reports.
- Share this information by email with the president and president-elect.
- Use ATAC system to find and clean up duplicate records in database.
- Send out a reminder to those who have not renewed their membership via email. . Send out a reminder to those who still have an outstanding balance.

October

- 1st of the month - Print statistical report from WASFAA membership web page and store it with previous statistical reports.
- Share this information by email with the president and president-elect.

November

- 1st of the month - Print statistical report from WASFAA membership web page and store it with previous statistical reports.
- Share this information by email with the president and president-elect.
- Use ATAC system to find and clean up duplicate records in database.
- Send out a reminder to those who have not renewed their membership via email.
- Send out a reminder to those who still have an outstanding balance.

December

- 1st of the month - Print statistical report from WASFAA membership web page and store

it with previous statistical reports.

- Share this information by email with the president and president-elect.

January

- 1st of the month - Print statistical report from WASFAA membership web page and store it with previous statistical reports.
- Share this information by email with the president and president-elect.
- Update lifetime members' membership year expiration date so that they are current for the upcoming membership year. This means that when they register for training or a conference they won't be charged for membership.
- Send email notice to lifetime members reminding them that they can register for the conference with a 50% discount. The lifetime member should register, notify the treasurer, and then pay after the treasurer revises his or her invoice.
- Remind ATAC to revise renewal set up so that people who register for spring training and are not current members can prepay their membership dues for the coming year.
- Use ATAC system to find and clean up duplicate records in database. For duplicate that should be deleted, indicate "Duplicate" in the badge name field and remove the remaining information with the exception of the name of the member.

February

- 1st of the month - Print statistical report from WASFAA membership web page and store it with previous statistical reports.
- Share this information by email with the president and president-elect.
- See if the membership brochure needs revision by checking with Executive Council when it meets and find out how many copies are needed by the president, president-elect, and chair of the Federal Issues committee.
- Review the outgoing email message that occurs when people pay their membership dues and make any necessary modifications with ATAC.
- Work with Electronic Services and ATAC to update membership pages for upcoming year.

March

- 1st of the month - Print statistical report from WASFAA membership web page and store it with previous statistical reports.
- Share this information by email with the president and president-elect.
- Contact committee members and determine if they wish to continue on the committee during the coming year.
- Write year-end committee report prior to the transition meeting that usually happens this month.
- Use ATAC system to find and clean up duplicate records in database.
- Provide lenders with membership lists in conjunction with treasurer who receives

payments for the listings.

April

- 1st of the month - Print statistical report from WASFAA membership web page and store it with previous statistical reports.
- Share this information by email with the president and president-elect.
- Extend invitations to new committee members using the assistance of the volunteer development committee.
- Using the ATAC software update the current membership committee members' listing for the new membership year.
- After the awards have been announced at the conference update the new lifetime member(s) membership data to show the affiliation as lifetime member and type of membership as lifetime.
- After the conference, confirm that all executive council members are current with their dues and notify any that may not be. Also confirm that all committees' members are current with their dues.

APPENDIX B – 5 NOMINATIONS AND ELECTIONS COMMITTEE TIMELINE

Between conference and June Meeting

- Organize a notebook for keeping all correspondence, listserv messages, reports
- Develop a spreadsheet to list all ballot positions that need to be filled and nominees (name, college/type, state, email, gender, ethnicity, agree to run, institutional approval, candidate statement, electronic photo and notes)
- Review notes, materials, nominees from the previous year
- Ask the President-Elect and EDAC Chair to serve on the N & E Committee
- Arrange to meet with the State Presidents Group before the June EC meeting

Between June Meeting and November Meeting

- Submit an article for the WASFAA Newsletter on reasons to run for office
- Submit a paragraph with a call for nominations in a WASFAA Highlights
- Update the Officer Nomination form and ask the Electronic Services Chair to post it at the WASFAA website
- Send a message EC regarding the need for nominations
- Send a listserv message to members with a link to the Officer Nomination form
- Choose 3 additional N & E committee members from 3 different states and enter all committee members on the ATAC system
- Send many persuasive emails to potential candidates for a diverse slate

