



NASFAA

NATIONAL ASSOCIATION OF STUDENT FINANCIAL AID ADMINISTRATORS

The background of the cover features a photograph of a large, classical-style building with a prominent dome, likely a state capitol building. The image is partially obscured by large, overlapping geometric shapes in shades of blue and white. In the upper left corner, there are branches of a tree with white blossoms.






2021-22 ANNUAL REPORT



NASFAA GIVESBACK

The pandemic has changed all of us. It changed the way we work together, and the way we serve students. As a profession, we faced significant professional and personal challenges. Thanks to NASFAA's strong member retention and recruitment, along with good stewardship over our financials, we are emerging from the pandemic stronger than ever. We want to continue to support you, and support your students.

Through our new **NASFAA Gives Back** initiative, we'll be reinvesting in you, our members, in the following ways:

-  Holding NASFAA membership **dues steady**.
-  **Creating a scholarship fund** to support under-resourced institutions.
-  Expanding the Dallas Martin Endowment to **permanently fund the Diversity Leadership Program**.
-  **Rethinking our conference**, with safety, affordable registration fees, and community investment in mind.
-  **Expanding access** to our certification and credentialing training.
-  Prioritizing strategic **community-building efforts**.
-  Providing a one-time **\$600 Learning Credit** to each NASFAA member institution to be used for NASFAA training, events, products, or services over the next 12 months. Members must have accepted or donated their credit by August 31, 2022.

VISIT [NASFAA.ORG/GIVESBACK](https://www.nasfaa.org/givesback) TO LEARN MORE

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A MESSAGE FROM OUR NATIONAL CHAIR AND PRESIDENT



Supporting You, Supporting Students: NASFAA Gives Back

Once again this past year, even in the face of significant change and challenge, the nation's financial aid administrators did what they do best: opened doors to educational opportunity and helped students attain their long-held dreams. Each of you has had a direct impact on the trajectory of students' lives – a reality that has come into sharper focus over the past two-plus years as financial aid administrators helped many struggling students and families find a way forward.

It's been quite a journey, hasn't it? For many people, the pandemic may be receding into the rearview mirror, but we also know its impact will be felt across the country and our campuses for years to come.

Financial aid offices are facing critical shortages of staff due to lagging salaries and position misclassifications. Enrollment declines are creating enormous pressures on institutional budgets that may persist into the future. Inflation, debt concerns, and economic uncertainty are impacting our students and families – and reverberating across our campuses. Many of you have told us you are worried about your ability to remain compliant, appropriately safeguard taxpayer dollars, and meet the needs of your students.

As you worked incredibly long hours last year, NASFAA was there for you, helping interpret conflicting and changing guidance on Higher Education Emergency Relief Fund (HEERF) grants, providing ongoing webinars and up-to-the-minute information on late-breaking regulatory guidance, and sharing best practices from other offices through *Today's News* articles and our "Off The Cuff" podcast.

Over the course of the past year, the NASFAA Board of Directors spent many hours discussing these trends and strategizing about how we can best support you, our NASFAA member institutions, through this turbulent time.

Thanks in part to the steadfast support of our members, NASFAA is coming out of the pandemic stronger than ever. We are grateful to be in a position where we can double down on our efforts to support our member institutions through [NASFAA Gives Back](#).

As outlined at the National Conference in Austin this past summer, here is how NASFAA plans to give back:

- NASFAA has made a multi-year commitment to hold membership dues steady. Over the last six years, NASFAA has only increased dues once, and our objective is to keep dues as low as possible. Inflation is impacting all of us, but our commitment to you is to hold dues steady through the 2023-24 year.
- The NASFAA board has created a scholarship fund to help under-resourced institutions with budgets that have temporarily put a NASFAA membership out of reach. We expect to be accepting applications in the coming months.
- NASFAA has expanded the use of the Dallas Martin Endowment to permanently fund our Diversity Leadership Program and community. This award-winning program provides selectees with a robust portfolio of benefits, mentorship, and guidance on how to develop as a financial aid association leader.
- For the first time in NASFAA's history, we decreased conference registration fees for the 2022 national conference, and we will ensure that fees remain sustainable and low going forward, choosing cities where NASFAA conference attendees can make a positive impact on the local community. During our conferences, we will highlight locally owned businesses owned by women, people of color, and members of the LGBTQ community.
- We are investing in building our community. One of the greatest losses over the pandemic was the loss of community; through our new Community Initiative (see page 23) we will be expanding our communities of practice. We want each of you to be able to "find your people" within the larger NASFAA membership.
- Last, but not least, NASFAA has offered each institutional/school member a one-time \$600 Learning Credit to be used by June 30, 2023, for training, webinars, courses, event registrations, and many other educational products. This momentous reinvestment is only possible because of the good stewardship of our elected leaders and record-level membership numbers at NASFAA.

