

TASFEE Strategic Plan

Completed and Approved May 24, 2007

Mission (Purpose): TASFEE is a professional organization that provides a leadership role in training, education and collaboration, developing future financial aid leaders and promoting access to higher education for all students. We advocate for improvements in aid programs through partnerships with industry leaders and legislative involvement. As an organization, we strive to uphold the excellence and high ethical standards of the financial aid community.

Vision (Desired Future): Recognized as the leading authority on financial aid in Texas.

Defining Core Values:
(Our Character) **Ethics:** Foster an atmosphere of integrity, honesty, openness, accountability, and trust both corporately and individually

Inclusiveness: Foster a sense of belonging through acceptance of diverse thoughts and philosophies

Collaboration: Work together toward common goals by openly sharing knowledge and resources while engaging in partnerships with broader communities

Excellence: Reach our vision by exceeding expectations, using innovative and creative solutions.

Leadership: Build on the foundation of previous leaders, enhance the skills of our current members, and guide the emerging leadership of our organization

STRATEGIC DIRECTIONS AND INITIATIVES

INITIATIVE #1: FINANCIAL AID EDUCATION

Facts: Helps with credibility of TASFEE and members; develops leaders, members and other positions;

Assumptions/Predictions: Part of training committee; Certified by TASFEE Board

Barriers/Problems: Liability issues; May impact insurance fees; Administration of program (who, how, when, what); Time commitments; Cost of certificate program

STRATEGIES/GOALS	• ACTION STEPS	RESOURCES	SHORT TERM/LONG TERM/TIMEFRAMES
<p>Develop a standard certification program including federal and state information and regulations</p>	<ul style="list-style-type: none"> • Create task force delegated to Jim Anderson who along with Raul Lerma will identify other members as necessary to develop program • Develop feasibility study <ul style="list-style-type: none"> ○ Select/Develop curriculum ○ Set quantifiable measures and assessments ○ Develop various levels (entry, mid, management) ○ Develop different tracks for different certifications ○ Update curriculum annually ○ Create continuing education hours ○ Investigate liability issues Review C&BL and P&P • Report findings & proposal to Board • Submit for national state award and TG grant proposal • Include cost analysis in report 	<p>NASFAA Self Evaluation handbook; FSA Coach; Coordinating Board; Institutions: TG Leadership Symposium; NAOW; Mid-Level Workshop;</p>	<p>Overall – long range goal</p> <p>Create Task Force 2006-07 year</p> <p>Develop feasibility study 2007-08 year</p>

<p>Expand training for other entities including: admissions, advisors, students, legislative staffers, presidents, all professional education associations</p>	<ul style="list-style-type: none"> • Identify TASFAA Education sub-committee to do this type of training • Identify entities to invite to TASFAA training & conferences • Identify what other entities need in the way of training • Develop marketing & communication plan • Report findings & proposal to Board • Perform cost analysis for feasibility 	<p>Professional organizations websites;</p>	<p>Short and Long Term goals – begin 07-08</p>
<p>Expand outreach and early awareness information for students</p>	<ul style="list-style-type: none"> • Identify training sub committee to expand their focus • Explore other grant programs that accomplish same tasks • Develop curriculum for middle school students • Identify other resources and entities, both on and off campus, with which to work • Develop way to use an email campaign • Perform cost analysis and fiscal impact for feasibility to be reported to the Board 	<p>Home School Coalition; HACU; Go Centers; TG Telethon & Hotline; USA Group; TASFAA Awareness Committee; College Goal USA; TG Public Competitive Grant</p>	<p>Short Term Long Term</p>
<p>Develop an annual review process for existing training opportunities.</p>	<ul style="list-style-type: none"> • Evaluate current training & committee structures • Review C&BL and P&P for training commitments • Create assessment & evaluation instruments for public that attend trainings 	<p>Chase for on-line survey; current training committees;</p>	<p>Short Term Goal 2006-07 year</p>

	<ul style="list-style-type: none">• Develop on-line survey tool (Chase)• Provide year-end report to President Elect at July meeting• Create standard template to evaluate education committees		
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INITIATIVE #2: TASFAA INFRASTRUCTURE

Facts:

Assumptions/Predictions: Lender support would diminish; Use only revenue from investments for expenses; Sustain budget for 18 months and reduce costs;

