



WASFAA Strategic Plan 2014 – 2016

**Strategic Plan Updated
2012-2013**

Strategic Plan 2014 - 2016

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June 28, 2012

September 28, 2012

November 15, 2012

February 28, 2013

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Executive Summary

The purpose of this three-year strategic plan is to guide the decision-making of the Executive Council of the Western Association of Student Financial Aid Administrators (WASFAA) and to inform the membership of the priorities and activities of the Association. The goal of the plan is to ensure that WASFAA continues to serve its members most effectively and efficiently.

WASFAA's fundamental purpose and reason for existence is clearly articulated in the Association's mission statement:

To provide professional and personal development for its members in order to promote student financial aid and educational opportunities for students.

The Executive Council of WASFAA believes that how the Association accomplishes its mission is as important as the mission itself, and therefore has articulated a set of core values which are intended to guide and inspire the behavior and interactions of all WASFAA members. The core values of the Association are:

- + *Professional Growth & Development*
- + *Inclusiveness*
- + *Advocacy*
- + *Collaboration*

The following eight (8) goals summarize the organizational priorities for the Association for the next three years. During the 2011-2013 strategic planning we maintained the same goals, but changed the order for priority of importance. For the 2014-2016 planning process, it was determined that the order of the goals be changed, due to successful progress in some goals.

1. Be a leader in providing training and professional development opportunities that are responsive to member needs;
2. Maintain the long-term financial stability of the Association;
3. Assess and monitor the performance of the Association and implement strategic adjustments;
4. Increase the participation of members in Association activities;
5. Continually improve methods and processes for communicating with the membership;
6. Consolidate and communicate the public policy positions of financial aid administrators in the Western region and provide members with the support and education they need to further their own advocacy efforts;
7. Maintain and enhance the diversity of our membership and the Executive Council; and
8. Collaborate and coordinate with other organizations and associations in order to serve our members more efficiently and effectively

The 2014-2016 WASFAA Strategic Plan was approved by the Executive Council in its meeting on May 18, 2013. This marked the conclusion of the formal process of developing the Strategic Plan, but not the conclusion of the Association's strategic planning efforts. Goals must be developed annually by Committees and Officers in support of the three-year Strategic Plan, and the Measures Tracking Tool updated. The Strategic Planning Committee will continue to be responsible for ensuring that the Strategic Plan is reviewed and monitored regularly by the Executive Council and communicated to the membership of the Association.

INTRODUCTION

The process used to develop the 2014-2016 Strategic Plan was both comprehensive and inclusive. Led by the Past-President and members of the Strategic Planning Committee (see Appendix A), the process was initiated through a conference call with Gayle Northrop, WASFAA's original strategic planning consultant, and some members of the Strategic Planning Committee, on June 8, 2012. Ms. Northrop provided meaningful insights concerning the design of a process for the effective update of the WASFAA Strategic Plan. She suggested that in the current budget environment, that WASFAA focus on our core activities, the specific core activities that lead to self-sustainment. She believes that these core competencies are training, advocacy, and networking. WASFAA also needs to continue to focus on new revenue sources/income streams. The current revenue model may need to be changed. The administration of another membership services survey instrument is likely not needed, as findings from the most recent survey still appear to be most relevant. Similarly, she did not believe that another formal SWOT analysis was necessary, but that the organization does need to identify what available data is key to the decision-making process and focus on that in our next strategic plan. In conclusion, she suggested that what WASFAA needs is a realistic growth change strategy. These insights were shared with members of the WASFAA Executive Council at their June 28, 2012 meeting and it was determined and recommended that it would be in WASFAA's best interest to develop another three-year strategic, plan since many of the economic challenges that previously impacted the Association are still present.

The Mission, Core Values and Goals for WASFAA during the next three-year period would remain the same. However, the priority of importance for the accomplishment of the goals would be changed, as would some of the strategies/actions for the accomplishment and specific committee responsibility. The Measures Tracking Tool would also remain with some modifications for consistency. More emphasis would be put on the connection of the Officers and Committee Chairs goals and the eight WASFAA goals. The vehicle to make this connection would be a stronger utilization of the strategies developed for each goal.

Members of the Strategic Planning Committee and Executive Council met or conferred frequently throughout the strategic plan process to analyze and discuss strategy and progress. Available strategic plans of other state and regional financial aid administrator associations were also reviewed. WASFAA President, Jack Edwards, committed a major portion of the agenda at the November 15-16, 2012 Executive Council meeting to discussion and review of the strategic plan update process. Exercises were conducted with Executive Council members in order to obtain important input regarding the possible addition or re-prioritization of strategic plan goals, measures, and strategies/actions. This input resulted in the writing of various iterations of a strategic plan update draft, which was reviewed and further discussed and modified at the February 28-29, 2013 meeting of the Strategic Planning Committee and Executive Council.

MISSION & CORE VALUES

The Mission and Core Values for WASFAA during the next three-year period will remain unchanged. WASFAA's fundamental purpose and reason for existence is clearly articulated in the Association's mission statement:

Mission

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.

Core Values

The Executive Council of WASFAA believes that how the Association accomplishes its mission is as important as the mission itself. The manner in which we behave, treat each other, and interact with others is critical to the successful implementation of our mission and strategic goals. Therefore, WASFAA undertakes its mission, guided by the following core values:

1 Professional Growth & Development

...building skills, knowledge, confidence, and careers by training and networking opportunities, and instilling a passion for the financial aid profession

2 Inclusiveness

...of all segments and sectors
...of all cultures and ethnicities
...of all positions, preferences, perspectives, and ideas

3 Advocacy

...for the students, parents, and schools we serve
...for the importance of access to education
...for the value of financial aid
...for the role of the financial aid administrator

4 Collaboration

...networking between our members
...coordinating with our partners to fulfill our mission

SITUATION ASSESSMENT

The Situation Assessment from the previous three-year plan was again reviewed as part of the strategic planning process in order to better understand the environment, both internal and external, in which WASFAA operates. Key activities of that plan included reviewing the most recent NASFAA Scan of our Changing Environment, discussion with the Strategic Planning committee members to update and make more concise the previous list of strengths, weaknesses, opportunities and threats facing WASFAA.

Internal Assessment: Assets

- Strong training programs
 - Sister Dale Brown Summer Institute
 - Jerry R. Sims Management & Leadership Institute
 - Annual Conference
- Financially sound organization; strong asset reserves
- Provide networking and sharing of best practices opportunities to members
- Utilization of all modes of communication including social networking
- Strong voice to NASFAA and opportunity to advance regional issues

Internal Assessment: Weaknesses/Constraints

- Continued need to seek new income streams
- Promotion of WASFAA training events needs improving
- Lack of mentoring available for new members and people new to financial aid
- Assessment of membership needs is limited and infrequent
- More concrete strategies and goals need to be utilized by council members

External Assessment: Opportunities

- Can coordinate training to provide access for the NASFAA University credential
- Increase revenue through web-based training and advertising
- Increase partnerships and collaboration for mutual benefit
- Training and professional growth needed by new financial aid administrators
- Large and diverse volunteer base good for leadership pipeline

External Assessment: Challenges

- Restricted travel and training budget for members
- Advocacy is difficult when changes made by budgetary decisions and executive orders
- Providing competitive membership services without over budgeting use of reserves
- Ability to continue to attract volunteers/leaders with economic and time constraints
- Serving training needs of different segments

Other Trends

- Financial aid funding reduced by budget deficit reduction efforts
- Demographic changes with new minority and great number of “non-traditional” student
- Turnover/retirement of long tenured financial aid staff
- Financial literacy and debt management support with a cost to schools
- Doing more with less (money, time, staff, etc.)
- Emphasis on completion, accountability, and transparency

GOALS, MEASURES, & STRATEGIES

WASFAA's Strategic Plan will allow the Association to fulfill its Mission and continue to provide members with outstanding services and support. The eight (8) goals listed on page 1 summarize the organizational priorities for the Association for the next three years. The details on how these goals will be accomplished using specific strategies and actions, who or what committee will be responsible for accomplishing them, and how success will be measured have been articulated in the following chart.