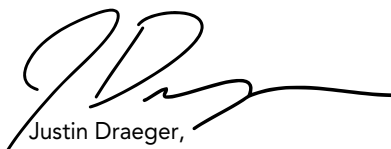
*Thanks in part to the steadfast support of our members, **NASFAA is coming out of the pandemic stronger than ever.** We are grateful to be in a position where we can double down on our efforts to **support our member institutions through NASFAA Gives Back.***

There's a reason for the tagline "Supporting You, Supporting Students." It is our hope that these significant investments in our membership will in turn help you serve the students you care so deeply about.

We remain proud to be a part of this unique and wonderful community. Thank you.



Brent Tener,
2021-22 NASFAA National Chair



Justin Draeger,
NASFAA President & CEO

2022 FINANCE REPORT: A MESSAGE FROM THE TREASURER



From a financial and budgetary perspective, I am pleased to report that the 2021-22 year represented at least a partial return to predictability and stability, as NASFAA staff, volunteers, and members saw a semblance of normal operations restored while the nation began to pull out of the COVID-19 pandemic.

Since the onset of the pandemic in early 2020, the association has used all the various financial tools at its disposal to bolster revenue and ensure stability. As a result, NASFAA has fared well throughout the pandemic, with new members joining at record levels. I am so happy to share with you that this year we retained more than 98% of our members, a high-water mark in member retention!

The overall financial picture for our national association remains very healthy. All of our strategic initiatives and our operating reserves are fully funded. The NASFAA team also maintained close and detailed control over the association's finances, and the Financial Affairs Committee (FAC) and Board of Directors stayed agile while exercising their critical fiduciary oversight. To wit, NASFAA concluded a clean and unqualified audit for the 11th straight year.

We know that many schools are still struggling with decreased enrollments and funding issues. That's why the board and FAC moved to ensure member dues will remain level for the current 2022-23 renewal year, and pledged to keep dues level at least for the next two fiscal years. Over the past six years, NASFAA has only enacted one dues increase.

This last year, NASFAA leadership, FAC, and the board gave significant strategic thought to how NASFAA can best support members who may be struggling with budgets and staffing coming out of the recession. The end result was NASFAA Gives Back, a first of its kind initiative intended to bolster and support our loyal members.

We are grateful to be in a position to double down on our efforts to support our member institutions, who do so much day in and day out to support their students. Through NASFAA Gives Back, we'll be reinvesting in our members in multiple ways, to the tune of nearly \$2 million. Thanks to the loyalty of our members and sound fiscal practices, this is an investment we are well positioned to make. For additional detail about NASFAA Gives Back, see page 1.

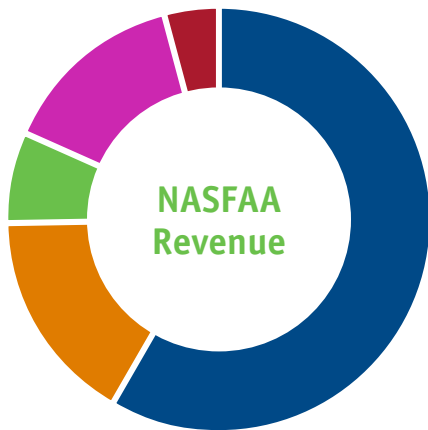
Thank you for supporting NASFAA and for all you do for students each and every day.

Sincerely,



Kelly Morrissey, NASFAA Treasurer
 Dean of Financial Assistance and Scholarships, Community College of Rhode Island

As in years past, NASFAA invested the majority of its resources in membership services in 2021-22, with just 12% of total operating expenses attributed to overhead or administrative expenses. This outlay is significantly less than the nearly 26% average for "general and administrative expenses" cited for organizations of NASFAA's size, according to historical benchmarks published by the American Society of Association Executives.



Membership Dues	\$5,518,829	58%
Conference & Meetings	\$1,506,095	16%
Grants & Research	\$671,715	7%
Training & Programs	\$1,355,453	14%
Publications	\$12,894	0%
Advertising	\$423,143	4%
Other	\$29,196	0%
Total	\$9,517,325	

Membership Support	\$1,187,660	15%
Advocacy	\$742,482	9%
Administrative & General	\$962,406	12%
Communications & Web Expenses	\$1,376,522	17%
Conference & Meetings	\$1,119,995	14%
Training & Programs	\$2,499,556	32%
New Program Development	\$0	0%
Total	\$7,888,621	

GOVERNANCE & LEADERSHIP



The 2021-22 year represented a partial “return to normal order” for the NASFAA Board of Directors, which met twice in person and several times virtually. After two years of no travel due to COVID, NASFAA held two in-person events: the February Leadership & Legislative Conference & Expo in Washington, D.C. and the June National Conference in Austin. The board, led by National Chair Brent Tener, continued to make progress toward our strategic plans, provide fiscal and strategic oversight, bolster NASFAA’s mission, and remain agile in the face of many remaining “unknowns” to best serve the membership. A summary of key board activities follows.

