

**Massachusetts Association of Student Financial Aid Administrators**  
**Executive Council Meeting**  
**Cape Codder Resort, Hyannis, MA**  
**August 13-14, 2007**

**In attendance:** Tony Erwin, Sherry Avery, Kathy Osmond, Pam McCafferty, Shawn Bennett, Donna Wood Lozier, David Janey, Susan Sullivan, Nick Zinser, Jason Shumaker, Ina Frye, Elayne Peloquin, Susan Beard, Scott Mclsaac, Anne Marie Juckins, Yvonne Gittens, Jean Berg, Kim Huse, Joe Lahoud, Mike Ippolito, Gail Holt, Paul Lynskey, Catherine Nelson, Leah Barry, Jeremy Greenhouse, Beth Feinberg, Meaghan Smith, Jason Burke, Abigail McHugh, Dave Kelly, Raymond Nault, Bernie Pekala, Christine McGuire, Val Harris, Brian Murphy Clinton, Amy Piantedosi, Dadizi Baker Cummings, Shawn Morrissey

**Absent:** Bob Coughlin, Dee Ludwick

## **PRESIDENT'S REMARKS**

### **Tony Erwin**

[a.erwin@neu.edu](mailto:a.erwin@neu.edu)

President Tony Erwin called the meeting to order at 10:10AM.

Tony welcomed and thanked all volunteers he contacted (only one person declined of all who were asked).

### **Logistics**

- Elected officials' attendance at monthly meetings is required. Elected officials must not miss 2 meetings in a row. Will be sent a letter from Secretary if on notice and possible removal from Executive Council may occur.
- Official vs. unofficial votes  
When a vote is called (for elected officials) only those officials may vote. Discussion is welcome from all members but please remember who is eligible and should be voting.
- Executive Sessions  
Only elected officers meet in executive session. Such sessions are used to select award recipients or to discuss specific Exec. Council issues.
- Between meetings information is commonly distributed via e-mail.
- Reminder that all who serve should be active and paid members.
- Tony is only person who is able to sign and accept contracts. When in doubt about what constitutes a contract, contact Tony.
- It is very important to be mindful of the current climate in financial aid administration. Cast a critical eye on association operations and when planning events. Business has changed and we need to evolve and work together to maintain association responsibly.
- Ask questions at any time.
- Committees should meet regularly, and at least one chair should attend Executive Council meetings (if neither chair can attend, send a written update to Tony in advance of the meeting). No lunches should be provided by the committee or lenders at meetings. Suggested approach is to bring/pay for your own lunch. Committees should keep meeting minutes to be passed on to new committee chairs in the future. All committee members should be paid and active MASFAA members, and be open to changing committee membership. Contact Tony with committee membership issues if questions arise.
- Normally one co-chair rotates off and one remains, so there is always one senior and one new co-chair each year. The President selects chairs and takes recommendations for chair-people. This leadership process should be discussed at the committee's first meeting so all members understand the process.

- Tony's goal is to help position MASFAA for the future and to keep moving forward in our mission. Reinvention and program changes are key undertakings.

### **Budget & Operations**

- June Exec. Council meeting reassessed budget and operational purpose. The decision was made to step back from social/networking events as this is out of scope for our Association.
- Removed cash prizes that were given with awards (Jones & Sheehan) at the annual conference.
- All MASFAA Scholarships have been suspended.
- Sponsorship dollars are to be used for training and outreach.
- Membership dollars are to be used for meetings, conference, etc.

### **PRESIDENT-ELECT'S REMARKS**

#### **Kathryn Osmond**

[kosmond@wellesley.edu](mailto:kosmond@wellesley.edu)

- Will be supporting Tony over the next year.
- Agenda items for next year welcome.
- Will collect nominations for yearly awards.

