



FASFAA Strategic Plan 2025-2028

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1. Overview of the Strategic Planning Process

Developing the Florida Association of Student Financial Aid Administrators (FASFAA) Strategic Plan was guided by the following activities beginning in late 2020 and concluding with the unveiling of the Strategic Plan at the *FASFAA Annual Conference* in June 2021:

- Obtained FASFAA Executive Board approval and sponsorship for a new FASFAA Strategic Plan using Stephen Hundley from IUPUI as the external consultant to facilitate the process
- Convened a specially-appointed Strategic Plan Task Force to develop FASFAA's Strategic Plan (see *Appendix A* for FASFAA Strategic Plan Task Force Membership)
 - This Task Force met monthly from December 2020 through April 2021
 - Subgroups of the Task Force met in between monthly meetings to work on areas of the Strategic Plan
- Conducted an environmental scan of issues confronting both higher education and associations (see *Appendix B* for FASFAA Environmental Scan Information)
- Conducted a situational analysis of FASFAA involving Task Force members
- Developed goals, objectives, and metrics aligned with the future directions of FASFAA
- Engaged the FASFAA Executive Board in a review of the draft plan, including a discussion of strategic plan implementation implications and considerations
- Produced the final Strategic Plan document for FASFAA
- Communicated the new Strategic Plan to FASFAA membership at the *FASFAA Annual Conference* in June 2021

In 2025 a new specially-appointed Strategic Plan Task Force convened to evaluate and update the Strategic Plan.

2. FASFAA Mission

The purpose of the Florida Association of Student Financial Aid Administrators (FASFAA) is to serve primarily Florida institutions and professionals by developing and maintaining professional standards of financial aid administration, promoting cooperation and communication among its



members, and promoting and endorsing student financial aid programs that are consistent with good professional practice.

The programs and services that support the purpose of FASFAA are designed to:

- Enhance the professional competency of financial aid administrators, high school guidance counselors, and others concerned with the support and administration of financial aid through regular publications, workshops, conferences, research and training materials.
- Facilitate communication between educational institutions, as well as current and future business partners and sponsors of student financial aid funds, through an exchange of ideas, information and experience.
- Educate students, parents, the secondary and post-secondary education community, legislators, and other stakeholders about the role and importance of financial aid and financial literacy to support student access, success, and graduation.

3. FASFAA Vision

The vision of FASFAA is to:

- Be a recognized leader in providing professional development, networking, advocacy, resources, and engagement for members.
- Advance the individual financial aid professional and the financial aid profession.
- Serve students and high school and college counselors by supporting institutions and communities in Florida in their efforts to promote values and benefits of postsecondary education.
- Be a credible and valued source to provide timely information to members and other stakeholders on major changes and future directions affecting financial aid and related matters.

4. FASFAA Values

- *Relevance*: provide value to members to facilitate their ability to perform their role.
- *Community Engagement and Belonging*: see separate statement for more information.
- *Access*: maintain outreach, advocacy, and student-focus in the work of FASFAA.
- *Collegiality*: foster a culture where professional relationships for FASFAA members at all professional levels are formed.
- *Mentorship and Networking*: offer structured and ongoing professional development opportunities for relationships to develop.
- *Innovation with Effective Stewardship*: operate FASFAA in a manner that honors history, recognizes prior investments, and provides nimbleness for the future.

5. Community Engagement and Belonging

We acknowledge the fundamental value and dignity of all individuals and are committed to



creating and maintaining an environment that is wide ranging. We will continue to do our utmost to be an organization that is represented by individuals from a variety of communities that we serve.

6. FASFAA Strategic Goals and Objectives

Overview of FASFAA Strategic Goals:

Increase membership and member engagement by promoting the distinctiveness and unique opportunities of FASFAA to various association stakeholders.

Offer professional development opportunities to meet FASFAA members' needs.

Develop the leadership pipeline and infrastructure to grow and support future and current leaders within FASFAA.

Advocate for and promote access to student aid and postsecondary education's values and benefits to stakeholders at the core of FASFAA's efforts.

Create an infrastructure for sound financial stewardship to provide ample funding to support FASFAA's ongoing mission to be a best-in-class not-for-profit educational corporation.

Goal 1: Increase membership and member engagement by promoting the distinctiveness and unique opportunities with which to collaborate FASFAA to various association stakeholders.