Goal #1:	Be a leader in providing training and professional development opportunities that are responsive to member needs
Measures:	<ul style="list-style-type: none"> a. Training manual reviewed, approved by EC and posted to WASFAA website. b. Increase in number of training and professional development activities/events c. Increase in number of members participating in Association activities/events d. Post-training evaluations indicate improvements in training quality and consistency

Strategies/Actions	Responsibility
1. Use results of listserv or quick surveys to respond to member training interests and priorities	Training
2. Conduct regular surveys to determine: <ul style="list-style-type: none"> a. Training needs of members b. Training resources available, including types of training other associations and partners are doing c. Training that would appeal to others, i.e. bursars, high school counselors, business officers, etc. 	Training; Research
3. Consistently evaluate the quality of training and trainers <ul style="list-style-type: none"> a. Formalize how trainers are trained and evaluated b. Implement changes based on evaluations or response c. Report results to EC 	Training
4. Improve the organization of the Association's training efforts <ul style="list-style-type: none"> a. Recruit and utilize committee members who will be able to do strategic/administrative tasks for committee b. Invite representatives from State Association training committees to serve on Training Committee c. Communicate events to members in timely manner utilizing all electronic communication tools 	Training; Communications
5. Utilize and Revise the Training Manual to include: <ul style="list-style-type: none"> a. Training Committee functions and structure (e.g., definition of roles of committee chair, trainers, other committee members) b. Criteria for selecting trainers c. Processes for identifying, training, and assessing trainers 	Training; Policies and Procedures

Strategies/Actions	Responsibility
d. Processes for identifying training topics	
6. Serve as a clearinghouse/coordinator for training activities in the Western region <ul style="list-style-type: none"> a. Collaborate with state associations, national association Department of Education, vendors and others to develop annual training plans b. Coordinate training topics to ensure minimal duplication c. Develop Master Calendar of all training events in the region including vendor training offerings 	Training; Vice President
7. Collaborate with other committees to implement strategies <ul style="list-style-type: none"> a. Request State Presidents communicate their state member needs and assist in event promotion b. Engage Electronic Services to ensure timely opening of registration c. Volunteer Development – help identify and recruit known effective trainers d. Share great presenters or presentations between states and regions e. Send appreciation letters from the WASFAA President to participants of JRSMLI and SDBSI to institution f. Research opportunity to have joint state conferences or state and WASFAA annual conferences g. Ensure that training needs are meeting needs of all sectors or segments 	Training; State Presidents Group; Electronic Services, Communication; Volunteer Development; President; Awards; RAL;JRSMLI, SDBSI – Chair to write letters for 7e
8. Continue to develop and implement web-based training <ul style="list-style-type: none"> a. Target providing at least one web-based training for Spring Training event 	Training; Electronic Services

Goal #2:	Maintain the long-term financial stability of the Association
Measures:	<ul style="list-style-type: none"> a. Maintain balanced budget, with minimal use of asset reserve b. Asset reserve is maintained at two times the most recent three-year average of operating expenses (plus contractual obligations) c. Budget comprised of more diverse sources of revenue

Strategies/Actions	Responsibility
1. Monitor/revise the Investment Policy & Strategy as needed and whenever possible, have a Fiscal Planning committee member participate on NASFAA’s FAC Committee	Fiscal Planning
2. Maintain the Asset Reserve Fund Policy <ul style="list-style-type: none"> a. Communicate with members about the purpose of the policy and ongoing management of the reserves 	Fiscal Planning; Treasurer

Strategies/Actions	Responsibility
3. Continue to increase the diversity of WASFAA's revenue sources/income streams <ul style="list-style-type: none"> a. Review and analyze current revenue sources for balance and stability and determine if the existing model needs to be modified b. Identify and secure new sources of revenue with possible collaboration with state and national associations 	Fiscal Planning Fund Development
4. Track and develop plans in response to changes in federal rules and requirements that impact WASFAA's revenue sources e.g. FDIC changes, etc.	Fiscal Planning
5. Manage operations in accordance with Association Bylaws and Policies & Procedures <ul style="list-style-type: none"> a. Annually review dues and fiscal policies to ensure congruence with Association goals, budget and operations b. Ensure events and activities are self-sustaining, whenever possible c. Develop and maintain a balanced budget 	Fiscal Planning, Committee Chairs
6. Develop ways to help keep WASFAA's expenses down but maintain essential services and quality of service	Fiscal Planning
7. Research possible grant writing opportunities	Fiscal Planning; Research

Goal #3:	Assess and monitor the progress of the Association and implement strategic adjustments
Measures:	<ul style="list-style-type: none"> a. Improvement in ratings on future Membership Services Survey instruments b. Strategic Plan complete and guiding Association activities c. Committees and Officers develop and report on annual goals

Strategies/Actions	Responsibility
1. Utilize a standardized assessment tool for evaluation of events	Research, Event Chairs
2. Monitor and assess performance against strategic goals by a year end report template that includes Measure Tracking Tool data collection	Executive Council
3. Administer more frequent surveys to assess needs of the association members (e.g., training topics, conference session ideas)	Research; Event Chairs
4. Develop timeline on next Membership Services Survey and determine frequency and need	Strategic Planning
5. Review prior years measures against goals to assess progress annually	Strategic Planning; Committee Chairs
6. Evaluate membership structure and implement appropriate changes	Membership; Fiscal Planning; three Presidents
7. Evaluate the job descriptions of officers annually	P & P; three Presidents; Bylaws;
8. Incorporate and formalize changes through revisions to the	P & P; Bylaws

Strategies/Actions	Responsibility
Bylaws and Policies & Procedures manuals	Committee
9. Assess all electronic communication modes to membership for effectiveness (i.e. newsletter, President's Highlights, Blog, Twitter, Facebook, LinkedIn) by obtaining data on number of participants and number of hits	Strategic Planning; Electronic Services; Communications; Research; three Presidents;

Goal #4:	Increase the participation of members in Association activities
Measures:	<ul style="list-style-type: none"> a. Increase in number of WASFAA members b. Increase in number of members at Annual Conference, training events, etc. c. Increase in number of new volunteers serving on committees d. Increase in number of new Executive Council members

Strategies/Actions	Responsibility
1. Establish and formalize functions and processes of Volunteer Development Committee <ul style="list-style-type: none"> a. Coordinate activities centrally to ensure consistency and follow through b. Use the SDBSI and Conference to provide information to and to hear from potential volunteers c. Ensure every member who expresses interest in volunteering is followed up on 	Volunteer Development
2. Provide a one-page summary describing what WASFAA does, what each committee does, how to get involved, etc. and distribute it: <ul style="list-style-type: none"> a. At the Annual Conference b. To Sister Dale Brown Summer Institute attendees c. Provide and distribute at State Conferences 	Volunteer Development; Membership President
3. Use technology to streamline volunteer development activities	Electronic Services
4. Work with EDAC to involve scholarship recipients in Association activities <ul style="list-style-type: none"> a. Consider inviting new people to EC Meetings so they can learn about what the EC does 	EDAC; Executive Council
5. Balance the involvement of newer members and potential leaders with more experienced members/leaders	Committee Chairs
6. Identify and encourage emerging leaders to become more involved and provide appropriate training and support <ul style="list-style-type: none"> a. Work with State Association leaders to identify potential volunteers/leaders b. Identify potential chairs from committee members or co-chairs 	Volunteer Development; State Presidents Group; Committee Chairs
7. Highlight volunteers and volunteer opportunities with newsletter articles	Volunteer Development;

Strategies/Actions	Responsibility
	Communications

Goal #5:	Continually improve methods and processes for communicating with the membership and other associations/industry
Measures:	<ul style="list-style-type: none"> a. Improved ratings on communication-related questions on future Membership Services Survey instruments b. Increase in percentage of members signed up on social media tools c. Regularity of newsletter publication and communication from President d. Increase in number of members applying for scholarships e. Increase in number of visits to the WASFAA website

Strategies/Actions	Responsibility
1. Regular, direct communication from the President to the membership through Blog or listserv	President
2. Monitor to make improvements to Newsletter content and structure <ul style="list-style-type: none"> a. Utilize electronic format for all newsletter issues b. Regularly evaluate member satisfaction with the newsletter and make appropriate adjustments c. Consider reviving the segment about "news about our members" 	Communications
3. Educate members about the use and benefits of the WASFAA listserv, blog and website	Electronic Services; Communication
4. Use website and other technology tools to encourage two-way communication with members	Electronic Services; Communications
5. Continue to create opportunities for State Presidents to meet regularly and share information	Past.President;State Presidents Liaison
6. Regularly provide information to members about the Association (e.g., activities, goals, accomplishments) using current communication tools (e.g., newsletter, blog)	Executive Council

