

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

STRATEGIC PLAN

2012 -2017

TABLE OF CONTENTS

1.0	MISSION STATEMENT	3
2.0	VISION STATEMENT	3
3.0	VALUES	3
3.1	EDUCATION	3
3.2	DIVERSITY	3
3.3	ACCESS	3
3.4	INTEGRITY	3
3.5	PROFESSIONALISM	3
4.0	STRATEGIC PLAN	4
4.1	TRAINING, EDUCATION, AND PROFESSIONAL DEVELOPMENT	4
4.2	OUTREACH AND EARLY AWARENESS	4
4.3	LEGISLATIVE	5
4.4	PARTNERSHIPS	5
4.5	ORGANIZATION	5
5.0	REVIEW AND EVALUATION	7

1.0 Mission Statement

VASFAA is an organization that promotes the professional growth of its members, and provides information about financial aid resources available to attain postsecondary education goals.

2.0 Vision Statement

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

3.0 Values

VASFAA values:

- 3.1** **Education** – realize that an educated citizenry is a benefit to society, that continuing education is a worthy endeavor for students, and that supporting students' efforts is a worthwhile and valuable profession.
- 3.2** **Diversity** – recognize that individuals are unique, having different backgrounds, needs, and concerns, and are therefore valued and worthy of respect.
- 3.3** **Access** – know that all students should have the opportunity to attain their education goals.
- 3.4** **Integrity** – embrace the fiscal and moral responsibility we carry. We exercise our fiduciary responsibilities as stewards of public, private, and institutional funds in a legal, ethical, and trustworthy manner.
- 3.5** **Professionalism** – acknowledge that our organization can grow only as individual members grow. We encourage each member to pursue personal and professional development and to exhibit respect for a high standard of ethics when dealing with financing a higher education.

4.0 Strategic Plan

4.1 *Training, Education, and Professional Development*

A. GOAL:

Educate through training and professional development opportunities, considering resource requirements of the Association and the members' organizations.

OBJECTIVES:

1. Determine the training and professional development needs of members, recognizing distinctions among members such as experience, background, institutional type, and level of responsibility.
2. Provide training opportunities on a diversity of topics recognizing both the need for regulatory and technical knowledge as well as the need for skills in management and human relations.
3. Identify and utilize training resources within and outside of the Association.
4. Encourage awareness and appreciation of the diversity within the Association, and among the various constituencies we serve.
5. Assess existing training opportunities for future revision and refinement.
6. Provide training activities to promote diversity awareness.

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

B. GOAL

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

OBJECTIVES:

1. Attempt to decrease costs of training opportunities using technology to deliver materials and content.
2. Promote training opportunities through web-based and other electronic media.
3. Utilize electronic social networking to expand the membership interaction.

4.2 *Outreach and Early Awareness*

GOAL:

Plan strategically when developing outreach and early awareness services to promote post-secondary education in the Commonwealth.

OBJECTIVES:

1. Utilize existing resources, organizations, and institutions to promote post-secondary education throughout the Commonwealth.

2. Promote partnership opportunities and existing public awareness venues to leverage resources.
3. Develop and disseminate materials to support financial aid and post-secondary education awareness in the Commonwealth.

4.3 Legislative

GOAL:

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

OBJECTIVES:

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

4.4 Partnerships

GOAL:

Promote the benefits associated with being involved in serving the financial aid communities.

OBJECTIVES:

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

4.5 Organization

A. GOAL:

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

OBJECTIVES:

1. Review policies and procedures on a continuous basis to ensure current relevance and actual desired practice.
2. Create and maintain a review process that includes committee and commission input with Executive Board approval.
3. Maintain the policies and procedures on the web site with notices to members when changes are approved.

B. GOAL:

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

OBJECTIVES:

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

C. GOAL:

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

OBJECTIVES:

1. Review the makeup, organization, and responsibilities of Executive Board members on a periodic basis.
2. Review the committee responsibilities of Executive Board members and assess their relevance and the related workload placed upon individual members.
3. Identify and promote methods for developing future leaders within the Association.
4. Ensure that the terms of office for elected officers are of sufficient length to ensure continuity and to complete official business while providing opportunities for new leadership.

D. GOAL:

Assess the organizational structure to confirm that it accurately reflects the Association's mission and goals.

OBJECTIVE:

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

5.0 Review and Evaluation

GOAL:

Review and evaluate the Strategic Plan annually.

OBJECTIVES:

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

Monday, February 27, 2012