

MASFAA STRATEGIC GOALS 2017-2020

While much was learned about MASFAA during the strategic planning process, the key conclusion is that MASFAA is in an enviable position. As indicated by the results of the membership survey in summer 2017, our membership is healthy and generally satisfied, our finances are strong, and our reputation is good. These strengths put MASFAA in a solid place to be progressive and innovative over the next few years.

The Strategic Planning Committee recommends that the direction for the next three years should focus on identifying how the organization can increase membership, and improve diversity and engagement, while using technology to enhance communication with its members and provide more frequent training opportunities that meet a variety of needs. The Committee recommends that MASFAA continue its state and federal legislative advocacy on behalf of its members and use its healthy financial reserves to support innovative capital investments in the organization's future.

Mission Statement

The Massachusetts Association of Student Financial Aid Administrators empowers its members to be educated, engaged, and effective professionals.

Vision Statement

To be recognized as a model for leadership and innovation in financial aid.

1. Membership

Expand our membership with the goal of achieving greater diversity as well as improving volunteerism and engagement.

- a. Develop a plan to increase our overall membership.
- b. Evaluate the diversity of both our individual members and our institutional representation. Some examples are:
 1. Determine which MA colleges and universities are not adequately represented among our membership and develop a follow-up outreach plan
 2. Assess the diversity within the aid offices at our member institutions and develop a plan to increase representation within the Association that is in alignment with institutional diversity.
- c. Develop a plan to increase volunteerism and engagement within MASFAA. Some examples are:
 1. Designate an Executive Council member or committee to coordinate and communicate with volunteers, designate an Executive Council member to reach out to constituencies beyond institutional type (e.g., newer professionals in the field, etc.)

2. Create a task force to study ways in which to increase member participation, etc.
3. Review the information collected on the membership application to ensure we have the best data possible to serve our members. Some examples include making title a required field, collecting members' home cities to facilitate a ride-share program, etc.
4. Create a task force to accomplish the above goals.

2. Training, Professional Development and Leadership

For the majority of MASFAA members, training and professional development are a vital part of their membership. Continue to assess members' needs, and improve and develop training programs through regular assessment of current offerings and use of technology.

- a. Invest reserves in the purchase of a webinar delivery platform that will allow MASFAA to provide more frequent trainings and to reach more members across the state at lesser cost to both MASFAA and the membership. Create an online library of webinar recordings for members.
- b. Develop a plan to increase attendance at the Annual Conference. Consider offering, or expanding, targeted tracks (e.g., student employment, graduate and professional, financial literacy, leadership, etc.) to better serve the needs of our members. Assess the conference location's proximity to public transportation and provide an online ride-share board. Use reserves to offer scholarships to individuals from schools that cannot afford the Conference and/or from underrepresented membership segments.
- c. Assess our training offerings in regards to the needs of our membership. Provide more leadership and regulatory trainings, as identified in the membership survey, and consider trainings for more targeted populations (e.g., public vs. private, new vs. seasoned).
- d. Continue to provide financial support for members to obtain NASFAA credentials, which are required for MASFAA Just the Facts presenters. Explore whether MASFAA can offer NASFAA University courses and credentials directly to our members, and at what cost.

3. Communication

Develop a plan to increase the frequency and quality of MASFAA's communication with its members.

- a. Increase the frequency of communications between MASFAA and the membership. Utilize the listserv, the website, and social media to update the membership on events, committee work, volunteer opportunities and Association news.
- b. Continue development of MASFAA's website to improve its design and functionality. Explore using the website to conduct voting and surveys, to create targeted listservs (e.g., committees, graduate and professional, public school members, private school members, etc.), to create a ride-share board, etc.

- c. Assess the organization of MASFAA's physical and electronic records. Create an easily-accessible photo and document repository on our website or other secure medium. Develop policies and standards to ensure preservation of MASFAA archival materials.

4. Advocacy

Continue to advocate for MASFAA members, on both a state and federal level, for topics that our membership largely supports.

- a. Utilize the Government Relations Committee to discuss hot legislative issues, assess membership views, and propose potential advocacy topics to the Executive Council.
- b. Support NASFAA's advocacy efforts with regard to topics that concern MASFAA members and institutions.
- c. Continue to organize opportunities for MASFAA members to meet with, and educate, state and federal legislators.

5. Finances

Develop a financial model for the next three years that acknowledges the support necessary to fulfill the strategic initiatives in the plan.

- a. Use a portion of our reserves to make appropriate capital investments in MASFAA's future (e.g., a webinar delivery platform, conference scholarships to assist our members, support NASFAA credentialing, etc.)
- b. Review current exhibitor fee structure.
- c. Annually review all fees charged to members.