Goal #6:	Consolidate and communicate the public policy positions of financial aid administrators in the Western region and provide members with the support and education they need to further their own advocacy efforts
Measures:	<ul style="list-style-type: none"> a. Improved ratings on advocacy-related questions on future Membership Services Survey instruments b. Track amount of communication from Federal Relations Committee on advocacy-related issues c. Track actions taken by members in response to calls for action (e.g.,

	website hits)
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Strategies/Actions	Responsibility
1. Increase awareness of public policy issues impacting financial aid administrators	Federal Relations
2. Educate and empower members to take action at an individual level and help them understand the individual role they can play in advocacy <ul style="list-style-type: none"> a. Encourage and facilitate communication to elected officials and other key players at the national level b. Provide members with feedback on the results of the actions they have taken individually and as a group 	Federal Relations
3. Implement easy-to-use web-based tools to support advocacy	Electronic Services
4. Collaborate with State Presidents and other representatives at the State level to enhance advocacy efforts at the Federal level <ul style="list-style-type: none"> a. Strive to have representatives from each state serve on WASFAA's Federal Relations Committee 	Federal Relations; State Presidents Group
5. Work with ATAC to establish a tracking tool to measure and evaluate the impact of actions taken by members	Electronic Services
6. Formalize WASFAA's advocacy policy of providing a response and communicating varying viewpoints on key issues, even if consensus cannot be reached	Federal Relations
7. Ensure that issues/problems brought up in council meetings are communicated to the NASFAA board by Executive Council members that serve on the NASFAA board/committees	Past President

Goal #7:	Maintain and enhance the ethnic diversity of our membership and the Executive Council
Measures:	<ul style="list-style-type: none"> a. Increase in membership diversity as measured by membership statistics b. Track number of diversity-related activities conducted each year c. Survey conducted (or Membership Services Survey modified) to assess member perceptions of WASFAA culture/climate as needed

Strategies/Actions	Responsibility
1. Conduct research to gather and analyze statistics related to membership ethnic diversity <ul style="list-style-type: none"> a. Review membership ethnicity/race categories b. Survey membership to determine reason for non-responses and checking of "other" category 	EDAC; Membership; Electronic Services
2. Broaden the membership's understanding of ethnic diversity through active education and communication efforts <ul style="list-style-type: none"> a. Use interest session at Annual Conference and symposiums to educate members about diversity issues and forward to states for use at their conference b. Use general session speakers and topics to reflect diversity education needs and issues 	EDAC; Conference; Training; Communications

Strategies/Actions	Responsibility
<ul style="list-style-type: none"> c. Work with Training Committee/trainers to incorporate diversity into a web-based training session d. Develop pamphlets for high school counselors and front-line staff with culturally sensitive facts/guidance e. Publish articles in the newsletter relating to diversity issues including pamphlet information 	
3. As budget permits, provide more scholarships to members representing diverse populations <ul style="list-style-type: none"> a. Require volunteer service as part of scholarship award b. Engage scholarship volunteers through formal and/or informal mentoring efforts 	EDAC, Fiscal Planning
4. Ensure participation on the Executive Council and in committees by diverse members/groups	Committee Chairs; EDAC
5. Nominations & Elections target diverse populations in recruiting candidates to run for offices	Nominations & Elections
6. Work with leadership from the State Associations to identify potential members, volunteers, leaders from diverse populations	Volunteer Development

Goal #8:	Collaborate and coordinate with other organizations and associations in order to serve our members more efficiently and effectively
Measures:	<ul style="list-style-type: none"> a. Committee goals and year-end committee reports show increased collaboration with other associations/organizations b. Executive Council discusses potential new collaborations at least once per year in its meetings and at the transition meeting c. WASFAA participates in at least one new collaborative effort each year

Strategies/Actions	Responsibility
1. Focus collaborative efforts on work with state and other regional associations, NASFAA, the Department of Education, and other industry partners <ul style="list-style-type: none"> a. Consider providing trainers for state association conferences and other professional organizations b. Assist in promoting all available training opportunities and reaching out to other groups, i.e. high school counselors c. Work with other states on FAFSA workshops to improve FAFSA completion rates 	Training; Conference; Vice-President; State Presidents Group
2. Appropriate committees incorporate collaboration into annual goals and ongoing activities on revised report template	All Committees
3. Officers and others in elected positions make collaboration a priority and part of their annual planning process	Officers

SUPPORT & IMPLEMENTATION OF THE STRATEGIC PLAN

As with the two previous WASFAA Strategic Plans, the Strategic Planning Committee and the Executive Council will support the plan by its regular use in the decision-making process. It has been effective to have in-person meetings of the Strategic Plan Committee quarterly, before each Executive Council meeting and it is recommended that this practice be continued. In addition, the 2014-2016 Strategic Plan will be supported by the following other methods.

- Introductory education about the Strategic Plan as an agenda item to be provided at the Transition or Orientation meeting of the current Executive Council and the incoming Executive Council members.
- WASFAA officer and committee chair goal setting will be coordinated with the eight goals of the Strategic Plan. Progress made will be an integral part of each Council member's quarterly and year-end reports.
- Part of the first Executive Council meeting for new members will be utilized to review the recommended strategies and actions that each officer and committee chair should keep in mind when setting and carrying out their goals.
- The Measures Tracking Tool will be updated annually and all Executive Council members will assist in the timely collection of data. The updated data should be included in the quarterly or year-end report. The Measures Tracking Tool should be reviewed and evaluated against the desired outcomes by the Strategic Planning Committee.
- Newsletter articles will be written to inform the membership of accomplishments and recent activity regarding the Strategic Plan. Trends and data from the Measures Tracking Tool can be highlighted.

Appendix A: Strategic Planning Process Participants

Members of the 2012-2013 Strategic Planning Committee who participated in the development of the 2014-2016 WASFAA Strategic Plan:

1. Kay Soltis, Chair
2. Paula Cady, Recorder
3. Jack Edwards
4. Mindy Bergeron
5. Frank Green
6. Steve Herndon
7. Luhui Whitebear
8. Peter Miller
9. Wendy Olson
10. Tami Sato

Other members of the 2012-2013 Executive Council who participated in the development of the 2014-2016 WASFAA Strategic Plan:

1. Ashley Munro
2. Howard Fischer
3. Melissa Moser (proxy for CA)
4. Kevin Jensen
5. Scott Nielsen
6. Donna Fulton
7. Jodie Kuba
8. Ted Haase
9. Sandi Guidry
10. Zack Duffy
11. Terri Eckel
12. Ashley Salisbury
13. Barbara Bickett
14. Pat Hurley
15. Sun Ow
16. Kathleen Koch
17. Abril Hunt
18. Laura Hughes
19. Leonard Walker
20. Nichole Doering
21. Adam Hatch

Appendix B: 2012-13 Committee & Officer Goals

Awards and Scholarships

1. Follow timeline set up by previous Award/Scholarship Chairs.
2. Increase the number of scholarship applicants and award nominees.
3. Seek committee representation from all states.
4. Promote in timely manner the scholarship offerings.
5. Evaluate scholarship application online form for clarity.
6. Continue to evaluate if scholarships should cover more costs but be provided to fewer people or increase amounts.

Bylaws

1. Become familiar with the Association Bylaws
2. Maintain and update, when necessary, the Bylaws
3. Make sure that any updates to the Bylaws are posted on the website and the membership is notified.
4. Coordinate with Policy and Procedures Committee to maintain continuity between Bylaws and Policy & Procedure

Communications

1. Enhance social media presence
2. Create blog with regularly updated material
3. Reduce size of newsletter while utilizing free products, blog social media
4. Develop social media policy/plan
5. Develop new ways to create additional ad space

Conference

1. Goal is to have 350 – 400 registered and paid attendees
2. Offer tracks specific to institution type – proprietary and graduate in particular
3. Raise money for the association by doing a Silent Auction
4. Come in well under budget – Pat and Terri are committed to being frugal!
5. Offer outstanding agenda with relevant and meaningful general sessions and breakouts

Electronic Services

1. Collaborate with other committees to maintain website in a timely manner.
2. Provide prompt, thorough and friendly website assistance to WASFAA officers, committee chairs, general members, partners and Job Link customers.
3. Add access to selected archives to WASFAA website.

Ethnic Diversity

1. Identify or develop an EDAC session for the Annual WASFAA Conference.
2. Submit diversity related articles for the WASFAA Newsletter rotating topics focused on underrepresented groups.

Appendix B: 2012-13 Committee & Officer Goals

Federal Relations

1. Provide updates to the membership regarding current and upcoming legislative, regulatory, and implementation issues via email listserve and WASFAA Blog site.
2. Establish communication link between Federal Relations and Grad/Professional committees.
3. Provide and update appropriate links on WASFAA website.
4. Recommend WASFAA advocacy positions.
5. Draft responses to NPRMs for EC review and approval.
6. Coordinate efforts with WASFAA member State Associations
7. Create a list of WASFAA state federal issues chairs and develop a communication plan.
8. Develop talking points for WASFAA representatives attending the NASFAA leadership conference and visiting legislators and share with member state representatives.
9. Ensure that the committee is representative of WASFAA membership
10. Encourage the participation in advocacy initiatives important to the WASFAA membership.