- 1.1 Ensure FASFAA members are viewed by external stakeholders (including college staff, public policy makers, and student advocates) as experts in Federal and Florida Financial Aid
 - 1.1.1 Ensure key stakeholders receive an annual welcome letter from the incoming FASFAA President to maintain and enhance existing relationships.
 - 1.1.2 Establish a robust advocacy pipeline that conducts annual visits to the State House and meets with state legislators and House and Senate staff.
 - 1.1.3 Establish and strengthen partnerships with groups such as FCAN to expand impact and increase awareness. .
 - 1.1.4 Maintain ongoing outreach to stakeholders on Federal/state issues and ensure they stay updated on these issues and informed of opportunities to participate on key legislative issues. Create a FASFAA vehicle (blog, publication, social media platform, etc.) to conduct this outreach.
- 1.2 Promote what differentiates FASFAA to non-members and encourage their participation as members.
 - 1.2.1 Conduct an annual outreach to non-member institutions and individuals and will grow our current membership base by at least 5% annually.
 - 1.2.2 Conduct a specific annual campaign to former/inactive membership to renew by review of NASFAA, SASFAA, and FASFAA membership directories.
 - 1.2.3 Update and maintain a publication listing the benefits of the annual membership fee and distribute this to all prospective members.



- 1.2.4 Schedule in person (or virtual) meetings with individual Financial Aid leaders to advocate for participation in FASFAA as an alignment with institutional goals in regards to civic engagement, professional development, etc. Expand the breadth of FASFAA through outreach to our members.
- 1.2.5 Survey financial aid offices on types of trainings that would be of interest to include more process-focused trainings specific to certain job duties (ex: Processing/IT for Financial Aid).
- 1.2.6 Invite other institutional constituencies to join FASFAA including Bursar, Registrar, Admissions, and One Stop offices. FASFAA will also provide an outreach liaison as a Board position to these constituent groups.
- 1.2.7 Within regions, FASFAA will look to expand local institutional participation by offering regional workshops to current and prospective members free with included membership and will establish regional committees reporting to the regional representative.
- 1.2.8 Create a welcome process for new members include a personalized call/email from the regional representative when a new member joins providing them with a detailed list of member benefits and opportunities for engagement.
- 1.2.9 Maintain a business partners liaison on the Board who will offer advice and counsel to the association.

Goal 2: Offer professional development opportunities to meet FASFAA members' needs.

- 2.1 Maintain a schedule of webinars and topics, including a training plan for FASFAA membership.
 - 2.1.1 Survey FASFAA membership on topics of interest for training, including items of regulatory change, community engagement, and professional development.
- 2.2 Continue to offer a spectrum of topics and pathways for new, intermediate, advanced, and director-level FAFSAA members.
 - 2.2.1 Offer Certificate of Completion for each training pathway.
 - 2.2.2 Offer member spotlight opportunities to recognize growth and development of members as they progress professionally, through member communications.
 - 2.2.3 Collaborate with NASFAA for NASFAA U to offer opportunities to earn credentials.
- 2.3 Continue growth and connections through the Leadership Educational for Association Professionals (LEAP) mentor program.
- 2.4 Continue to offer clock-hour workshop. Provide access to this training to members.
- 2.5 Continue Ollicia Anderson Achievement Award.
 - 2.5.1 Sponsor a member to attend NASFAA Leadership or NASFAA Conference, using similar criteria for Ollicia Anderson award, for intermediate or director level members.

Goal 3: Develop the leadership pipeline and infrastructure to grow and support future and



current leaders within FASFAA.

- 3.1 Utilize a New Member Welcome, either in person at the Annual Conference, or virtually.
 - 3.1.1 Include an introduction to the association and Executive Board.
 - 3.1.2 Seek new member involvement on committees.
 - 3.1.3 Ensure new members from all regions of the state feel welcomed and embraced by the association.
 - 3.1.4 Recognize new members at Region Workshops and provide FASFAA introduction, and distribute participant list (for those who opt-in) following the workshops..
 - 3.1.5 Ask each new member to complete a volunteer form.
- 3.2 Utilize the LEAP Program to recruit leaders for the association.
 - 3.2.1 Match LEAP participants with professional mentors and provide opportunities to interact with additional FASFAA leadership.
 - 3.2.2 Include association leadership as a topic in at least one LEAP session.
- 3.3 Consider “invite a current member day” for a board meeting where current members can attend and board members can highlight the benefits of the association and what involvement means to them.
- 3.4 Ensure that every volunteer is utilized.
- 3.5 Ask directors to recommend a person or people from their institution for involvement in FASFAA (as part of the Statewide Directors Meeting/Summit).
 - 3.5.1 Create a database of people who can be called upon when volunteers are needed for committees.