### **SECRETARY'S REPORT**

#### **Shawn Bennett**

[shawn\\_bennett@gse.harvard.edu](mailto:shawn_bennett@gse.harvard.edu)

- There was no Executive Council meeting minutes to be approved.
- An Executive Council contact list will be circulated via e-mail for updates and corrections.
- Stationery, envelopes, etc. are available for use in MASFAA communications. Please notify Shawn, with as much advance as possible, when you need paper items and in what quantities.

### **TREASURER'S REPORT**

#### **Pam McCafferty**

[pmccafferty@fsc.edu](mailto:pmccafferty@fsc.edu)

Pam distributed College Goal Sunday budget information and the monthly Treasurer's report. Pam reviewed the current activity.

#### **Treasurer's Report**

- Handed out and explained budget report. 1<sup>st</sup> page cumulative, 2<sup>nd</sup> page is activity since last report, 3<sup>rd</sup> page is net worth report (assets, income, liabilities).
- Pam can e-mail committees itemized budget reports if questions arise.
- Budget is often revised as year continues.
- Significant amount of assets are equivalent to appx. one year's operating costs. This serves as a financial backup and is considered strong business practice (endorsed by NASFAA). We should always have reserves!

## **Fiscal Procedures**

- Complete request for payment form & submit to Pam for reimbursements.
- Payments over \$1500 need 2 signatures.
- Committee and account info on payment form should correspond to those on the treasurer's report.
- Copy of tax exempt certificate was handed out to co-chairs.
- Shawn Bennett inquired about another form that works in conjunction with tax exempt certificate that allows purchasing. To be researched.

## **2007-08 Budget**

- Income, sponsorship, expenses estimated to be lower than previous year.
- Reduced budget items significantly, specifically in relation to "social" events.
- Conference entertainment scaled down.
- Insurance policies (2): one renewed every 3 years for officer dishonesty. One liability policy renewed annually each March.
- Strategic planning is new budget item for Executive Council.
- PD&T Committee will be handling end of year event.
- Public Relations Committee budget reduced to accommodate new direction in purpose.
- Executive Council CGS donation is given in form of scholarships.
- Budget requests can be made by co-chairs. Executive Council meets in May to vote and present budget at June EC meeting. Most outgoing chairs review budget before rotating off committee. Since the budget can be flexible, additional budget requests can be made during fiscal year.
- Additional line item added to zero budgets for start of fiscal year (not required in bylaws but recommended by C. McGuire).
- Credit card transaction fees reconciled by Past President.

## **Investment**

- \$50,000 running at about 5% for 3 month CD.
- Short term CD rates running higher than long term, so only one short term CD is being renewed (rather than spread over different terms).

⇒ *Motion offered to reinvest \$50,000 into 6 month CD, seconded and unanimously approved.*

⇒ *Motion to accept Treasurer's report offered, seconded and unanimously approved at 11:45AM.*

## **DEVELOPMENT**

### **Jason Shumaker**

[jasons@mit.edu](mailto:jasons@mit.edu)

- Historically 60% of MASFAA income was from sponsorship.
- \$90,000 is 2007-08 sponsorship goal, which was reduced from last year due to expected attrition and the change from a tiered sponsorship structure. All sponsorship is gained at a \$3,000 flat fee.
- Discussed possible conflict of interest issues as a result of sponsorship.

- Handed out copy of sponsorship letter. Since all sponsors pay a flat fee, they will be listed in alphabetical order on the MASFAA website and conference program. Each can provide a 1/4 page ad in the conference program. Sponsorship letters have been sent to those who sponsored last year.
- Gifts/giveaways must be less than \$10 in value. We also prohibit prize drawings (including scholarships). No sponsor organized social events are allowed at the conference. Focus groups and non-social events are allowable. Only non-alcoholic drinks and light snacks can be served at such events.
- A change to bylaws requires a full membership vote (Elayne Peloquin questioned this in regard to financial matters), but handbook can be changed with EC vote. Institutions may need some written guidelines to justify where MASFAA dollars are spent. Ideas include separating into 2 dedicated budgets, one for sponsorship money and the other for membership money.
- Discussion ensued as to how Association finances and accounting should be handled in order to prevent possible conflicts of interest or for justification of school participation in MASFAA events.