Barriers/Problems: Volunteers that have been properly trained by Committee Chair

STRATEGIES/GOALS	ACTION STEPS	RESOURCES	SHORT TERM/LONG TERM/TIMEFRAMES
Develop an Investment Policy	<ul style="list-style-type: none"> • Assign to Finance Committee • Write Investment Policy & Mission Statement • Define reasons for investments • Communicate to membership & partners • Review other associations' policies • Bring policy and proposal to Board by May meeting • Review C&BL and P&P for changes 	TASFAA membership; Investment advisor (Gary Rogers); TASFAA Treasurer	Short Term Goal 2006-07 year
Develop a Disaster Recovery Plan including Financial contingencies	<ul style="list-style-type: none"> • Assign task force (June, Earl, Cheri, Carolyn, Lou, Trevor) • Review ATAC recovery plans • Report with preliminary findings by May Board meeting • Review C&BL and P&P for changes 	TASFAA Membership; SWASFAA plan; LASFAA plan;	Short Term Goal 2006-07 year
Create a development program for TASFAA leadership	<ul style="list-style-type: none"> • Develop a session on TASFAA leadership for annual conference • Publish leadership opportunities 	TASFAA Membership; NASFAA; SWASFAA; TG;	Mid Term Goal 2007-08 or 2008-09

	<p>in newsletter and on website</p> <ul style="list-style-type: none"> • Lisa Blazer to identify TASFAA task force who can help meet the goal • Communicate with industry CEO's and institution administrators to get staff involved • Perform cost analysis for feasibility to be reported to Board • Make recommendations to the Board for continuity of initiative 		
<p>Strengthen the existing transition protocol of Officers, Board, and Committee Chairs</p>	<ul style="list-style-type: none"> • Identify committees' timeframes of tasks and when year end reports would be due • Update ATAC with new Chairs access to the database in November each year by incoming President (especially Membership) • Communicate to Vice Chair understanding of three-year commitment • Require current chairs to do timeline and post on the website • Require committee chairs to identify how their committee meets the initiative and goals of the Strategic Plan • Have President Elect training and orientation meeting in July for present Vice Chairs • Communicate clearly the President Elect's future charge for each committee at the orientation 	<p>NASFAA; SWASFAA; other professional associations</p>	<p>Short Term Goal 2006-07 year</p>

	<ul style="list-style-type: none"> Review C&BL and P&P for changes 		
Develop an annual review process for existing committee structure and activities	<ul style="list-style-type: none"> Evaluate current committee structure Review annually by President Elect with President & Past President along with committees' year end reports Communicate recommendations and changes at first Board meeting in October Review C&BL and P&P for changes Align with budget process 	TASFAA C&BL and P&P	Short Term Goal 2007-08 year
Update communication plan	<ul style="list-style-type: none"> Find original document from 01-02 Communication Plan (Santa Garza's term of office) Assign to Communications Committee to review and update Report to Board by July meeting for recommended updates and changes Review C&BL and P&P for changes 	Communication plan developed in 2001-2002 by Santa Garza	Short Term Goal 2006-07 year Ongoing each year

INITIATIVE #3: TASFAA FISCAL STABILITY

Facts: In comparison to some other associations, TASFAA is fiscally strong.

Assumptions/Predictions: Relying too much on vendor/lender support; We have enough funds to support ourselves; TASFAA has plenty of money; membership does not know our fiscal situation

Barriers/Problems: Using zero based budgets; committee needs

STRATEGIES/GOALS	ACTION STEPS	RESOURCES	SHORT TERM/LONG TERM/TIMEFRAMES
<p>Develop distribution plan for fiscal information to membership</p>	<ul style="list-style-type: none"> • Report each year in Annual Report • Publish Annual Report on TASFAA site for membership • Print some paper copies for Archives and mailing to legislators and University Presidents • Publish past Annual Reports on TASFAA site • Publish Report after end of TASFAA fiscal year reflecting prior year finances and activities • Items to include: audited financial reports; financial and purpose mission statements; committee activities including statistics on attendance; ING summary report on investments; 	<p>Treasurer's reports; ING reports</p>	<p>Short Term Goal 2006-07 year</p>
<p>Develop contingency plan in the event of reduced revenue</p>	<ul style="list-style-type: none"> • Include in TASFAA Business Continuity/Recovery Plan • Assign to Task Force (June, Earl, Cheri, Carolyn, Trevor, and Lou) for review 	<p>Other aid associations plans</p>	<p>Short Term Goal 2006-07 year</p>

Develop financial mission statement	<ul style="list-style-type: none"> • Define what TASFAA financial stability is and should be • Assign to Finance Committee to develop and for yearly review 	ING input on liquidity of reserves	Short Term Goal 2006-07 year
Develop an annual review process for TASFAA budget & revenue sources	<ul style="list-style-type: none"> • Develop timelines to be completed every year before new fiscal year • Review C&BL and P&P for changes • Review Board meeting structure, format, and expenses for change • To be completed by President Elect along with Finance Committee members 	Finance Committee; NASFAA; SWASFAA, SASFAA	Short Term Goal 2006-07 (Financial Committee Goal)