Goal 4: Advocate for and promote access to student aid and postsecondary education's values and benefits to stakeholders at the core of FASFAA's efforts.

- 4.1 The federal and legislative chair shall keep FASFAA abreast of pending legislation that affects postsecondary education.
 - 4.1.1 Deliver a report to FASFAA's president during every executive board meeting detailing ongoing advocacy opportunities.
 - 4.1.2 Notify FASFAA's membership, monthly, of emerging bills that are filed in the Florida's Senate or House of Representatives.
 - 4.1.3 Present sessions at FASFAA's annual conference (e.g., report on legislative efforts; advocacy training).
- 4.2 Connect with fellow associations (e.g. NASFAA, AACRAO, NACUBO, etc.) by providing opportunity for collaboration at FASFAA events and conferences, either in-person or virtually..

Goal 5: Create an infrastructure for sound financial stewardship to provide ample funding to support FASFAA's ongoing mission to be a best-in-class not-for-profit educational corporation.

- 5.1 Based on annual Board guidance, establish an ongoing financial analysis process, to



include but not limited to revenue and expense trends, member dues and sponsor pricing strategies, and ROI.

- 5.1.1 Develop an annual financial rating system to assess the overall financial health of FASFAA.
- 5.2 Create a forecasting methodology to anticipate future investments and make data-driven recommendations to improve the quality of service to various association stakeholders.
 - 5.2.1 Establish a methodology to produce timely and consistent annual revenue targets and the associated expense for membership and sponsor levels, professional development initiatives and technology innovations.
- 5.3 Improve and safeguard the financial controls and governance of the association.
 - 5.3.1 Perform bi-annual market review of peer FA associations to assess pricing, service, and membership levels.
- 5.4 Ensure that all Board members, strategic constituents, and strategic plan components have representation in FASFAA's financial planning process.
 - 5.4.1 Maintain a comprehensive financial reporting package of measurements for ongoing and end of year updates.

7. Suggested Metrics for FASFAA Strategic Plan Goals

The following table outlines suggested metrics to gauge periodic progress on achieving FASFAA Strategic Plan goals.

Goal	Suggested Metrics
1. Increase membership and member engagement by promoting the distinctiveness and differentiation of FASFAA to various association stakeholders.	● Number of new members ● Number of retained members ● Profile of membership ● Percentage of member engagement ● Type of member engagement ● Website analytics ● Type of inquiries made of FASFAA by stakeholders
2. Offer professional development opportunities to meet FASFAA members' needs.	● Number and type of professional development opportunities offered ● Feedback from participants' learning and experiences in professional development ● Number and type of professional development resources/materials provided ● Outcomes achieved as a result of professional development participation

3. Develop the leadership pipeline and infrastructure to grow and support future and current leaders within FASFAA.	• Number of future leaders participating in leadership development opportunities • Profile of future leaders • Feedback from future leaders based on participation in various opportunities • Type of subsequent engagement from future leaders following initial leadership development opportunity
4. Advocate for and promote access to student aid and postsecondary education's values and benefits to stakeholders at the core of FASFAA's efforts.	• Type of advocacy priorities articulated • Type of relationships and meetings with policymakers • Nature of reporting and professional development on advocacy efforts • Type and nature of relationships and collaborations with other associations and stakeholders for advocacy purposes
5. Create an infrastructure for sound financial stewardship to provide ample funding to support FASFAA's ongoing mission to be a best-in-class not-for-profit educational corporation.	• Financial audits • Reports of peer benchmarks/comparisons • Performance expectations and feedback to board and committee members • Board and committee member exit interview/survey • Type of protocol documents developed and used

8. List of Appendices

- *Appendix A:* FASFAA Strategic Plan Task Force Membership
- *Appendix B:* FASFAA Environmental Scan Information
- *Appendix C:* 2024/2025 FASFAA Strategic Plan Task Force Review Membership