## NOMINATIONS/PAST-PRESIDENT'S REPORT

**Sherri Avery**

[savery@brandeis.edu](mailto:savery@brandeis.edu)

- Sherri will work with Nominating Committee to develop the candidate slate for elections. Electronic voting at the conference will be available. Sherri will give timeframe to Technology Committee so they can prepare candidacy statements for the website.
- Leah Barry has recommendations to help people with voting such as better advertising, laptops with mice, stickers for those who voted, something at registration booth to remind members to vote, and having a location closer to foot traffic (voting room only- not web café).
- Sherri reminded Tony to choose members of the Nominations Committee and there will an introduction for the slate of candidates at conference (*Tony action item*).
- Policies & Procedures Manual for committees is being worked on by Sherri. She needs a chapter for each committee- co-chairs please send their chapter to her if you have not already.

## ASSOCIATE MEMBER AT LARGE

**Joe Lahoud**

[ilahoud@amsa.com](mailto:ilahoud@amsa.com)

## ARCHIVES COMMITTEE

**Shawn Morrissey**

[smorris@frc.mass.edu](mailto:smorris@frc.mass.edu)

- Has been collecting as much historical documentation as possible in one place. Old documents, photos, etc. have been added to archives.
- Targeted communication at administrators with over 20 years in financial aid with limited response.
- John Cayaza submitted document of 1980 financial aid week and governor's certificate.
- Barbara Tornow will be submitting newsletters from 1980's.

- Ideas and materials can be submitted to Shawn (contact numbers for past presidents, documents, etc.)
- There will be a display area at conference with archival materials.
- Will research imaging documents held by Treasurer and Secretary. Bernie Pekala will send Shawn the name of a vendor used by BC that can image and index material.

## MEMBERSHIP REPORT

**Beth Feinberg**  
[b.feinberg@neu.edu](mailto:b.feinberg@neu.edu)

**Meaghan Smith**  
[hardyme@bc.edu](mailto:hardyme@bc.edu)

- 388 paid members as of 8/10 (last yr. 400); 111 associate members and 61 new members.
- 900+ members at end of 2006-2007 (normally 33% associate members).
- Explained basic membership process (from administrative standpoint).
- Reminders to non paid EC and committee members will be sent in September.
- Committees can request membership lists if needed
- Tony to send welcome e-mails to new members (to talk about website and perks of membership).

## CONFERENCE COMMITTEE

**Scott McIsaac**  
[scott.mcisaac@nelnet.net](mailto:scott.mcisaac@nelnet.net)

**Yvonne Gittens**  
[yvonne.gittens@gmail.com](mailto:yvonne.gittens@gmail.com)

**Anne Marie Juckins**  
[ajuckins@edfund.org](mailto:ajuckins@edfund.org)

- Theme is "MASFAA's Amazing Race".
- Last year \$4,000 raised for local charity, from 25 donated prizes. Only 6 prizes to date- please contact the Conference Committee with donations. This year's charity will be the Teen Empowerment Project (located at several locations across MA).
- Due to new climate, changes made to conference include a reduction in entertainment costs.
- Game night is being planned to promote inclusion of members.
- 4 speakers this year- Travis Roy/Jim Morse/Deborah Santiago/Bob Kahn.
- DJ Jazzy Jason is back for another spin on the wheels of steel.
- Record number of session proposals this year, mostly from school members. Session presenters have not been notified yet.
- Handed out session list (compiled by Jeff Bentley) and tentative agenda.
- Tony pointed out that Just the Facts, Early Awareness and Government Relations Committees have session spots at the conference. Friday will be set up as a stand-alone day, likely for directors who would otherwise not attend. Tony is sending invites to directors to call attention to the subject matter. Newcomer reception is by invite only, and Tony will send invites.
- Last year 48% of sessions presented by school (non-associate) member; this year 58%.
- Leah asked for session schedule and agenda information as early as possible to add to website.
- Fees increased to \$205 for 3 days/\$105 for single day.
- Vendor room will be in alphabetical order and breaks will be held in vendor room.
- About 500 attendees expected.