Fiscal Planning

1. Monitor the annual WASFAA 2012 and 2013 budgets including the review of Committee/Activity Budget Revision Request forms for FY 2012, and Budget Expenditure Request forms for 2012 and 2013 submitted by committee chairs/co-chairs.
2. Establish a balanced annual WASFAA budget for 2013.
3. Monitor WASFAA assets with the Treasurer and Treasurer Elect.
4. Monitor the current WASFAA asset reserve policy.
5. Review annually the adequacy of the current level of WASFAA insurance coverage.
6. Make arrangements to have WASFAA's fiscal records reviewed this year.
7. Assist the Historical Archives Chair with the update of the WASFAA asset inventory at least annually.
8. Review fiscal management documentation for WASFAA and update the Policies and Procedures as needed.
9. Develop effective policies regarding the fiscal-related activities of WASFAA.
10. Develop ways to help keep WASFAA's expenses down but maintain the essential services and quality of service.
11. Make meaningful recommendations to the Executive Council regarding the financial affairs of the Association.
12. Have whenever possible, a Fiscal Planning Committee member participate on NASFAA's FAC Committee
13. Review fiscal policies established by other states and regions for ideas to be considered for WASFAA
14. Collaborate with NASFAA and CASFAA regarding finding possible vendors/sponsors for WASFAA
15. Look into grant writing opportunities for WASFAA.

Fund Development

1. Raise funds for WASFAA activities through Vendors/Partners advertising and conference participation through phone calls and email campaigns.

Appendix B: 2012-13 Committee & Officer Goals

2. Expand list of Vendors/Partners for potential funding partnerships (reviewed WACUBO and NASFAA sponsor list).
3. Updated WASFAA webpage for Partners/Vendors to include items such as breaks and meals for sponsorship.
4. Ensure that when Vendors sponsor events that they receive recognition and support.
5. Raise \$34,000 for WASFAA

Graduate/Professional Issues

1. Maintain or increase membership of committee. At this time currently have 7 members, including 2 new members. Have not received response back from 1 previous member or 2 possible volunteers.
2. Update web site as necessary.
3. Communicate and advocate new and on-going issues relevant to the G/P arena.
4. Encourage attendance at conferences and conference session ideas and participation

Historical Archives

1. Collaborate with other committees to gather documents in order to maintain archives in a timely manner.
2. Apply a consistent naming convention to all electronic documents added to archives.
3. Index scanned archives for ease of use.

Jerry R. Sims Management and Leadership Institute

1. Have at least one new faculty
2. Representation of WASFAA states
3. Representation from different segments

Membership

1. Set and achieve annual membership campaign goal by:
 - a. Recruiting and retaining financial aid professionals into the association
 - b. Collaborating with the Training Committee
 - c. Collaborating with the Volunteer Development Committee
 - d. Promoting WASFAA membership through WASFAA & State Newsletters, Listservs, and conferences.
 - e. Soliciting renewals and notifying members of lapsed membership
2. Maintenance of the WASFAA Membership database
3. Maintenance of the Membership page of the WASFAA Website
4. Recruitment of new members for the Membership Committee.

Nominations and Elections

1. Seek a diverse set of nominees for leadership positions available for the 2013-14 year as well as Presidential candidates willing to make a commitment to enhance the goals of the association
2. Vet a slate of candidates to recommend to the EC at the November meeting.

Appendix B: 2012-13 Committee & Officer Goals

3. Present a slate of candidates for all available leadership positions to the membership in December.
4. Complete the election process and communicate the results of the successful candidates.

Past President

1. Assist the President and the President Elect in maintaining the goals of the association.
2. Work diligently to identify and encourage potential leaders to enhance the goals of the association
3. Work with other associations (state, regional and national) to help identify new opportunities for WASFAA
4. Assist the WASFAA leadership in developing a new strategic plan
5. Serve as the WASFAA regional representative on the NASFAA Board of Directors

Policy and Procedures

1. Become familiar with the Association Policy and Procedures
2. Maintain and update, when necessary, the Policy and Procedures
3. Make sure that the current P&P is posted on the website.
4. Coordinate with Bylaws Committee to maintain continuity between Bylaws and Policy & Procedures
5. Review EC minutes for necessary updates to Policy and Procedures

President

1. Work with the Training Committee to offer a variety of training opportunities to the membership
2. Assist in volunteer development and ask that two new members (not currently serving on the committee) to be added to each committee.
3. Work closely with Federal Relations Committee to monitor federal policy by providing feedback to any initiatives that impact the membership/profession.
4. Work closely with SDBSI Chair and MLI Chair to promote each event.
5. Ensure there is representation from all states, sectors, segments as well as balance in gender and ethnic diversity on EC
6. Provide assistance to Treasurer and Treasurer Elect as responsibilities transition.

President Elect

1. Become familiar with duties as President Elect
2. Observe the operations and logistics of the current EC
3. Review the manual provided by the current and past presidents on the duties of the President Elect
4. Review the Associations Policies and Procedures and Bylaws to further understand the workings of the Association.
5. Begin the process of identifying committee chairs that will enhance the diversity of the EC for year as president
6. Solicit recommendations to increase the membership and determine the future needs of the Association – training, fiscal planning, and partnerships with our State associations.

Appendix B: 2012-13 Committee & Officer Goals

7. Work with Site Selection Chair to determine the most cost efficient, and the best location with the least amount of concerns (cost, locale and perception issues).
8. Develop program for transition meeting.
9. Prepare for Annual Conference.

Reps at Large

1. Participate on other WASFAA Committees to input viewpoint of various segments.
2. Report to Executive Council legislative issues and trends that affect the different segments to bring awareness and understanding.
3. Submit newsletter reports than summarize recent research on financial aid segments

Sister Dale Brown Summer Institute

1. Coordinate & plan Summer Institute 2013
2. Successfully implement Summer Institute 2013
3. Collaborate with Fund Development in possibly having a vendor sponsor the graduation banquet.
4. Collaborate with membership in reaching out to schools, specifically clock-hour, with the addition of a clock hour track.
5. Collaborate with Awards and Scholarships for any recipients that will attend Summer Institute.
6. Collaborate with communications committee to be actively engaged in promoting SI through all our communication methods.

Site Selection

1. Identify great locations for WASFAA events/meetings at great rates

State Presidents' Group

1. Collaborate with other state organizations
2. Facilitate communication between WASFAA and membership of each state association in the region
3. Network with other state presidents and share ideas and concerns
4. Develop summary of state issues from the 8 regional WASFAA states and submit to Jack Edwards for his NASFAA Board of Director's report
5. Identify what WASFAA can do to help states who are losing members.

Strategic Planning

1. Continue tracking the Strategic Planning measures from the current Strategic Plan
2. Begin researching and developing a new Strategic Plan.
3. Obtain direction from WASFAA EC for the next strategic plan
 - a. Length of plan
 - b. Data collection – membership survey?
 - c. Review our Core values
 - d. Review our Core competencies
 - e. What do we want WASFAA to look like in the future
4. Communicate progress to membership

Appendix B: 2012-13 Committee & Officer Goals

Training

1. Continue to utilize the G2M functionality for delivery of WASFAA training:
2. While the G2M product is of core importance to the training committee, as we are unable, given budget restrictions and state travel cuts, we want to continue to encourage its use across WASFAA to other committees. It is extremely easy to hold a meeting with as few as 2 people, when a scheduled or impromptu meeting is needed for committee business.
3. Explore request from EC to develop an FA 101 training piece in conjunction with SDBSI
4. Explore and evaluate further the concept of developing a FA 101, EC to determine exactly what the format & content should be.
5. Continue to research training opportunities from other sources that can be provided free or at no cost to WASFAA members
6. Continue to provide in-person fall training opportunities for WASFAA members, and spring web-based training for WASFAA members.

Treasurer Elect

1. Learn all of the responsibilities of the Treasurer with the goal of assuming all responsibilities and accounting processes for a planned November, 2012, transition.
2. Transition QuickBooks to an online process.
3. Work closely with Fiscal Chair/Committee, Strategic Planning Chair/Committee and Policies and Procedures Chair/Committee and Presidents
4. Work with Fiscal Planning Committee to conduct an audit or program review of Treasurer's responsibilities.
5. Begin to develop a Treasurer's Policy and Procedure manual in order to have processes documented in the event that the Treasurer is not eligible to complete his/her job.

Vice President

1. Participate with Fiscal Planning: review Treasurer activity and make suggestions to Fiscal Planning committee regarding relevant financial matters.
2. Participate in Strategic Planning: work with committee to help meet goals for the year and help maintain an accurate measures tracking tool. Participate in discussion regarding next strategic plan.
3. Keep WASFAA website updated with WASFAA, NASFAA, and state association events via calendar.
4. Encourage membership to become involved with WASFAA committees and events at both WASFAA and OASFAA events throughout the year.