July 15, 2021: Virtual Board Meeting

The board took no votes at this first meeting, but under the leadership of Chair Tener, the new board spent time getting to know one another, meeting the NASFAA executive team, and holding an open discussion on issues impacting the financial aid office, including succession planning within the profession.

November 15-16, 2021: Board Meeting in Colorado Springs, CO

Audit Approval. The board voted to approve the clean audit conducted by independent auditor RSM US LLP, as brought forward by the Financial Affairs Committee (FAC).

2022 Conference Budget Approval. The board voted to approve a budget for the June 2022 Austin National Conference and the July 2022 Virtual Conference. NASFAA President Justin Draeger reported that the proposed 2022 National Conference budget for Austin contained projections for 100%, 75%, and 50% attendance, since it was unclear how many members would attend our first in-person conference since 2019. The board-approved budget assumed a) a reduced early-bird registration fee for the in-person event from \$635 to \$599 per attendee and b) a fee of \$250 per institution for the Virtual Conference, with an assumption that 600 institutions would register for the online event.

Leadership Conference 2022 Budget Approval. The board approved a budget for the February 2022 Washington, D.C. Leadership & Legislative Conference & Expo, as presented by FAC.

Holding Dues Steady for 2022-23. The board voted to hold membership dues steady for the next fiscal year, as recommended by FAC and in adherence with the planned NASFAA Gives Back campaign. The board also voted to maintain the same rates for dues package add-ons and upgrades.

Task Force Charter Approval – Under-Resourced Schools Scholarship. The board voted to approve a new task force to analyze under-resourced schools among the NASFAA membership. Such institutions are usually characterized as having insufficient resources and tending to serve large numbers of disadvantaged and/or low-income students.

The recommendations of this group spurred many strategic discussions and resulted in a proposal to create a scholarship program to support under-resourced schools. This new task force will create a scholarship program prospectus with detailed parameters for how to qualify for, apply for, administer, and gauge the success of this new scholarship.

Blue Icon Repayment Deferment and Line of Credit Increase. The board voted to approve a requested loan repayment deferment from Blue Icon Advisors and increased their NASFAA line of credit. Blue Icon is a for-profit consultancy wholly owned by NASFAA. These actions will allow Blue Icon to better meet institutional demand for interim staffing by hiring up to three full-time employees who could be deployed as hands-on directors.

Board Funding for Communities Initiative. The board approved a motion to allocate Board-Designated Funds in the amount of \$250,000 for NASFAA's Communities, as brought forward by FAC. These funds would go toward the hire of a community manager and the launch of "NASFAA Communities," an initiative to strategize, develop, and implement various communities within the NASFAA ecosystem that allow member institutions and aid administrators to quickly find other groups of individuals with similarly aligned interests.

FAAC® Forum Budget Approval. The board approved the budget for the 2022 FAAC® Forum in Washington D.C., as brought forward by FAC. FAAC® is a designation awarded through NASFAA's accredited Certified Financial Aid Administrator® Program. The year-one budget assumes a registration fee of \$150 with 60 participants in the track. Because this is a development year for this track, the budget as proposed shows a small loss for NASFAA; in future years it would be expected to at least break even.

Bylaws Changes: Ready for Member Comments. The board approved a motion to share an updated set of the NASFAA bylaws with the NASFAA membership for a 30-day comment period, as brought forward by the Association Governance Committee (AGC). Outside experts, the AGC, and the board vetted the changes over many months. These changes fall into three categories: Adding the roles of secretary and diversity officer as appointed officers, eliminating the position of commission director, and making miscellaneous text updates to bring the bylaws into compliance with practice.

February 1, 2022: Virtual Board Meeting

Vote to Accept Arnold Ventures Policy Paper. President Justin Draeger shared background information on the partnership between NASFAA and Arnold Ventures that produced the report, "[Protecting Borrowers and Advancing Equity](#)." To complete the two-phase project, NASFAA consulted with a list of advisory groups and policy experts to help form the recommendations drafted in the paper. The board voted to accept the recommendations as presented.

Final Bylaws Approval. Following a 30-day membership comment period and discussion/incorporation of the comments, the board voted to accept and enact an updated set of NASFAA bylaws.

*President Draeger reported that NASFAA has fared well throughout the pandemic with **record-level member retention and recruitment**. This, **coupled with good financial stewardship**, has resulted in significant reserve surpluses the board believes **should be reinvested back into the NASFAA membership**.*

March 22-23, 2022: Virtual Board Meeting

Approval of Updated DME Prospectus. The board voted to expand the approved uses of funds from the Dallas Martin Endowment for Leadership in Public Policy and Student Aid (DME) to include the Diversity Leadership Program (DLP), now going into its fifth program year.