## TECHNOLOGY COMMITTEE

**Leah Barry**  
[lbarry@bu.edu](mailto:lbarry@bu.edu)

**Jeremy Greenhouse**  
[jgreenhouse@amsa.com](mailto:jgreenhouse@amsa.com)

- Will continue to research new technologies to incorporate into website.
- 3 new members on committee, one member has left.
- Will continue to support Nominations Committee.
- Handed out liaison list; be sure to send content/questions to appropriate liaison.
- Called for Co-chairs to send committee members and updated goals to liaison.
- Leah demonstrated the website features.
- Will coordinate & post monthly meetings to calendar; try not to cause meeting conflicts if possible.

## PUBLIC RELATIONS COMMITTEE

**Mike Ippolito**  
[mippolit@brandeis.edu](mailto:mippolit@brandeis.edu)

**Joe Lahoud**  
[jlahoud@amsa.com](mailto:jlahoud@amsa.com)

- PR Committee still exists and purpose remains the same.
- Will remove “networking and social opportunities for members...” and yearly calendars from goals since they are outdated.
- Anticipating some turnover of volunteers due to recent repurpose of committee.
- PR Committee will respond to the volunteer on behalf of other committees and help manage the volunteer placement process for committees. Will also add information about what committees do to the website, and PR could also provide some stats at end of year.
- Tony requested that we continue publications about officer roles and “This is MASFAA”. The Virginia state association can be used as model for these publications.
- Will make volunteer update available to publish in newsletter.
- A monthly volunteer reminder will be sent out via the listserv.
- Will continue appreciation certificates.
- Note most ambassador program work has shifted to PD&T via Emerging Leaders Program, but PR will continue to communicate with ambassadors ahead of Emerging Leaders.
- PR can help other committees (CEED-diversity library, Nominations) with their goals. Perhaps they will staff a table at conference with committee info, etc.
- No update on logo from Franklin Pierce.

## PROFESSIONAL DEVELOPMENT AND TRAINING COMMITTEE

**Jason Burke**  
[jburke@amsa.com](mailto:jburke@amsa.com)

**Abigail McHugh**  
[abigail.mchugh@mcphs.edu](mailto:abigail.mchugh@mcphs.edu)

- Boosted committee membership and are working to utilize new locations and new presenters for trainers.

- Schedule of events handed out, the FISAP workshop is being held on 8/16, needs analysis (east and west sites), learn from directors, special topic, support staff and novice trainings are being planned. Emerging Leaders series and end of year training event are also in scope.
- The end of year training event is to be determined through discussion with Executive Council. There will likely be a speaker, the passing of the gavel, maybe some food and unofficial fun.
- The last day of conference will start off the Emerging Leadership Program (nomination process to start earlier). The Conference committee needs room requirements very soon to try to accommodate this plan.
- There is a rotating two-year program for Emerging Leaders.

## GRADUATE/PROFESSIONAL CONCERNS COMMITTEE

**Val Harris**

[harrisv@harvard.edu](mailto:harrisv@harvard.edu)

**Brian Murphy Clinton**

[b.murphyclinton@neu.edu](mailto:b.murphyclinton@neu.edu)

- December symposium to be held at BU Law School 12/7.
- Will continue to submit newsletter articles and have liaisons to other committees to keep abreast of what is happening.
- Will send one member of their committee to the EASFAA conference.