Volunteer Development

1. Encourage WASFAA members to volunteer for committees or event participation
2. Assist WASFAA committee chairs in obtaining committee members
3. Have printed up the volunteer flyer or brochure for the president to take to state conferences and the WASFAA booth at the WASFAA Annual Conference
4. Facilitate a more exciting WASFAA booth at the conference
5. Assist with the Newcomer's Event at the 2013 Annual Conference
6. Submit articles to the newsletter with volunteer stories

Appendix C: 2012-13 Implementation Matrix

The goals of the WASFAA 2011-13 Strategic Plan are supported by the 2012-13 goals of each of the Association’s committees as illustrated in the Implementation Matrix below.

Strategic Plan Goals:

- # 1** Be a leader in providing training and professional development opportunities that are responsive to member needs
- # 2** Maintain the long-term financial stability of the Association
- # 3** Assess and monitor the performance of the Association and implement strategic adjustments
- # 4** Continually improve methods and processes for communicating with the membership
- # 5** Increase the participation of members in Association activities
- # 6** Consolidate and communicate the public policy positions of financial aid administrators in the Western region and provide members with the support and education they need to further their own advocacy efforts
- # 7** Maintain and enhance the diversity of our membership and the Executive Council
- # 8** Collaborate and coordinate with other organizations and associations in order to serve our members more efficiently and effectively

	#1	#2	#3	#4	#5	#6	#7	#8
Awards								
Sister Dale Brown Summer Inst.								
Bylaws								
Communications								
Conference								
Electronic Services								
Ethnic Diversity Action								
Federal Relations								
Fiscal Planning								
Fund Development								
Graduate Professional Issues								
Historical Archives								
Membership								
Nominations & Elections								
Policies & Procedures								

	#1	#2	#3	#4	#5	#6	#7	#8
Research								
Jerry R. Sims MLI								
Site Selection								
State Presidents' Group								
Strategic Planning								
Training								
Volunteer Development								
President								
President-Elect								
Past President								
Vice President								
Treasurer								
Secretary								
Rep at Large – Segmental								
Rep at Large – EDAC								

Appendix D: Strategic Planning Committee Minutes

WASFAA 2012-13 Strategic Planning Committee Meeting

June 28, 2012

Sun Coast Hotel, Las Vegas, Nevada

Present: Kay Soltis, Jack Edwards, Frank Green, Tami Sato, Mindy Bergeron, Sun Ow, Luhui Whitebear, Steve Herndon, Sandi Guidry, Wendy Olson, Leonard Walker, Peter Miller, Lawrence Persky, Nicole Doering- guest

Call to order: A meeting of WASFAA's Strategic Planning Committee was held at the Sun Coast Hotel, Las Vegas, Nevada on June 28th. The meeting convened at 11:00 AM with Kay Soltis presiding and Paula Cady recording the minutes.

Welcome and introductions. Kay reviewed what Steve's role is in this committee. Kay, Jack and Steve had a conversation with Gayle Northrop based on the recommendation of this group. She has become very busy and can't assist us for a third time. We really cannot afford her services for a third time. She made some really good recommendations for us. We have decided that we would not be utilizing her services going forward.

Approval of agenda: Reviewed the agenda. An adjustment was made to the agenda to move # 5 – Develop 2012-2013 Strategic Planning goals down to the bottom of the agenda. No other adjustments needed. Agenda items are approved.

Review TO DO Items – All items on the TO DO list are completed. Modify the minutes on TO DO item #5 to make it a question rather than a statement regarding the part that states “ It is time to do another membership survey” to” Is it time to do another membership survey”. Minutes are approved with modifications.

Past President Sandi Guidy reviewed Strategic Plan Goals. The matrix was updated and the Strategic Plan Goals are now in the right order. All the goals are in the document now. Measures tracking tool reviewed. Note: This is not what Kay sent out previously. What is on the screen is the most recent iteration. Updates will be made and a hard copy of go out to the committee. Goal # 1 – is completely done. Goal #2 – C at the bottom notates that it is calendar year. Jack recommends that a key be placed on the bottom of matrix. 11-12 columns are fairly accurate. We do need to go back and look at 09/10 and 10/11 and we need to be consistent with the time of the year we gather the data. Goal #3 – reviewed. Goal #4 – Reviewed. Goal #5 - kudos to membership for the increase. Request to make a change to say Fall and NASFAA training. Goal #6 -#8 reviewed. Other than a few clarifications the document is fairly complete. When it is all complete Kay Soltis will send to the Executive Council and it will be posted online. There were no questions.

Steve – Suggests that we start with the membership services survey. He feels it would be beneficial to talk about where we are coming from. He gave a history of the contributions of Gayle Northrop. She is willing to spend some time with us but can't take us on again as a client. Working with Gayle we had come up with a good strategic plan from 2005 to 2010. As we got close to 2010 we said that we would do another membership services survey instrument. We did that and Steve reviewed the final report. We need to take a serious look at this so we know where we want to go, specifically focusing on pages 24 and 25. We had a good response rate. We also spent a lot of time retooling the instrument. We reviewed the key findings of the membership services survey. One of the key findings is that the membership wants to know more

about what happens in Executive Council meetings. Kay wants to note that there is a place to post our reports but most of us don't use that. For instance, Presidents Highlights, Jack will continue to do this but it is important for other Executive Council members to do the same. Review of pages 24 and 25. These were the paramount issues that came out of this survey. Our 05/10 plan is what is on the website. It should be updated with this current document. You can go through all of these goals and see where we need to modify. A new survey is not likely needed prior to creating a new strategic plan. Therefore the process of developing a new strategic plan may be less extensive for WASFAA than in the past. Based on these results we decided to extend our plan by 3 years. This plan extends us through Jack's year.

Strategic plan update – This document came out in April of 2009. It took the info from the membership survey instrument and helps us update our strategic plan. Review of page 3 of this document. The key point to take out of this is where it states that the 2009 update to the strategic plan did not result in changes to the core principles of the 2005-2010 Plan. The mission, core values and goals remain the same as do the measures associated with each goal. Review of page 9, this is the key and is important for the chairs and officers. It is a road map and marching orders as to what we should be working toward. We have gone through and updated the 8 goals, the goals haven't changed, the measures haven't changed but the strategy and action plans and in some situations the responsibilities have changed. Steve reviewed the goal related to training. People put in a lot of thought as to how we would accomplish these goals. Steve expressed the importance of document. Review of page 19. The document is currently not available online. Kay just received it. **TO DO: Kay to get a concise version of the document and get it out to membership and the Executive Council by posting it on the website.**

Conversation with Gayle Northrop – Synopsis of the conversation with Gayle was she told us that at this juncture we need to focus on our core activities, the specific core activities that lead to self-sustainment. We need to focus on new revenue sources/ income streams. We need to change our current revenue model. We probably don't need to do another membership services survey instrument. If we do decide to conduct one it should be at higher level, having very few questions so as not to make it time consuming on the memberships behalf. It should be focused around specific needs that we have or that the membership is concerned about. Most non-profits focus on 2 or 3 signature activities. We currently focus on 4. That is probably ok. Is there a gap that WASFAA needs to fill between what NASFAA provides and what our State Associations need? If there is a gap there then that might be our unique place where we can help. It will be very important for us to decide what we want our strategic plan to look like in the future. We need a growth change strategy. Survival is a result of added value to the membership. Some organizations have changed their service model by changing election positions to a 2 or 3 year commitment. This would require a change to the bylaws. She doesn't think we need another SWOT analysis but do need to identify what data is key to our decision making process and focus on that. We need to decide what is our core competency and how can we sustain it. Gayle felt our core competencies are training, advocacy and networking. Steve reviewed the articles that Gayle provided. Need to focus on all major types of strategies, growth stability and retrenchment. In the nonprofit lifecycle we are at "Reassessment" stage and either need to revitalize or become defunct. Kay feels we are at a big decision point. We are fiscally sound but we need to decide what is it that we want to be. We haven't cultivated a new group to move us

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forward. It's the Board's role to determine the path the organization takes. Everyone has to take a vested interest in this.

Break for lunch- 12:19 PM - Resumed 12:41PM

Kay reviewed core activities – Annual Conference, SDBSI, JRSMLI, Fall/Spring training. She also reviewed our revenue streams – membership dues, fund development, Summer Institute participant fees, MLI participant fees, training activity fees, annual conference fees, interest income, investments and asset reserves, miscellaneous fees- licenses fees, labels, training materials. It is important to think about where do we go from here: A) Member services survey; B) Research; C) Outline a new plan; D) Assignments – the Strategic Planning committee will have a number of GO TO Meetings but remember this is not this committees plan but rather WASFAA's plan.