NASFAA Gives Back – a Membership Reinvestment Initiative. The board approved a \$1.7 million reserves expenditure for NASFAA's reinvestment strategy. President Draeger reported that NASFAA has fared well throughout the pandemic with record-level member retention and recruitment. This, coupled with good financial stewardship, has resulted in significant reserve surpluses the board believes should be reinvested back into the NASFAA membership. The key benefit of NASFAA Gives Back is a one-time, \$600 learning credit for current institutional member schools.

Membership Policy in Board Policies and Procedures. AGC Chair Brenda Hicks reported there will be some updates to

the NASFAA Policies and Procedures (P&P) handbook to align practice with the new bylaws. On the advice of counsel, we removed some specificity about NASFAA membership (both institutional and associate) from the NASFAA bylaws and have moved these details to the P&P. These details will further document and clarify that individual system offices may qualify as "institutional" members of NASFAA. The board voted to approve this policy.

Secretary and Representative-at-Large Position Descriptions in Board P&P. The board voted to approve a new board policy and position description to make the secretary of the NASFAA board a voting, appointed, institutional member, and to clarify and encode the expectations of the role of representative at large.

Confirmation of New Appointed Board Members. The board voted to approve three new board appointments: Treasurer-Elect Alex DeLonis (director of financial aid at Wabash College); one year replacement Representative-At-Large Christopher Pollard (director of financial aid at the George Washington Law School); and Board Secretary Danchees Ingram (associate director of the Office Student Financial Aid at the University of Texas Southwestern Medical Center).

2022 Awards Approval. The board voted to approve the 2022 NASFAA Awards as put forward by the Awards Committee.

June 8, 2022: Virtual Board Meeting

2022-23 Operating Budget Approval. The board voted to approve the 2022-23 operating budget as put forward by FAC. Consistent with pre-pandemic years, the fiscal year 2022-23 budget was constructed in the traditional bottom-up budgeting method, whereby members of the leadership team requested funds for their departments, projects, programs, and initiatives. As such, revenue projections and expense estimates originated from departmental leaders and have been adjusted accordingly by the president/CEO and chief financial officer.

2022-23 Board-Designated Funds Approval. The board voted to approve the 2022-23 Board-Designated Fund request as put forward by FAC. These are expected spends primarily for project development and membership reinvestment.

New Diversity Officer Confirmed. The board voted to approve Derek Kindle (vice provost for enrollment management at University of Wisconsin - Madison) as NASFAA diversity officer serving July 1, 2022, through June 30, 2023.

June 25-26, 2022: Board Meeting in Austin, TX

Board P&P Handbook Updated. The board approved an updated P&P handbook containing new policies and changes previously approved at an earlier meeting, as well additional conforming edits and tweaks.

Policy Waiver on Prior Board Service. AGC Chair Brenda Hicks reported NASFAA's newly updated bylaws added the diversity officer and the secretary as appointed, voting members to the board. These new roles will serve on certain NASFAA committees in an ex officio capacity. Upon review of the 2022-23 rosters for the AGC, FAC, Nominations and Elections (NEC), and Ethics committees, it became clear NASFAA would be out of compliance with the existing prerequisite for prior board service on some committees. To accommodate these new roles – and give new board members valuable experience, the board approved a one-year policy waiver allowing these individuals to serve on the standing committees. The 2022-23 AGC will review board service prerequisite policies and make recommendations as to whether they should remain.

2022-23 Standing Committees Ratified. The board voted to approve the 2022-23 member rosters for the AGC, FAC, NEC, Ethics, and Awards committees.

2021-22 NASFAA BOARD OF DIRECTORS

Officers

National Chair: Brent Tener, Vanderbilt University
National Chair-Elect: Brad Barnett, James Madison University
Past National Chair: Brenda Hicks, Southwestern College
Treasurer: Kelly Morrissey, Community College of Rhode Island
Diversity Officer: Scott Skaro, United Tribes Technical College

Regional Representatives

EASFAA: Shawn Morrissey, University of Massachusetts Medical School
MASFAA: Chad Olson, Iowa State University
RMASFAA: Christal Williams, Johnson County Community College
SASFAA: William Spiers, Tallahassee Community College
SWASFAA: Mendy Schmerer, University of Oklahoma Health Sciences Center
WASFAA: Anthony Morrone, Nevada State College

Representatives-at-Large

Joseph Donlay, Colorado State University
Helen Faith, University of Wisconsin - Madison
Sharon Oliver, North Carolina Central University
Kristi Jovell, Middlebury College
Emily Osborn, Northwestern University Chicago Campus
Samantha Veeder, University of Rochester