## NEWSLETTER

**David Kelly**

[dave.kelly@bankofamerica.com](mailto:dave.kelly@bankofamerica.com)

**Raymond Nault**

[naultjr\\_raymond@wheatonma.edu](mailto:naultjr_raymond@wheatonma.edu)

- One new member on committee, first meeting upcoming.
- Passed out publication date handout. Will publicize how to submit articles and who to send them to, as well as submission deadlines.
- Want to add more polls and book reviews to keep membership engaged.
- Tony was wondering if Newsletter and Technology Committee could work on usage measurement.
- Tony noticed that advertising for newsletter was eliminated.
- Confirmed that meetings can be held at lender locations, but no lunch should be provided to members. People should bring their own or pay for themselves.
- Tony will get welcome letter to Ray for fall edition of newsletter.
- Sherri will call for award and election nominations.
- PD&T, CGS, GPCC, Early Awareness will add information for fall edition.
- Possibly add a summary of Government Relations meeting with J.D. Larock.
- Send fall submissions to [naultjr\\_raymond@wheatonma.edu](mailto:naultjr_raymond@wheatonma.edu).

## EASFAA

**Donna Wood Lozier**

[dwoodlo@spfldcol.edu](mailto:dwoodlo@spfldcol.edu)

- Noted that if EASFAA representative can't make the EASFAA Exec. Council meeting a substitute be found and given voting authority on behalf of MASFAA.

- Will inform membership of EASF AA events and of updates from EASF AA meetings.
- Represent, promote and advertise MASFAA participation in EASF AA conference volunteer event each year as added responsibility of EASF AA representative.
- Tony mentioned that EASF AA trainings will not be held due to the opportunities presented by the PD&T and Just the Facts Committees. Also EASF AA gave us very little time to prepare for the last series of EASF AA spring trainings, which made us less likely to participate.

## COMMITTEE ON ENHANCING ETHNIC DIVERSITY

**Amy Piantedosi**  
[amy.piantedosi@tufts.edu](mailto:amy.piantedosi@tufts.edu)

**Dadizi Baker Cummings**  
[amy.piantedosi@tufts.edu](mailto:amy.piantedosi@tufts.edu)

- Two new co-chairs.
- Reviewing mentoring program.
- Continuing to develop diversity library.
- Sponsoring a session at conference.
- Will bring in speaker panel to discuss access and retention of underrepresented student populations.
- Planning a June lecture series with EdD student(s), may utilize Northeastern space.
- Dadizi called for increase in attendance at CEED events and workshops. At least one if not both!
- Diversity library being held by Dadizi, contact her to borrow books, cds and dvd videos. May add a flyer to the conference packet, a list to website with “feedback” area for comments, and a 1/4 page ad to newsletter.
- Will submit newsletter article introducing their conference speaker Deborah Santiago.

## GOVERNMENT RELATIONS COMMITTEE

**Bernie Pekala**  
[pekala@bc.edu](mailto:pekala@bc.edu)

**Christine McGuire**  
[chmcguir@bu.edu](mailto:chmcguir@bu.edu)

- Bernie is thinking of bringing in a speaker to Friday during the conference either from the State office or Senator Kennedy’s aid, JD Larock.
- Tony recommended a conference session on “how things work” i.e.: NRM, legislative process, etc.
- Will try to keep neutral communications to listserv when applicable and helpful. Group agreed just right amount of info is being sent out.
- 12-14 schools met with JD Larock at NASFAA to voice concerns. Larock will meet with MASFAA to gather feedback from members on pending legislation. Larock was the author of the Sunshine Act. He has asked for a document of issues/comments for him to review prior to next week’s MASFAA event. Members will meet at 2pm with Larock arriving at 5pm for meeting. Bernie gave some examples of things to consider when thinking about this meeting and related issues.
- The plan for the next 2 months will be reactionary; we will wait to see what happens with reconciliation in House & Senate.
- There are 2 conference sessions that have been held for the committee.
- The committee wants to start working more closely with the state and to better announce state issues. The committee may undertake the “Finaid 101” presentation for legislators if interest exists.
- If others have interests please forward to committee.