We all need to be involved in the strategic planning process.

Adjournment: The meeting was adjourned at 12:57 p.m.

WASFAA 2012-13 Strategic Planning (SP) Committee – Conference Call Meeting

September 28, 2012

Present: Kay Soltis, Steve Herndon, Jack Edwards, Wendy Olson and Tami Sato

Not Present: Frank Green, Mindy Bergeron, Sun Ow, Luhui Whitebear, Sandi Guidry, Leonard Walker, Paula Cady, Peter Miller and Lawrence Persky.

Call to order: A meeting of WASFAA's Strategic Planning Committee was held using Go to Meeting. The meeting convened at 3:34 p.m. with Kay Soltis presiding and Tami Sato recording the minutes.

Agenda: The agenda was reviewed and corrections made to Gayle Northrop's name and changing SWAT to SWOT.

Review of June minutes: Kay Soltis stated that the minutes will be posted to the website after approval. Wendy Olson mentioned that a separate "to do" list was helpful. The minutes were reviewed and various corrections were made. Tami Sato will make corrections and distribute to Kay Soltis and Paula Cady for posting.

Review of the Measures Tracking Tool for 2011-12: Kay Soltis felt that what she provided should really be the final revision of the 2011-12 measures. Steve Herndon stated that in our previous meeting we indicated a need to add a key at the bottom to indicate issues such as calendar or membership year. It was felt that there was room to add this information in the parts of the Tracking Tool where this applied. Steve Herndon thought we had also talked about adding to Goal #8a the collaborative action of approving a one-time usage opportunity for the WASFAA state associations to use the Go to Meeting product. TO DO: Kay Soltis will make these additions and also add them to the Measure Tracking Tool for 2012-13.

Additional Committee Goals set for 2012-13: Kay Soltis compiled the goals written by officers and committee chairs on their quarterly report. We go over the goals at the transition meeting but it is sometimes difficult for new chairs to establish goals. We refer them to the Policies and Procedures so many times their goals just reflect what is there or they sustain what has been set by the previous chair. Steve Herndon referred us to the Strategic Plan Updated April 2009 that Kay Soltis provided up with other meeting materials. Pages 9-18 lists strategies and actions for each WASFAA goal and these should be utilized by the committee attached to the responsibility column. These are good, solid goal sets and should be utilized, especially the bolded items since

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there are from the second membership survey. Steve Herndon also added that every committee should include a collaboration effort in their goals. Jack Edwards suggested that for the November EC meeting we move away from reading the report and use the meeting to go over the strategies. Each committee would only report questions, input or actions pertaining to their committee.

WASFAA's Next Strategic Plan: As far as length of the next strategic plan I think we thought two was too short and five was too long, so decided on another three year plan. We did not think it would be necessary to have a membership survey to all members. Recommendation by Gayle Northrop was that if we had a survey it should be short and specific to fewer issues. Survey could be of present council members or even just the SP committee members. Steve Herndon said he and Kay Soltis reviewed the online strategic plan of the Georgia and Virginia associations. They were relatively shorter than ours and to the point. WFAA is modeling their strategic plan after the Georgia one. TO DO: SP members should go to the Georgia and Virginia websites and review their plans. Kay Soltis said Gayle Northrop stated that WASFAA is at an important crossroad and we need to stay focused and maybe reprioritize some of the good work we have already accomplished.

We talked about "buy in" by the council and Wendy Olson thought we will need to remind them of the reason for our goals. Jack Edwards suggested we edit and review our present plan and communicate to the council at the November meeting. We will also promote our core values. We can communicate with membership about the SP process through newsletter articles. TO DO: Kay Soltis will write a short update newsletter for the next issue and a more detailed one after the November meeting.

Financial Strength: We need to stay on top of our financial status and pursue additional revenue streams for the future. Our investment with NASFAA is doing fairly well and is a long term strategy.

Policies and Procedures: TO DO Kay Soltis will talk to Frank Green about reviewing the WASFAA Policies and Procedures for the relevant areas to our strategic plan.

Timeline: Kay Soltis went over the timeline she drafted and the SP committee members present agreed that it was a good timeline.

Next Meeting: Kay Soltis said that she would like to schedule another conference call meeting before November. TO DO: Kay Soltis will set up some possible dates for a conference call meeting and send it to us with Doodle. At the next conference call meeting we may have assignments or homework.

Adjournment was at 4:40 pm.

WASFAA Strategic Planning Committee Meeting

Thursday, November 15, 2012

Pointe Hilton Resort, Phoenix, Arizona

Present: Kay Soltis, Steve Herndon, Wendy Olson, Jack Edwards, Frank Green, Peter Miller, Mindy Bergeron, Paula Cady, Tami Sato, Luhui Whitebear Missing: Lawrence Persky

Call to order: A meeting of the WASFAA Strategic Planning Committee was held at the Pointe Hilton Resort, Phoenix, AZ on Thursday, November 15th. The meeting convened at 10:49 AM with Kay Soltis presiding and Paula Cady as secretary.

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Approval of the agenda: Approved

Approval of the November Meeting minutes: Kay Soltis asked if there were any suggestions or revisions for the minutes and various corrections were made. November minutes are approved with suggested corrections and will be posted to the website.

TO DO's: The TO Do items from the last meeting were reviewed. All items were completed.

Kay discussed the plans for the Executive Council meeting. We will start off by reviewing why we have a strategic plan. We will walk the Executive Council through the current strategic plan. We all have version 6, none of the rest of the Executive Council have that version. It wouldn't facilitate a good discussion. Steve will walk the Executive Council through item #4, specifically each goal, strategies, actions and responsibilities. Every committee will have the goals that speak to, am I doing what I can to strengthen or support WASFAA's goals? The second part of the discussion will be on the next year and the three years coming up. Everyone on the Strategic Planning committee will be a group that you will help facilitate.

Kay provided an update on the measures and tracking tool. This has been updated and finalized. It has been posted on the website. She added timelines and made sure the piece on collaboration was updated as well. For the most part the measures and tracking tool is done.

Discussion of the WASFAA new 2014-2016 strategic plan. During the conference calls, we reviewed the strategic plans of other state associations. We decided to keep the eight WASFAA goals, although four and five have been reversed. The key is that we are going to have much stronger focus and continue to develop the Measures and tracking tool. They will continue the strategic planning meetings prior to Executive Council; continue to have the goals and have continued communication to the members about how important the Strategic Plan is.

Tami reviewed how we are planning to handle the group activity- 1) Review the goals that were set by the various committees for 12/13 2) Review goals, measures and strategies from 2011/2013 3) Determine if Strategic Planning strategies and actions need to be updated or revisited. 4) Determine if Strategic Planning strategies and actions can be added to committee goals for 12/13 or for the 13/14 committee 5) Collaboration

It will be our job to facilitate the conversations. We may not have time for the groups to report out. Discussion about the process and what we hope to accomplish as well as an anticipated timeline

Luhui had a question on Goal 4, under measures section d- Increase the number of members applying for scholarships. Why would we do that if we don't have that many scholarships to give out? Steve says we really need to look at this in the measurement tracking tool to and determine is this what we really want to do? As we get ready to do the measurement tracking tool we should compare them to the strategy and then ask ourselves, how did we do?

We will review the information we get today and Kay will come up with version 7. Jack doesn't want to bar time if there is good discussion. We want to get this done by the May meeting but we still have February meeting to continue to work on it. Kay stressed that we really want to do a good job and we are fortunate to have Steve and Tami be involved in the process.

As we develop a new measures tracking tool we really need to lock into consistency. Insert here what the logistics are of the measures tracking tool in the past. Kay asked how she will know what the accurate information would be on Goal #2. She felt it would be best if Peter and Mindy did this. TO DO: Mindy and Peter will go back and verify goal # 2 numbers to ensure accurate data.

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Old Business - None

New Business - None

Adjournment – The meeting adjourned at 11:55 AM

WASFAA Strategic Planning Committee Meeting

Thursday, February 28th, 2013

Holiday Inn Golden Gateway, San Francisco, CA

Present: Jack Edwards, Mindy Bergeron, Tami Sato, Luhui Whitebear, Frank Green, Wendy Olson, Kevin Jensen, Paula Cady.

Call to order: A meeting of the WASFAA Strategic Planning Committee was held at the Holiday Inn Golden Gateway, in San Francisco, CA, on Thursday, February 28, 2013. The meeting convened at 8:18 AM with Tami Sato presiding for Kay Soltis and Paula Cady as secretary.

Approval of the Agenda: Approved

Approval of the November Meeting minutes: Tami asked if there were any suggestions or revisions for the minutes. There was one correction made to say the June minutes are reviewed and approved instead of November. The November Strategic Planning committee minutes are approved with the suggested correction and will be posted to the website.