- Prepare list of nominees for executive session at the November EC meeting

Between November and February Meeting

- Send an email message to final candidates regarding the need for a candidate statement, electronic photo, WASFAA membership and NASFAA Leadership Conference information.
- Contact the Electronic Services chair to help facilitate the ATAC On-line ballot. They will send out the first notification of voting open with passwords.
- Send a reminder listserv message to members after the holiday break
- Review the final voting results and let the President-Elect know who needs to be contacted (winners and non-winners)
- Send a listserv message to members on the election results
- Request voter data from Electronic Services
- A motion will need to be made at the February EC meeting to destroy the ballots

Calendar of events/deadlines needed to be met

- September 5 – Email message to EC to call for nominations
- September 20- Listserv message to call for nominations
- October 19th – Deadline date to submit nominations
- November 19th – Send message to final candidates
- December 7th – Deadline date for final candidates to submit statement/photo
- December 17th – Deadline date to get ballot on-line and open voting
- January 8th – Send listserv message with reminder to vote
- January 17th – Deadline date for members to vote

APPENDIX B – 6 PAST PRESIDENT TIMELINE

May

- Prepare agenda and handouts for SP meeting in June and arrange for room and meal and send out memo to committee members

June

- Facilitate first SP meeting before EC meeting which you attend
- Review Budget Revision Requests
- Write an article for the WASFAA Newsletter

July

- Attend the last NASFAA Board meeting before the annual conference
- Attend the NASFAA Annual Conference and participate in required events

August

- Start thinking of potential candidates you have met in the past years

September

- Put out a call for nominations
- Write an article for the WASFAA Newsletter

October

- Prepare agenda and handouts for SP meeting in November

November

- Attend the NASFAA Board meeting

December

- Have ATAC post online voting
- Write an article for the WASFAA Newsletter

January

- Provide report electronically for Past-President, NE and SP
- Provide names for nomination for awards
- Prepare agenda and handouts for SP meeting in February, arrange for meeting room and meal, send memo to committee members

February

- Facilitate SP meeting, review minutes draft
- Provide oral reports on SP, NE and Past-President
- Make sure motion is made to destroy ballots
- Provide letter template to President re official notice, time involved, etc for new officers and chairs

March

- Prepare year-end reports for NE, SP and Past-President for use at the transition meeting
- Participate in the transition meeting. You may be asked to provide a presentation on the WASFAA Strategic Plan and Roberts Rules
- Facilitate an activity that will complete the goals matrix and setting of officer and chair goals.
- Prepare for last SP meeting that will be held before the annual conference

April

- Facilitate last SP meeting, participate in the Fiscal Planning and EC meeting
- Attend the WASFAA Conference and sit at a head table while attendees watch you eat
- Attend the Spring NASFAA board meeting
- Facilitate the SP meeting, attend the FP meeting and EC meetings
- Facilitate a WASFAA executive session to finalize ballot
- Request candidate statements and photos

APPENDIX B – 7 PRESIDENT TIMELINE

May

- Prepare presentation for SDBSI banquet speech
- Prepare for EC Meeting-Update Agenda, review action/motions list, send memo to EC list serve, select menu from hotel catering menus
- Electronic vote to approve chairs

June

- WASFAA EC Meeting
- SDB Summer Institute
- Review Budget Revision requests
- Newsletter deadline – Write president's letter

July

- NASFAA BOD Meeting, Annual Conference – Prepare WASFAA regional report

August

- Prepare presentation for State Conferences (recent activities, training in that state, WASFAA volunteers from that state, upcoming conference, MLI). WASFAA brochure, VDC brochure and/or token gift

September

- Call for nominations for WASFAA elected officials (listserv message)
- Registration goes out for Fall Training
- Scholarship application for JRSMLI open
- Newsletter deadline – Write president's letter

October

- Prepare for EC Meeting-Update Agenda, review action/motions list, send memo to EC list serve, select menu from hotel catering menus
- State conferences (AZ, ID, WA and AK)