- Will try to get info out to everyone for comment prior to meeting with JD Larock, especially for Legislation 1762 (500+ pages).

## EARLY AWARENESS AND OUTREACH COMMITTEE

**Jean Berg**

[jberg@finaid.umass.edu](mailto:jberg@finaid.umass.edu)

**Kim Huse**

[k.huse@neu.edu](mailto:k.huse@neu.edu)

- New co chairs for the committee.
- Currently deciding between holding the guidance counselor program and Carnival of Learning.
- Notify the committee if you need “Jumpstart Your College Savings” publications (it’s a good idea to take them with you to financial aid nights or guidance counselor meetings).
- The meeting for new members is next week.
- Committee action item is to get Jumpstart publications to MEFA for guidance counselor trainings.

## COLLEGE GOAL SUNDAY

**Gail Holt**

[gholt@mtholyoke.edu](mailto:gholt@mtholyoke.edu)

**Paul Lynskey**

[plynskey@mefa.org](mailto:plynskey@mefa.org)

**Catherine Nelson**

[cnelson@brandeis.edu](mailto:cnelson@brandeis.edu)

- Gail gave presentation, wants CGS to be cemented in MA and become MASFAA legacy.
- CGS to be held Sunday, January 27 2008
- Important outward display of what MASFAA is and to promote access to higher ed.
- Increases number of FAFSA’s filed, which in turn increases Pell access, etc.
- Promotes advance financial aid awareness.
- Explained structure of CGS (tri-chairs/responsibilities divided between them) site coordinators, statewide volunteer coordinator.
- 3 year Lumina grant ended in 2007, Committee has applied for continuation grant.
- Sponsorship is also essential.
- Working to increase bilingual staffing.
- 650 sites, 33 states, 28,000 students served nationally in 2007.
- There are few states that do not employ full time paid help; we have all volunteer help. This is the second largest MASFAA event behind the annual conference.
- Gave history of CGS in MA. And breakdown of cost/sites/attendees. Cost increased from \$70,000 to \$93,000 in 2007.
- 2008 plan is for 18 sites and \$80,000 budget. The Chestnut Hill location is likely to be discontinued.
- Volunteers increased from 180 in year one to 220 in year 3.
- Started tracking cost per student, currently under \$100 (from \$583 in year one).
- National director will be coming to be site coordinator at Athol.
- Only 3 MA counties not represented.
- 87% of attendees said CGS helped file FAFSA/29% said they could not have done it alone /94% thought it was worth the trip.
- Multimedia advertising will continue; will try to focus on non-traditional population next.

- Parrallel programs include “Ready-Set-Go to College” (MA Board of Higher Ed) and “Know How 2 Go” (Lumina Foundation).
- Significant partnerships through TRIO and Gear Up (who help low income, 1<sup>st</sup> generation students).
- Need to continue learning process with MASFAA and Executive Council’s help.
- Calls to spread the word, distribute materials and volunteer your time.
- Evaluate progress through survey (which enters respondent into ed award drawing).
- Massachusetts was recognized as a top performing state, therefore sustainability is relatively assured.
- Current environment encourages lender support of such program (as evidenced by AG Cuomo’s opinions).
- Website and hotline available- [masscollegegoalsunday.org](http://masscollegegoalsunday.org) or [fafsaday.org](http://fafsaday.org)
- 2-3 education scholarships are unclaimed each year.
- Bilingual volunteers are always needed; the Membership Committee also asks what additional languages members are fluent in.
- Christy Pierce will hopefully provide help on the bilingual language issue.
- CGS pays for hotline, \$300/year in-kind contribution would be great for MASFAA to defray this cost.