Commission Directors

Anthony Jones, University of Utah
Forrest Stuart, Lafayette College
Christal Williams, Johnson County Community College

Ex Officio

President: Justin Draeger, NASFAA
Board Executive Secretary: Beth Maglione, NASFAA
NASFAA CFO: Mitchell Weintraub, NASFAA/Cordia Partners

POLICY AND FEDERAL RELATIONS: ADVOCACY, RESEARCH & GRANTS



This year NASFAA again focused much of its policy efforts on helping members manage the impact of the COVID-19 pandemic while also advocating for longer-term policy changes. We spent much of the year navigating the slow-moving FY 2022 appropriations process while launching work related to the multi-year FAFSA simplification implementation. In addition, NASFAA engaged in important policy research under several generous grants.

Legislative Advocacy

Congress Boosts Student Aid Funding in FY 2021 Appropriations With a \$400 Maximum Federal Pell Grant Increase

In March 2021, five months late and after three continuing resolutions, Congress approved government spending levels for fiscal year 2022 with the passage of the omnibus [Consolidated Appropriations Act of 2022](#). This legislation, which allocated \$76.4 billion in discretionary funding for the U.S. Department of Education (ED) in FY 2022 (\$2.9 billion more than in FY 2021), included a \$400 increase to the maximum Pell Grant, boosting the 2022-23 award year maximum grant amount to \$6,895. The bill included several technical corrections to the FAFSA Simplification Act that NASFAA advocated for, including language that allows use of average loan fees in the cost of attendance, and conforming amendments to the Public Health Service Act to remove the Selective Service registration requirement from the Health Professions Student Loan program. The bill also allocated \$1.21 billion for the Federal Work-Study program, a \$35 million increase over FY 2021 levels, and \$895 million for the Federal Supplemental Educational Opportunity Grant program, a \$15 million increase compared to FY 2021.

Biden Administration Proposes a Doubled Pell Maximum by 2029

With the FY 2022 appropriations process experiencing significant delays, the FY 2023 budget cycle began almost immediately after President Joe Biden signed the FY 2022 appropriations into law. In late March 2022, the Biden administration [unveiled](#) its FY 2023 budget request, which included a \$1,775 increase to the maximum Pell Grant for the 2023-24 year and committed to doubling the maximum Pell Grant by 2029. In addition to proposing this historic increase to the Pell Grant, the \$26.3 billion proposal also supported easing the burden of student debt by improving student loan repayment, including income-driven repayment and Public Service Loan Forgiveness, through amending the Higher Education Act. Further, it proposed permanently excluding loan forgiveness from gross income, ensuring borrowers would not be taxed on loans that will be forgiven in the future.

Administration's Build Back Better Agenda Stalls in Reconciliation Process

The Biden administration's [Build Back Better agenda](#) passed the House in a party-line vote, but after negotiations, it stalled in the

Senate. The most recent iteration of the negotiated framework features \$40 billion in higher education investment, including a \$550 increase to the maximum Pell Grant for students at public and non-profit institutions; Title IV eligibility for Deferred Action for Childhood Arrivals (DACA) students; elimination of Pell Grant taxability for four years; \$9 billion for historically black colleges and universities, tribal colleges and universities, and minority-serving institutions; and \$500 million for new completion and retention grants. After the release of the framework, NASFAA released a [statement](#) praising certain provisions while expressing concern about others. At this time, the path forward for the Build Back Better agenda is [unclear](#).

Double Pell Advocacy Gains Momentum

NASFAA [continued its call](#) for Congress to double the Pell Grant maximum in the 2021-22 year with the launch of [DoublePell.org](#), a national campaign in collaboration with a coalition of higher education associations, organizations, and advocacy groups. DoublePell.org is a one-stop advocacy shop for institutions, students, and other stakeholders to learn more about the campaign and the importance of doubling Pell, obtain advocacy resources and information, and [take action](#) by using the Contact Congress tool to write lawmakers and communicate via social media. In October 2021, NASFAA published a new report, "[How Middle-Income Families Benefit When the Maximum Pell Award Is Increased](#)," and in February, along with members of the Double Pell Alliance, we [urged Congress to double the Pell Grant](#).

U.S. Department of Education

NASFAA Working Group Tackles Institutions' Concerns About FAFSA Changes

The sweeping FAFSA and Federal Methodology (FM) formula changes under the Consolidated Appropriations Act, 2021 require ED to work closely with NASFAA and other stakeholders to ensure the multi-year phased rollout is as smooth, efficient, and seamless as possible for students and institutions. In an effort to provide campus-level feedback, perspective, and insight to ED throughout the implementation process, NASFAA convened a diverse group of its members to form the FAFSA Simplification Implementation Working Group. This group started its work in April 2021 and will continue through the launch of the 2024-25 FAFSA. The group's discussions have focused on topics like outreach to students and families regarding the FM and data-

sharing changes, development of Pell Grant eligibility “look-up” tables, early awareness efforts related to Pell Grant eligibility, interaction of the changes with state and institutional financial aid policy, and development of the FAFSA form.