TO DO's: The TO DO items from the last meeting were reviewed. Mindy and Peter will go back and verify goal # 2 numbers to ensure accurate data. This was not done and will remain as an outstanding TO DO.

Kay sent out the goals again with the feedback from the last meetings group activity with the exception of the State Presidents group.

The Strategic Planning Measures Tracking Tool calculated that we had 134 committee members and estimate that 54 were new to serving on that committee (40.3%). Also on the Executive Committee there were 17 members and of the number 6 were new to serving on this committee (35.3%).

On Goal Number 8 - Collaboration. Tami added some things because she has been collaborating for the hill visits. There has been collaboration between many states and WASFAA to go on March 10 11 12 Leadership conference hill visits. Treasurer Elect and President Elect usually go to the leadership conference.

Kay sent out draft #9 of the strategic plan. Draft #9 doesn't have edits. This could be very close to the final document. We are going to ask the Executive Council to break up into four groups to go over two of the goals each. Luhui mentioned that research has been dormant but the title should be changed to the secretary. Frank plans to have Steve Herdon coming back to do Research for his year. As we change the goals around we need to change the measures tracking tool to coincide. We need to make sure committee members know that they must provide info for their portions on the measures tracking tool. We hope to have a draft 10 after today's Executive Council meeting.

Tami reviewed the changes in Draft 9 of the Strategic Plan. One change was to change the core values order. Wendy suggested that they should reflect our changing the priority of the eight goals.

Kay called in by phone. She wanted to say thank you to Tami, Steve and the Committee for all their hard work. They hope to take the feedback from today's Executive Council meeting and put

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out a final document to submit to the Executive Council for adoption at the May Executive Council meeting. Strategic Planning and Fiscal Planning will do a conference call prior to the Executive Council meeting in May as the Executive Council meeting will be short. We will only have about three hours. The plan for today's Executive Council meeting will be to break into 4 groups and take 2 goals each and then report back to the Executive Council.

Old Business – None

New Business – None

Adjournment – The meeting adjourned at 9:50 AM

**WASFAA 2011-2013 Strategic Plan Measures Tracking Tool
2012 – 2013**

The Strategic Planning Committee is responsible for ensuring that the Strategic Plan is monitored effectively and that progress is tracked accurately and consistently. This tool assists in tracking progress toward the Plan’s key measures on an annual basis.

Goal #1						
Be a leader in providing training and professional development opportunities that are responsive to members needs						
	2009/10	2010/11	2011/12	2012/13		
a. Increase in number of training and professional development activities/events						
Fall NASFAA Training	Did not participate	6 in-person sites; 12 webinars	7 in person 2 webinars	2 webinars		
Winter Training Spring Training	2	2 3	1 webinar			
Pre-Conference Event	N/A	N/A	N/A			
JRSMLI	Not held	1	1	1		
SDBSI	1	1	1			
Newcomer’s Reception	1	1	1			
Annual Conference	1	1	1			
Total	5	27	14			
b. Increase in number of members participating in Association activities/ events; % of membership						
Fall NASFAA Training	Did not participate	119; 21%	179; 151 in person & 28 web; 25%	23 registrants		
Winter Training Spring Training	215; 40.3%	70; 13% 215; 39%	N/A 56; 7%			
Pre-Conference Event	N/A	N/A	N/A			
JRSMLI	Not held	26; 4%	15; 2%	18		
SDBSI	81: 15.1%	82; 15%	78+18=96; 13%			

Appendix E:

2012-13 Measures Tracking Tool (as of April 18, 2013)

Newcomer's Reception	60; 11.2% *new format used- Making Connections	30; 5% (note: many new comers were attending PacFAA meeting)	58; 8%			
Annual Conference	211; 39.65%	243; 44%	275; 38%			
Total	567; 106.3% (duplicated)	785; 141.5% (duplicated)	679; 94% (duplicated)			
c. Improved ratings on training-related questions on Membership Services Survey						
	N/A	N/A	N/A			
d. Post-training evaluations indicate improvements in training quality and consistency						
	Conference evaluation showed high scores for satisfaction	<u>Participant evaluations showed high scores in satisfaction 96.2% were either very satisfied or satisfied</u>	Conference evaluations: based on the number of respondents 101 90% indicated very satisfied or satisfied. (7 neutral and 3 somewhat dissatisfied)			
Goal #2						
Maintain the long-term financial stability of the Association (Calculated based on calendar year)						
	2009/10	2010/11	2011/12	2012/13		
a. Investment Strategy reviewed and updated						
	Updated policy in February 2010	<u>Collaborating with NASFAA & their investment advisors</u>	Made \$250,000 investment with NASFAA in February 2012			

b. Asset reserve is maintained at most recent three-year average of operating expenses (plus contractual obligations). Changed to two times operating expenses in 07/08 (plus contractual obligations).						
	<p>Yes - \$847,245 as of 11/01/10. Operating expenses times two was \$517,860. (2009 - \$258,930 x 2) plus contractual obligations at \$75,000.</p>	<p><u>Yes, 857,716 as of Oct. 27, 2011</u> <u>Operating expenses for:</u> <u>2009 – 318,230</u> <u>2010 – 340,753 =</u> <u>198,733 minus</u> <u>contractual obligations of</u> <u>\$38,750</u> <u>Average two year operating</u> <u>320,491 x 2 =</u> <u>658,983</u> <u>(Note: WASFAA paid \$19,000 in attrition costs to the Hilton Hawaiian Village for failure to meet the room block)</u></p>	<p>Yes – 3 year operating average \$264,150. Two times 3 year average = \$528,300. Current asset reserves \$746,090. No current contractual obligations.</p>			
c. Budget comprised of more diverse sources of revenue						
	<p>7 sources – income from conference, spring training, SDBSI, joblinks, membership dues, interest income & fund development</p>	<p><u>8 sources – JLSMLI; income from Fall and Spring in-person and webinar trainings; SDBSI, Joblinks; interest income, dues & fund</u></p>	<p>8 sources – JLSMLI; income from Fall and Spring in-person and webinar trainings; SDBSI, Joblinks; interest income, dues & fund development; conference</p>			

		<u>development;</u> <u>conference</u>				
Goal #3						
Assess and monitor the performance of the Association and implement strategic adjustments						
	2009/10	2010/11	2011/12	2012/13		
a. Improvement in ratings on Membership Services Survey						
	N/A	<u>N/A</u>	N/A			
b. Strategic Plan complete and guiding Association activities						
	Yes	<u>Yes</u>	Yes			
c. Committees and Officers develop and report on annual goals						
	Yes	<u>Yes</u>	No			
d. Quarterly reports and year-end reports include update on progress against strategic plan goals/activities						
	Yes	<u>Yes</u>	Yes			
Goal #4						
Continually improve methods and processes for communicating with the membership (calendar year)						
	2009/10	2010/11	2011/12	2012/13		
a. Improved ratings on communication-related questions on Membership Services Survey						
	N/A	<u>N/A</u>	N/A			
b. Increase in percentage of members signed up for listserv						
	441 of 533 members = 79.75% (as of 4/17/10)	<u>598 of 663</u> <u>members = 90%</u> <u>(as of 11/14/11</u>	697 of 722 members = 96% as of 4/30/12			
c. Regularity of newsletter publication and communication from President						
	Online newsletter published	<u>Online</u> <u>newsletter.</u>	<u>Online</u> <u>newsletter.</u>	4 President's Highlights using the		

Appendix E:

2012-13 Measures Tracking Tool (as of April 18, 2013)