November

- NASFAA BOD Meeting – Prepare WASFAA regional report
- WASFAA EC Meeting- N & E Meet to finalize slate of candidates
- JRSMLI
- State conferences (NV)
- Ballot distributed
- Reserve slots for NASFAA Leadership Conference

December

- State conferences (CA)
- Newsletter deadline – Write president's letter

January

- Prepare for EC Meeting-Update Agenda, review action/motions list, send memo to EC list serve, select menu from hotel catering menus
- Election results to membership
- Provide deadline for electronic submission of EC reports. Write President's report also
- Call for nominations for awards that will be given at the conference
- Forward memo to WASFAA attendees to NASFAA Leadership Conference
- Oregon State Conference

February

- WASFAA EC Meeting (Award nominations)
- Nominate WASFAA candidate for NASFAA Leadership Award
- Submit application for NASFAA Regional Award
- Think about gifts for council members to be given at the conference
- Letters re what is involved with council position, official welcome
- Newsletter deadline – Write final president's letter

March

- Year-end reports due before transition meeting. Do Presidents Year-end also. Include goal information.
- NASFAA Core Order – Ask Training and SDBSI if they need it
- Transition Meeting
- Presidents letter for the newsletter
- Order gifts for council members
- Hawaii State Conference
- Prepare for EC Meeting-Update Agenda, review action/motions list, send memo to EC list serve, select menu from hotel catering menus
- Get travel gift for next president

April

- WASFAA Annual Conference
- NASFAA BOD Meeting

Monthly

- WASFAA Highlights with association, training, DC and DE updates
- NASFAA conference call meetings 1st Friday on month

Ongoing

- Leonard will send you contracts to review and sign for future EC meetings and conferences.

B – 8 VOLUNTEER PARTICIPATION

March/April/May/June

- Push for volunteers for coming year; members who wish to be considered for same committee need to resubmit volunteer form (Auto response when volunteer form completed w/thank you & process-anticipated timeline)

June/July

- VDC sends committee chairs list of volunteers along with list of volunteers not previously selected

July/August (at latest)

- Final Selection of committee members by committee chairs and contacts said members. Chairs inform VDC of those not selected. Possible to add members later if needed

August – February

- VDC communicates w/chairs as new volunteering occurs & VDC communicates accordingly. Chairs communicate w/VDC for additional volunteers as needed.

January – February

- VDC collects final list of committee members for Awards Committee for Certificates of Recognition.
- Work on and make web updates

APPENDIX B

Investment Policy Statement

INVESTMENT POLICY STATEMENT

Western Association of Student Financial Aid Administrators

April 14, 2005

The Western Association of Student Financial Aid Administrators (WASFAA) is an organization of professional individuals in the Western region of the United States (including territories) who advance access and choice to higher education through the administration of financial aid programs.

As such, WASFAA's mission is to provide professional and personal development for its members in order to promote student financial aid and educational opportunities for students.

Purpose

Purpose of the investment policy statement is to maintain a full year's operating capital in short (defined as no shorter than three months and no longer than 18 months) and long. The association has determined that 10% of the investment should be liquid for emergency situations.

Investment Objectives

The Association's investment options will be to maximize return within reasonable and prudent levels of risk.

Roles and Responsibilities

The Fiscal Planning Committee (membership as described in the Policy and Procedures of the Association) is responsible for establishing and maintaining the Investment Policy Statement, selecting investment options, periodically evaluating the investment performance and recommending investment option changes and advising EC members in investment education and communications.

Guidelines for Investment Decisions

When WASFAA is determining an investment other than Certificate of Deposits, Treasury Bills, Money Market accounts and other risk-free investments the following guidelines will be implemented.

The Fiscal Planning Committee will decide what amount of money will be subject to market risk and what level of risk will be appropriate. For example, on an investment of \$100,000 is the Committee willing to take the chance of losing 10%, while also taking the chance that the investment will gain 120%? Does

the Committee want conservative fund performance, or one that has moderate risk?

