**MASFAP Strategic Plan Goals**

***Strategic Plan approved by the MASFAP Board 11/6/2022 with minor modifications 1/23/2023.***

**Priority Area: Financial Health/Fiscal Stability**

**Goal:** Ensure and strengthen the fiscal integrity of the Association by regularly exploring opportunities for future financial growth as well as maintaining the accountability and transparency of Association funds and records.

**Measures:** Manage operations in accordance with Association Bylaws and Policy & Procedures.

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| **Strategies/Actions** | **Responsibility** |
| Annually review dues and fiscal policies to ensure congruence with Association goals, budget, and operations. | Budget & Finance |
| Ensure events and activities are self-sustaining, whenever possible | Budget & Finance |
| Develop and maintain a balanced budget. | Budget & Finance |
| Establish recommendations for annual membership dues, registration fees and exhibitor fees that ensure the Association can adequately execute its core functions as defined in this plan. | Budget & Finance |

**Goal:** Maintain and strengthen the long-term financial stability of the Association.

**Measures:** Maintain a balanced budget, with minimal use of asset reserves (no more than 10% annually).

Asset reserve is maintained at 3 years of annual budget, including all contractual obligations.

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| **Strategies/Actions** | **Responsibility** |
| Monitor an investment policy and strategy with counsel from a professional wealth/financial manager. Intent is to:   1. safeguard Association cash reserves, and 2. Produce as high an interest income as possible. | Budget & Finance |
| Maintain the Investment Policy Statement   1. Communicate with members about the purpose of the policy and ongoing management of the reserves | Budget & Finance |
| Annually review the Association investment strategy and adequate level of the reserve considering options for using the reserve earnings in support of Association activities by the vote of the Executive Council on an as needed basis only. | Budget & Finance |

**Priority Area: Advocacy and Outreach**

**Goal:** Effectively engage and communicate with both internal and external constituents of MASFAP on matters such as legislation, advocacy, financial aid knowledge, association decisions and activities, early awareness and financial literacy.

**Measures:**

* Quantifiable improvement in the survey results collected following events and other engagements with membership. Monthly communications are sent to membership. Outcomes from advocacy efforts

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| **Strategies/Actions** | **Responsibility** |
| Participation in Hill Days at both the state and national levels | Legislative |
| Evaluate or refine the intent or use of social media, newsletter, other communications | Communications/  Executive Board |
| Communicate key board discussions/motions, association events/offerings, pertinent topics, and legislative updates pertaining to higher education. | Communications/  Executive Board |
| Frequent usage of the MASFAP list serve. | Executive Board |
| Engage with other associations related to higher education (i.e. NACAC, MACRO, etc.) | Legislative  Early Awareness/  Associate Member/  Executive Board |
| Increase and Diversify Early Awareness Activities | Early Awareness |
| Administer surveys to measure effectiveness of communications/events when needed | Research |

**Priority Area: Association Governance, Organizational Structure, and Preserving History**

**Goal:** The Constitution and Policy/Procedures will reflect the mission and nine purposes of MASFAP and are focused and relevant for the membership and the constituencies that are informed by and served by its membership.

**Measures:** Updates to Policy and Procedures complete

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| **Strategies/Actions** | **Responsibility** |
| Board will annually maintain policy, governance & historical documents. | President, President-Elect, Past President  (Association Governance) |
| Incorporate and formalize changes through revisions to the Constitution as needed and Policy/Procedure manual on an annual basis. | President, President-Elect, Past President  (Association Governance) |

**Goal:** Ensure the progression of meeting the Association goals and objectives.

**Measures:** SWOT analysis of strategic plan

Report outcomes of annual goals of the strategic plan

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| **Strategies/Actions** | **Responsibility** |
| Monitor performance against strategic goals annually | President, President-Elect, Past President  (Association Governance) |
| Evaluate membership structure and implement appropriate changes as needed | Membership committee; Association governance  President, President-Elect, Past President  (Association Governance) |
| Evaluate the job descriptions of officers annually | President, President-Elect, Past President  (Association Governance) |
| Reporting outcomes of the association’s annual activities (i.e. newsletter/ communications, business meeting, board reports, etc.) | President, President-Elect, Past President  (Association Governance) |