	<p>4x/year including 1 hard copy distributed at conference; article from President in each newsletter; 7 monthly WASFAA Highlights produced by President; 3 quarterly, regional reports for NASFAA; speeches/updates given at each state conference</p>	<p><u>published 4//yr including 1 hard copy at distributed at conference; article from President in each newsletter; 5 monthly WASFAA highlights, 3 quarterly regional reports for NASFAA, speeches and updates given at each state conference</u></p>	<p><u>published 4/yr including 1 hard copy distributed at conference; article from President in each newsletter; 9 monthly WASFAA highlights, 3 quarterly regional reports for NASFAA, speeches and updates given at each state conference. Newsletter Survey shows 95% always or sometimes read the newsletter. 83% want communication by email and the majority wanted to learn about training, professional development and federal updates. WASFAA brochure created and highlighting coming events as well as</u></p>	<p>Blog. Blog posts from 7/2/12 – 2/12/13 50 posts and 5 more in future</p>		
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			<u>volunteer members from each state for President to distribute at each state conference</u>			
d. Increase in number of visits to WASFAA website						
	Average monthly hits: 16,550 2009 total hits: 170,965	<u>Average monthly hits: 107,607 (May 1, 2010-April 30, 2011)</u> <u>Total hits: 1,291,289</u>	Average monthly hits: 99,992 (May 1, 2011 – Apr 30, 2012) Total hits: 1,199,904	Average monthly hits XX,xxx(May 1, 2012 – April 20, 2013). Total hits: X,xxx,xxx		
e. Increase in number of members applying for scholarships						
Conference	16 (2)	<u>32 (1)</u>	27(1)	22(3)		
EDAC Scholarships	18 (3)	<u>25(3)</u>	15(4)			
Conference	4 (2)	<u>10 (1)</u>	5(2)	12(2)		
JRSMLI	Not held	<u>7 (1)</u>	4(1)	5(1)		
SDBSI	14 (1)	<u>8(1)</u>	6(1)			
WASFAA JRSMLI	Not held	<u>11 (1)</u>	22(1)	(4)		
WASFAA SDBSI	24 (4)	<u>22(2)</u>	19(1)			
TOTAL	58 (9)	<u>90(7)</u>	83(7)			
Goal #5						
Increase the participation of members in Association activities (membership year)						
	2009/10	2010/11	2011/12	2012/13		

Increase in number of WASFAA members						
	532	554	722			
Increase in number of members at Annual Conference, training events, etc.						
Fall NASFAA Training	Did not participate	63	179	23		
Spring Training	215	215	56			
Pre-Conference Event	N/A	N/A	N/A			
JRSMLI	Not held	26	15	18		
SDBSI	81	82	96			
Annual Conference	210	243	275			
Total	506	629	621			
Increase in number of new volunteers serving on committees						
	26 of 116 committee members = 22.4%	<u>17 of 110 committee members = 15.4%</u>	62 of 120 committee members = 51.6%	54 of 134 committee members = 40.3%		
Increase in number of new Executive Council members						
	10 of 16 = 62%	8 of 16 = 50%	6 of 15 = 40%	6 of 17 = 35.3%		
Goal #6						
Consolidate and communicate the public policy positions of financial aid administrators in the Western region and provide members with the support and education they need to further their own advocacy efforts						
	2009/10	2010/11	2011/12	2012/13		
a. Improved ratings on advocacy-related questions on Membership Services Survey						
	Done	Done	N/A			
b. Track amount of communication from Federal Relations Committee on advocacy-related issues						
Newsletter articles	4	2	5			
Listserv messages	13	10	0	3		
Website/Webinar		1	0			

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Letters drafted on behalf of E.C. and sent to Congress or E.S.D.E.	1-PG Shortfall	<u>2</u>	0			
Letters drafted for E.C. review not receiving consensus	0	<u>0</u>	6			
Total	18	<u>14</u>	11			
c. Track actions taken by members in response to calls for action (e.g., members requested to copy Federal Relations Committee Chair on communications mailed, emailed, etc.)						
Member responses	0	<u>12</u>	23			
Total	0	<u>12</u>	23			
Goal #7						
<u>Maintain and enhance the ethnic diversity of our membership and the Executive Council</u>						
	2009/10	2010/11	2011/12	2012/13		
a. Increase in membership diversity as measured by membership statistics; % of total membership						
American Indian/ Native American	16; 3%	<u>10; 2%</u>	10; 1%			
Asian/Pacific Islander/Filipino	63; 11%	<u>101; 18%</u>	104; 15%			
Black/African American	26; 4%	<u>27; 4%</u>	30; 4%			
Hisp./Chic./Mex. Amer./Latino	51; 9%	<u>42; 8%</u>	58; 8%			
Other	4; 1%	<u>11; 2%</u>	11; 1%			
Total	160; 27%	<u>191; 34%</u>	213; 30%			
b. Track number of diversity-related activities conducted each year						
	Opening session at conference included Native	<u>EDAC reception included Hawaiian</u>	Opening session of annual conference included a Tribal	Ethnic Diversity newsletter article.		

	American dancers; 2 sessions at conference by diversity speaker	<u>dancers and music</u>	Welcome from the Confederated Tribes of Grand Ronde			
c. Survey conducted (or Membership Services Survey modified) to assess member perceptions of WASFAA culture/climate before 2010						
	Done	N/A	N/A			
Goal #8						
<u>Collaborate and coordinate with other organizations and associations in order to serve our members more efficiently and effectively</u>						
	2009/10	2010/11	2011/12	2012/13		
a. Committee goals and year-end committee reports show increased collaboration with other associations/organizations						
	<ul style="list-style-type: none"> • ID conference last day off WASFAA conference • Sharing with states webinar system • Participated in NASFAA Regional Exchange program • WASFAA state presidents meetings and exchange program • WASFAA President representation at other state, regional and national conferences 	<ul style="list-style-type: none"> • <u>NASFAA guest from MASFAA to present at JRSMLI</u> • <u>NASFAA President and National Chair attend WASFAA conference</u> • <u>Using NASFAA investment advisor</u> • <u>NASFAA Regional President's Exchange</u> • <u>Kevin Jensen, Fed Issues Chair, visited members of Congress in DC</u> 	<ul style="list-style-type: none"> • <u>NASFAA guest from RNASFAA attends WASFAA conference</u> • <u>NASFAA President and National Chair attend WASFAA conference</u> • <u>Using NASFAA investment advisor</u> • <u>NASFAA Regional President's Exchange – Jack Edwards attended MASFAA</u> 	<ul style="list-style-type: none"> • <u>Collaborated with CASFAA and CCCSFAA to develop talking points and meeting with staff members at Leadership Conference</u> • <u>NASFAA Chair attended WASFAA member state conferences – OR, WA, CA, NV, PacFAA.</u> • <u>Increased our investment with NASFAA</u> • <u>Kevin Jensen attended</u> 		

		<ul style="list-style-type: none"> with Calif. leadership @ NASFAA Leadership Conference PacFAA meeting was held on Sun. morning before conference 	<ul style="list-style-type: none"> Mindy Bergeron attended NASFAA Leadership Conference Opportunity for individual State associations to utilize GoToMeeting for single/one time use only rather than purchasing a license from WASFAA 	<u>NASFAA Leadership Conference</u>		
b. Executive Council discusses potential new collaborations at least once per year in its meetings						
	Done at EC Meeting	<u>Done at EC Meetings- investing with NASFAA</u>	Done at EC meeting – access for other Regional Presidents to share information and insurance opportunities			
c. WASFAA participates in at least one new collaborative effort						
	<ul style="list-style-type: none"> Partnered with IASFAA for meeting Collaborated with CASFAA with GoToMeeting 	<ul style="list-style-type: none"> Using NASFAA investment advisor to include WASFAA funds in their investments for a better 	Began to lay the groundwork to collaborate with the proprietary sector to develop a separate training track.	<ul style="list-style-type: none"> <u>Collaborated with CASFAA and CCCSFAA to develop talking points and meeting with staff members at Leadership</u> 		

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		return • Collaborate with NASFAA for 3 sessions at WASFAA conference		<u>Conference</u>		
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Committee/Officer	Goal #	Data Needed
Award/Scholarship	4-e	Number of members applying for scholarships/ number awarded
Communications	4-b	Number of members signed up for listserv
	4-c	Number of newsletters published
	4-c	Number of communications from president (Blog?)
Conference	1-a,b	Number of attendees; pre-conference?
	1-d	Evaluation results (improvements in quality/consistency)
EDAC	4-e	Number of members applying for scholarships/number awarded
	7b	Number of diversity-related activities conducted
Electronic Services	4-d	Average monthly hits (5/1/2012 to 4/30/2013) to website
	4-d	Total hits to website during same period above
Federal Relations	6-b	Number of newsletter articles and listserv (Blog)messages
	6-b	Number of letters or position papers drafted
	6-c	Number of members responding to call to action by FRC
Fiscal	2-a	Reviewed Investment strategy?
		Number of sources of revenue
Membership	1-a,b	Number of attendees at Newcomer Event
	7-a	Number of members in different ethnic/racial categories
Past President	4-c	Number of regional reports to NASFAA board
President	4-c	Number of state conferences attended/presented
JRSMLI	1-a,b	Number of attendees
	1-d	Evaluation results (improvements quality/consistency)
SDBSI	1-a,b	Number of attendees
	1-d	Evaluation results (improvements in quality/consistency)
Site Selection	2-b	Current contractual obligations
Training	1-1,b	Number of attendees /events (in person or webinars)
	1-d	Evaluation results (improvements in quality/consistency)
Treasurer	2-b	3-year operating average; current asset reserve
Volunteer Development	5	Number of volunteers on committees; number new to position

All Committees/Officers – List collaborative activities and new efforts.