With the working group’s input, NASFAA established a [FAFSA Simplification web page](#), including resources such as a process flowchart, summary of changes, timelines, and a brief discussing the issue of number in college. In November 2021, we published a [survey](#) of NASFAA members reflecting feelings of readiness for these changes to take place as well as confidence levels in both the ability of financial aid management software systems and ED to implement the new provisions.

In late 2021, we published the [NASFAA Student Aid Index Modeling Tool](#), which allows institutions to model how the recent changes to the FM expected family contribution (EFC) formula – which has been renamed the Student Aid Index (SAI) and is expected to be fully implemented for the 2024-25 award year – will impact student need and, consequently, financial aid budgets on their campuses. The model also estimates the student’s Pell Grant award under the provisions of the FAFSA Simplification Act.

The burden of the current verification framework for both families and schools has been an advocacy issue for NASFAA for many years and was an obvious area for ED to address during the pandemic.

NASFAA Tracks Negotiated Rulemaking Process

The Biden administration made its first foray into the negotiated rulemaking process in 2021-22, conducting two rounds of rulemaking: Affordability and Student Loans, and Institutional and Programmatic Eligibility. NASFAA staff participated in the rulemaking sessions, both as observers and as support for school-based negotiators, and [summarized](#) all developments for our members. Final rules issued by November 1, 2022, will become effective July 1, 2023, unless authorized for early implementation. Proposed rules on five of the negotiated topics (ability to benefit, gainful employment, financial responsibility, administrative capability, and certification procedures) were delayed until spring 2023. Because gainful employment has such an extensive rulemaking history, NASFAA created a dedicated [web page](#) as a resource.

COVID-19 Renews Focus on Verification

Since the COVID-19 crisis began in March 2020, NASFAA staff has been in constant contact with ED staff, suggesting areas of possible regulatory and statutory flexibilities where authorized. The burden of the current verification framework for both families and schools has been an [advocacy issue](#) for NASFAA for many years and was an obvious area for ED to address during the pandemic. After ED initially did not extend verification waivers to the 2022-23 award year, NASFAA submitted a [joint letter](#) to ED with the National College Attainment Network (NCAN) in September 2021 expressing disappointment in their decision. After ED failed to take action, NASFAA and a coalition of organizations submitted a [second letter](#) to President Biden in February 2022. In May 2022, ED ultimately issued verification waivers in [GEN-22-06](#).

Separate from the waivers, NASFAA and NCAN collaborated on a grant-funded survey of financial aid administrators and college access and success advisers on the impact of verification on their students. The resulting [paper](#) offers recommendations to decrease the burden verification places on students and financial aid administrators alike.

NASFAA Advocates for Smooth Repayment Transition and Repayment Reform

This year, NASFAA also focused its advocacy efforts on relief for federal student loan borrowers currently in repayment and the related issue of ED’s significant task of transitioning nearly 43 million current federal loan borrowers back into successful repayment. The pause on payments, interest accrual, and collections activity due to the ongoing pandemic went into effect in March of 2020, shortly after the national emergency was declared, and it has been extended seven times during the Trump and Biden administrations. The most recent extension of these provisions is set to expire December 31, 2022. In response, NASFAA has [called on ED](#) to develop a roadmap and timeline for the transition back into repayment that prioritizes borrower communication and provides additional flexibility for those borrowers who are still struggling because of the pandemic.

In August 2022, the White House announced up to \$10,000 of student loan forgiveness (\$20,000 for Pell Grant recipients) for individuals earning less than \$125,000 and families earning less than \$250,000. While loan forgiveness certainly provides welcome relief to struggling borrowers, broad cancellation of student debt without comprehensive student loan policy reform

will lead future borrowers down the exact same path. In 2021, NASFAA was awarded a grant to fill the gaps in the conversation around student loan reform by providing thoughtful, systemic, and targeted policy solutions to address underlying flaws in the current repayment and servicing systems that lead too many borrowers into financial hardship. The work conducted through this grant project resulted in more than [30 recommendations](#) – developed with the assistance of 21 nonpartisan higher education associations, organizations, and think tanks – to improve student loan servicing practices, rethink the terms and conditions of student loan repayment, and reform student loan default.