Appendix A:
Initial FASFAA Strategic Plan Task Force Membership

- Daniel Barkowitz (Past-President)
- Katie Conrad (President-Elect)
- Dameion Lovett (President)
- Nadine Bailey (VP Training - Board)
- Eileen Brzozowski (Treasurer - Board)
- Laura Dickerson (Sponsorship - Board)
- Chas Hammond (Region Rep - Board)
- Tamika Martin (Future Board Member – Conference 2022 Chair)
- Wayne Kruger (Past President)
- Ryan McNamara (Past President)
- Bill Healey (Past President)
- Peggy Loewy-Wellisch (Past President)
- Cindy Lewis (Past President)
- Somnath Chatterjee (Committee Members)
- Joseph Larrea (Committee Members)
- Arminta Johnson (Committee Members)
- Gwyn Francis (Committee Members)
- Angela Moore (Committee Members)
- Steve Booker (Member at Large)
- Bill Ayers (Member at Large)
- Jennifer Bennett (Member at Large)
- Becky Davis (Attigo) (Member at Large)
- Kris Hatcher (Member at Large)
- Trellis Williams (Member at Large)
- Angela Nickel (Committee Member / Member at Large)
- Abi Troche (Board Member / Member at Large)
- Danelle Browning (Committee Member)
- Stephen Hundley (External Consultant)



Appendix B: **FASFAA Environmental Scan Information (Initial Planning)**

Higher Education Issues

1. Focus on teaching-learning leading to improved student success
2. Focus on operational and wraparound support services to address students' holistic needs
3. Changing student demographics and the need to cultivate a sense of belongingness
4. Enriching faculty and staff cultures and environments
5. Research/scholarship productivity, including multidisciplinary knowledge generation
6. Business operations, efficacy, and productivity; need for stewardship of scarce resources
7. Accreditation and public credibility, including societal expectations of higher education
8. Institutions as anchors in their communities
9. COVID-19 implications, adaptations, and lessons learned/what will “stick” going forward
10. Other Concerns:
 - a. Concern about cost of a college education
 - b. Concern about loan default rate
 - c. Concern about evidence of graduates' salaries
 - d. Concern about employer and societal expectations of graduates
 - e. Concern about the overall value and return-on-investment of a college degree—including skepticism about the purpose of a college education
 - f. Concern about the crowded marketplace of postsecondary providers offering easily-substitutable commodities lacking in meaningful distinction or differentiation
11. Future trends:
 - a. *The necessity of higher education will grow in prominence:* despite some public skepticism, the aims and purposes of a college education are still valued, including its ongoing contributions to intellectual, cultural, social, economic, technological, and global development
 - b. *There are several important priorities for the future, all of which build on prior and current issues and challenges, including:* a focus on quality and opportunity for students; an attention to affordability and value for those making investments in higher education; the need to provide safe and healthy learning environments; and the viability, continuity, and sustainability of institutions themselves
 - c. *Institutions will sharpen their focus on equity:* there continues to be the need to close equity gaps, broaden access to those historically underserved by our institutions, and address the needs of the diverse array of students and colleagues increasingly attracted to our campuses
 - d. *Collaboration and innovation will be imperative for future successes:* fiscal constraints, demographic shifts in the student pipeline, global competition, and multidisciplinary approaches to knowledge creation and dissemination will require administrators, faculty, and staff to rethink traditional approaches, structures, and partnerships in order to remain vibrant and relevant
 - e. The need to embrace complexity and adapt to the pace of change will persist: heightened stakeholder expectations, technological advances, and pandemic-related disruptions, among other recent influences, have forced the higher education sector to adapt and respond perhaps more swiftly and nimbly than ever; going forward, institutional leaders will need to embrace new ways of accomplishing their missions,



while simultaneously holding firm to the values that have made higher education such an enduring, invaluable contributor to society

Association Issues

1. Clarity of mission, purpose, and future directions
2. Sound finances and fiscal health
3. Diversification and sustainability of revenue streams
4. Risk management
5. Competing and complementary resources available through plentiful alternatives
6. Relevancy and the ability to compete in a crowded marketplace
7. Association leadership capacity and talent development
8. Volunteer/member recruitment, engagement, and satisfaction
9. Diversifying membership profiles
10. Keeping abreast of changes in content, technology, public policy, etc.
11. Navigating the advocacy and professional development roles
12. Identifying, implementing, and evaluating partnerships
13. Offering products and services that members both value and are willing to pay for

Original Plan Approved by membership: June 4, 2021



Appendix C:
2024/2025 FASFAA Strategic Plan Task Force Review Membership

- Egan Hanson (President-Elect)
- Dameion Lovett (Past-President)
- Nadine Bailey (Past-President)
- Susan Ambridge (Secretary)
- Dr. Jeanne Schurman (VP of Training)
- Laura Dickerson (Site Selection Chair - Board)
- Brenda Ilojirole (Local Arrangements - Board)
- Jessica Ly (Committee Member)
- Alicia Keaton (Committee Member)
- Andrew Weaver (Committee Member)
- Eddie Viera (Committee Member)

Updated Plan Approved by the Board: 7/3/2025