**Goal:** Maintain the historical records and ensure accessibility and continuity of the records

**Measures:** Periodically review process to ensure records have been maintained

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| **Strategies/Actions** | **Responsibility** |
| Review official policy to: Define which documents to be preserved: Board meeting minutes, board reports, conference program, keepsakes, annual calendar, updated copies of P&P and Constitution, and other official documents and contracts. -AND- Determine where the documents will be stored: MASFAP website under Official Documents, and/or the official storage facility at Moberly Area Community College. | President, Past President  Archives |
| Annual collection of documents and distribution into official archives. | President, Past President  Archives |

**Priority Area: Professional Development and Training**

**Goal:** Annually, at the beginning of the year, identify training needs for the membership needs. **Measures:** Review evaluations of content, statistics and outcomes from previous years..

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| **Strategies/Actions** | **Responsibility** |
| Solicit topics needs from the membership. | PD/VP |
| Share survey/comment results with respected committees so planning can begin | PD/VP/Site/ Tech |
| Identify trends in ideas to determine which lane the results fall into (PD,  conference, summer sessions, etc.) | PD/VP/Site/ Tech |
| Compile list of speakers presenters for each topic | PD/VP/Site/ Tech |

Goal: Offer training to develop skills knowledge, confidence and careers that are responsive to the MASFAP members needs.

Measures: Track statics for each training and event (attendance, assessment results, etc.)

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| **Strategies/Actions** | **Responsibility** |
| Assure tracking of attendees and event occur consistently. | PD/VP/Site/ Tech |
| Utilize standard assessment tool for evaluations of events | PD/VP/Site/ Tech |
| Share results with committees and board. | PD/VP/Site/ Tech |
| During transition for new year, new chairs are provided data collected form past years. | PD/VP/Site/ Tech |

**Priority Area: Membership Recruitment, Retention, and Engagement**

**Goal:** Identify opportunities for new, existing, and retired members within the Association to promote volunteerism and engagement.

**Measures:** Fill the volunteer roles as needed for each committee

Recruit new volunteers each year (new on committee and new member)

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| **Strategies/Actions** | **Responsibility** |
| Review P&P to confirm the description of the committee is accurate | Executive Board  Committee Chairs |
| Determine the expected time commitments and number of volunteers required to complete committee tasks | Executive Board  Committee Chairs |
| Evaluate volunteer trends to determine which committee(s) have an abundance of volunteers/committee members and which are in need | Executive Board  Committee Chairs |
| To develop and maintain committee descriptions on the website | Membership Chair  Newcomer Chairs |
| Develop a handout highlighting the value of MAFSAP membership to be provided to senior leadership at member institutions (more important than ever during times of budget reductions and withholdings) | Membership Chair |
| Each committee chair recommend an active volunteer to participate in the next year’s MASFAP leadership development program | Executive Board  Committee Chairs |

**Goal:** Maintain an accurate list of institutional, associate and individual MASFAP memberships.

**Measures:** Confirm that each primary contact has reviewed the membership list

Purge inactive MASFAP accounts

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| **Strategies/Actions** | **Responsibility** |
| Have each primary contact review and revise the institution’s membership list to delete inactive members or those who no longer wish to participate regularly in MASFAP, for example, a Registrar who attended a workshop one time | Membership |
| Collaborate with the Technology Committee to identify the different offices and positions within the institutions’ MASFAP memberships, for example, the Financial Aid office members versus partner offices like Admissions, Bursars, and Registrars | Membership  Technology |
| For those where a primary contact has not reviewed their membership, analyze the activities participated in by the members listed for that institution and contact those who have not been active during the past 3-5 years | Membership |

Goal: Provide engagement opportunities for the membership.

Measures: Increase the candidate pool each year (3 candidates per position). Have an Annual Engagement Survey in collaboration with the Research Committee.

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| ***Strategies/Actions*** | ***Responsibility*** |
| Continue and expand sessions for Directors, newcomer members, advisors, middle management, and other specific groups. | ***PD/ Delegates*** |
| Continue to support the Leadership Development Program and explore a sustainable mentorship program that will benefit the association and its members. | ***Committee Chairs*** |