The Fiscal Planning Committee, at a minimum, will investigate three nationally recognized Mutual Fund companies. This investigation will include, reading the web sites for general information about the Company, calling each firm and asking what investment recommendation would be given for the dollar amount and the time frame of the money being invested, ordering and reading the prospectus on the recommended funds, and determining if the fee charged is acceptable.

The Committee will review their findings and execute their decision.

(Optional based on if we decide to hire an investment manager or investment firm)

Selection of Investments and Managers

The Fiscal Planning Committee will evaluate investment managers and choose managers to manage the specific investment options. Each investment manager must meet certain minimum criteria:

- It should be operating in good standing with regulators and clients, with no material pending, or concluded legal actions.
- It should provide detailed information on the history of the firm, its investment philosophy and approach, and its principals, clients, locations, fee schedules and other relevant information.

Assuming the minimum criteria are met, the particular investment under consideration should meet the following standards for selection:

- Performance should be equal to or greater than the median return for an appropriate, style-specific benchmark and peer group over a specified time period.
- Specific risk and risk-adjusted return measures should be within a reasonable range relative to an appropriate, style-specific benchmark and peer group.
- It should demonstrate adherence to the stated investment objective.
- Fees should be competitive compared to similar investments.
- The investment manager should be able to provide all performance, holdings, and other relevant information in a timely fashion.

Investment Monitoring

The Fiscal Planning Committee shall review each of the selected investment options on a quarterly basis to evaluate their performance. The investment option review shall be objective, fair and shall incorporate statistical analysis.

With evaluating investment option performance, the Fiscal Planning Committee confirms that the criteria originally used in the investment option selection process remain so, and the overall satisfaction with the investment option is acceptable. If areas of dissatisfaction exist, the Fiscal Planning Committee will give the Investment Manager a reasonable period to resolve the issue.

Manager Termination

Investment Manager's performance can move in cycles over time and that investment option's performance will not always be superior.

An Investment Manager will be terminated when the Fiscal Planning Committee has lost confidence in the manager's ability to:

- Achieve performance and risk objectives
- Comply with investment guidelines
- Comply with reporting requirements, or
- Maintain a stable organization and retain key relevant investment professionals.

Failure to remedy the circumstances of unsatisfactory performance by the Investment Manager, within a reasonable time, is grounds for termination.

Any recommendation to terminate an investment manager will be treated on an individual basis.

A manager to be terminated shall be removed using the following approach:

- Removed and replaced with an alternative manager.

The Investment Policy Statement will be reviewed at least annually, and, if appropriate, can be amended to reflect changes in the capital markets, Association objectives, or other factors relevant to the Plan.

APPENDIX C

Core Assessment Questions for Evaluations of WASFAA Events Purpose:

The purpose of the provision of these questions is to assist the various WASFAA Event Chairs in the development of a set of standardized core assessment questions for the evaluation of WASFAA events. The objective is to encourage all Event Chairs to survey their event attendees with this minimum set of core questions that will help to assess their respective event, and benefit WASFAA in the future planning and budgeting of these activities. This will also assist in collecting consistent data for the WASFAA Strategic Plan Measures Tracking Too.

- 1) Ask the attendee the type of institution he/she represents.
- 2) Ask the attendee the state/territory in the WASFAA region in which they are employed.
- 3) Ask the attendee the role he/she plays in financial aid administration, and the number of years employed in the profession.
- 4) Request the attendee to identify what financial aid programs their institution participates in, e.g. Pell, Direct Loans, Perkins, Federal Work-Study, etc.
- 5) Ask the attendee to rate the registration process.
- 6) Ask the attendee to rate the overall value of the event.
- 7) Ask the attendee to rate the presenters.
- 8) Ask the attendee to rate the event location and facilities.
- 9) Ask the attendee what aspect of the event they most enjoyed and why.
- 10) Ask the attendee what aspect of the event they least enjoyed and why.
- 11) Ask the attendee how they heard about the event.
- 12) Ask the attendee why they registered for the event, and if their expectations were met.
- 13) Request the attendee to provide recommendations/suggestions that might help to improve the event in the future.
- 14) For organizational planning purposes, ask the attendee if they anticipate attending the next WASFAA conference.