⇒ *A motion was made by Sherri Avery to contribute \$300 to defray the cost of the CGS hotline; it was seconded by Shawn Bennett and approved with one nay.*

## JUST THE FACTS! TRAINING COMMITTEE

**Dee Ludwick**

[dee.ludwick@regiscollege.edu](mailto:dee.ludwick@regiscollege.edu)

**Bob Coughlin**

[robert\\_coughlin@hms.harvard.edu](mailto:robert_coughlin@hms.harvard.edu)

**Susan Beard**

[sbeard@wheatonma.edu](mailto:sbeard@wheatonma.edu)

- 3 new committee tri-chairs this year.
- One training this year will be held at Northeastern (declining attendance in west), which is a free site. Training is held one day/week for 5 weeks using NASFAA core materials along with MASFAA presentations.
- Train the trainers occurring 8/15/07.
- Trainings begin on Tuesdays in October starting 10/2 and ending 10/30.
- 7 repeat trainers, 3 new trainers.
- All sectors represented.
- Volunteers can contact committee.

## OLD BUSINESS

None

## NEW BUSINESS

- Leah Barry raised question of whether membership list should be restricted to individual use (committee use) or if it should be used by lenders/associate members for business use. Discussion varied between points that there should be a policy preventing business use of the membership database and there should not. Leah believes that there is no difference between the rules of the e-mail listserv and the direct mailing of advertising. Joe Lahoud pointed out that most lenders likely use Market Measure and not the membership database, so no net effect may be gained by

restricting access. Jason Burke suggested a general policy at least as preventative measure. Pam McCafferty mentioned that this could be a possible sponsorship issue. Historically, mailing labels were available for purchase and use was not regulated. Joe will check with associate membership to try to determine how the membership database is used. Issue will be tabled to September meeting.

- Elayne Peloquin raised issue of ex-officio membership category for retirees. We do have an honorary membership for one year (free). Lifetime membership was discontinued due to administrative issue. Yvonne Gittens added that as a retiree she was ok with being an associate member but that a reduced membership rate might be a thoughtful benefit. Cathy and Bernie suggested an “emeritus category”. Elayne will compare our policy with other associations and bring ideas to the September meeting.
- Reviewed some handbook changes and made updates.

### **Strategic Plan- see handout**

#### **5 year plan**

- A strategic plan was last done in 2002.
- Tony discussed that goal 1 was met, goal 2 was met, goal 3 was met, goal 4 was met (noted CGS), goal 5 met (noted Government Relations) and goal 6 was not a focus.
- Analyzed weaknesses and strengths of MASFAA (see handouts), Tony asked for feedback. Yvonne noted that senior staff (directors) often step back and allow staff to participate in the professional development process. Pam mentioned that it would still be good to have them to draw knowledge from, perhaps through training opportunities. Just the Facts was started with directors in mind to do the trainings, but their roles had changed and they didn’t participate as much in day to day operations. Ray Nault added that we may need to consider balance in keeping new members and long term members involved.
- Strengths were reviewed and it was agreed that strengths are still evident, and there have been no “total disasters” in known history of MASFAA. Pam raised the question of whether volunteer pool is as great a % of membership as it has been in the past; Tony will likely take that into consideration when a new strategic plan is developed.
- Reviewed threats and opportunities facing MASFAA, and many were met and addressed. Tony noted that PR Committee was developed as a result of image perception at the time (2002). Sherri noted CEED mentoring program was also developed as a result.
- Next steps include developing a new strategic plan/process this year.

### **Misc. New Business**

#### Meeting Dates and Locations

Possible locations include Wellesley, Quinsigamond Community College and Stonehill College

9/21- Stonehill College	2/15
10/19	4/17
11/6	5/15
12/14	6/18 (end of year event)
1/18	

- Potential membership survey regarding sponsorship issues and Association finances will be further discussed at future meetings.
- New letterhead was voted on by group and approved.

⇒ *A motion to adjourn was offered, seconded and approved unanimously at 1:50PM*