Research and Grants

NASFAA Evaluates the HEERF Rollout and Implementation

Generous grant funding assisted NASFAA, in collaboration with NASPA – Student Affairs Administrators in Higher Education and HCM Strategists, in undertaking a thorough review and comparison of the three rounds of Higher Education Emergency Relief Fund (HEERF) grants, which was federal emergency aid provided under the Coronavirus Aid, Recovery, and Economic Security (CARES) Act, Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), and American Rescue Plan (ARP) programs. These comparisons can not only help institutions identify ways to better administer their own emergency aid programs, but they can also inform the creation of permanent federal or state emergency aid programs for postsecondary education. [Reports](#) from both student and practitioner surveys were published on October 5, 2022. The same grant also helped NASFAA to continue assisting members with technical needs related to HEERF II and HEERF III.

NASFAA Reimagines Financial Aid Through an Equity Lens

Through a subgrant by the National Association for College Admission Counseling (NACAC), NASFAA participated in a monthslong project that sought to reimagine college admission and financial aid through an equity lens and better promote racial equity in U.S. higher education. The [report](#) recommended a series of actions for admission and financial aid practitioners, educational institutions, and state and federal agencies and policymakers. It also urged further, deeper study and examination of barriers to entry to postsecondary education for traditional-aged and adult students of color, particularly Black students.

Additional Grant-Funded Work

NASFAA received a subgrant from the American Institutes for Research (AIR), through their funding from the U.S. Department of Education Office of Budget Services, to review and provide feedback on their borrower-based dynamic microsimulation model of the repayment of federal student loans. This work will continue into the 2022-23 year.

NASFAA Surveys Its Members on Staffing and Professional Judgment

In addition to grant-supported surveys, NASFAA conducted two additional surveys on pandemic-related issues in spring 2022. The first [survey](#), on professional judgment (PJ), followed up on three previous PJ surveys NASFAA conducted in June 2020, September 2020, and May 2021. The second [survey](#) examined the impact of the pandemic on staffing issues in the financial aid office. Results from both surveys will bolster NASFAA's advocacy efforts to increase support for the financial aid office.

2021 NASFAA National Profile

NASFAA updates the National Student Aid Profile each year to examine the state of the Title IV programs. For each program, the report delivers the most up-to-date data and information available on the number of recipients, total volume of awards, federal funding levels, and distribution by family income. As in prior years, the [2021 National Student Aid Profile](#) included new data from the Office of Federal Student Aid's Data Center on repayment status, loan status, delinquency status, and the Public Service Loan Forgiveness program.

COMMUNICATIONS



In 2021-22, with the rollout of COVID-19 vaccines and return to in-person and hybrid operations at colleges and universities, the financial aid community continued to address student needs and juggle constant changes aimed at quelling the effects of the pandemic and bolstering resources for students. In addition, NASFAA’s members experienced changes in other areas, including the onboarding of several high-ranking Department of Education (ED) officials, waivers for the Public Service Loan Forgiveness program, and a slew of regulatory activity following a series of negotiated rulemaking sessions.

In this time of transition, NASFAA provided members regular updates, analysis, and guidance on navigating the new, uncharted terrain. NASFAA used its website, NASFAA.org; *Today's News* email newsletter; "Off The Cuff" podcast; and four social media channels – Facebook, Twitter, LinkedIn, and Instagram – as its main vehicles to communicate with members, in keeping with our longstanding mission of serving as a forum on student financial aid issues and ensuring financial aid professionals have access to the knowledge needed to achieve their goals.

Today's News

Year after year, members rank *Today's News* – NASFAA's newsletter emailed each weekday morning to more than 26,500 subscribers – as the most valuable benefit of NASFAA membership. A year of continued growth, with more than 300 new subscribers in 2021-22, demonstrated the extent to which members relied on *Today's News* for the latest updates regarding federal regulations, news about the pandemic, and challenges facing the profession.

A key feature of *Today's News* is original, NASFAA-developed content targeted to the specific interests of financial aid professionals. NASFAA-authored news articles focusing on changing guidance related to the pandemic, federal spending for student aid, and the continued extension of the student loan payment pause dominated the 10 most-read original articles this year.

10 Most-Read Original Articles for 2021-22

1. [ED Publishes Verification Requirements for 2022-23, Excludes Existing Waivers](#)
2. [ED Announces Changes to Verification Process for the 2021-22 Award Year](#)
3. [NASFAA Receives Clarification From Veterans Administration on Isakson Roe Veterans Bill](#)
4. [White House Extends Coronavirus National Emergency](#)
5. [NASFAA Joins ACE in Urging Changes to Veterans Law Affecting Institutions August 1](#)
6. [Navient Student Loan Borrowers Get Introduced to Aidvantage](#)
7. [NASFAA Releases Updated, Estimated 2022-23 Pell Grant Payment and Disbursement Schedules](#)
8. [Biden Signs FY 2022 Budget Into Law, With Increases for Pell Grants and Student Aid Funding](#)
9. [Congress Introduces Massive Fiscal Year 2022 Spending Agreement With \\$35 Million Boost to Student Aid Programs, Pell Grant Increase](#)
10. [Progressives See Final Payment Pause as Last Chance for Debt Forgiveness](#)

*"The AskRegs Knowledgebase and the delivery of Today's News is, simply put, invaluable to our office... **Having financial aid headlines at our fingertips every morning, and a reliable and up-to-date searchable FAQ tool 24/7 helps keep us on top of our game.**"*

— Lori Vedder, interim vice provost of enrollment management and director of financial aid at the University of Michigan-Flint.

Media Engagement

NASFAA regularly engages with members of the media to champion the association’s policy positions, share new research, and raise public awareness of the funding-related issues plaguing college students and postsecondary institutions. 2021-22 saw a total of 144 original articles printed in national media and trade publications quoting or referencing NASFAA – 16 articles more than the year prior. This is perhaps because NASFAA also ramped up its proactive media outreach efforts in 2021-22, publishing 27 press releases and statements as compared to 21 releases in 2020-21.

In this time of transition, NASFAA provided members regular updates, analysis, and guidance on navigating the new, uncharted terrain.

As in prior years, this year NASFAA dedicated time and resources to building strong relationships with key reporters who write about student aid topics. In addition to sending monthly pitch emails on timely topics, in September 2021 we reached out to a swath of reporters to gauge their interest in receiving an email from NASFAA at the end of each day with key takeaways from the ongoing negotiated rulemaking events. Reporters from *Politico*, *Inside Higher Ed*, *The Washington Post*, *The Chronicle of Higher Education*, *EdSource*, *University Business*, and more expressed that they value NASFAA’s expertise and would welcome the key takeaways. These emails resulted in one article being published on topics discussed during negotiated rulemaking, but more importantly they served as a crucial relationship-building tool that opened lines of communication between NASFAA and prominent reporters.

Two banner months for NASFAA media coverage were May 2022 and November 2021, which saw 21 and 18 original articles published citing NASFAA, respectively. In May, several publications – including *Inside Higher Ed*, *Education Dive*, and *University Business* – wrote about a recent NASFAA report including proposed reforms to the student loan system. Many other publications cited NASFAA as a subject matter expert in stories about ED extending FAFSA verification waivers. A handful more wrote about a NASFAA survey revealing understaffing in financial aid offices and the struggle to fill open positions.

Social Media

Social media serves as a key medium for NASFAA to engage with members and keep them up to date with financial aid news. In 2021-22, NASFAA’s Facebook and Instagram accounts saw noticeable growth, increasing their follower count by 5.6% and 20.5%, respectively. The considerable growth on [Instagram](#) resulted from NASFAA’s ramped up efforts to engage with members during the June 2022 National Conference in Austin. That month saw a 112% increase in accounts reached, 1,762% increase in accounts engaged, and 4.1% increase in followers over the previous month.

[Twitter](#) has served as our main platform for disseminating news and keeping members up to date on NASFAA’s wide range of projects, opportunities, and events. Twitter has also been a primary source of interaction with the public and other associations. Our top-performing tweets in 2021-22 focused on breaking news updates related to verification, the student loan portfolio, the ongoing payment pause, and the White House budget.

[Facebook](#) serves as a unique “melting pot” of content and member engagement. The platform continues to garner traffic on a variety of topics, including policy initiatives such as our campaign to double the Pell Grant, breaking news on regulatory issues, and member-reflecting content like our [Most Valuable Professional \(MVP\)](#) series, and updates from our in-person Leadership & Legislative Conference & Expo.

Our most popular [LinkedIn](#) content focused on the National Conference, MVPs, and news from ED and the White House.

“Off The Cuff” Podcast

NASFAA’s “Off The Cuff” podcast this year continued its mission of bringing the financial aid community together for conversations about timely news and offering a fresh way for members to engage with the world of federal higher education policy.

In October 2021, the podcast team introduced a new vision to highlight specific content areas, including “Inside the Beltway,” which highlighted federal updates in the financial aid sector; “AskRegs Experts,” where NASFAA’s regulatory experts

provide a deep dive into a given aid-related issue; and “From the Field,” where guest higher education experts join NASFAA staff to discuss relevant and recent developments directly impacting the world of financial aid.

This year’s podcast topics featured hot-button issues like student loan forgiveness, impacts of the global pandemic on financial aid offices and operations, as well as the Biden administration’s priorities for higher education programs and how the legislative process impacted those policy initiatives. The podcast also featured about a dozen guests who shared their expertise on topics pertinent to financial aid administrators such as policy proposals impacting the student loan and servicing landscape, negotiated rulemaking, HEERF reporting, the #DoublePell campaign, and FAFSA completion policies.

Several episodes featured NASFAA members who provided their insights on issues such as career development, the impact of the pandemic on financial aid offices, and campus-based financial wellness courses. This year, the podcast also presented audio from the Q&A session by U.S. Under Secretary of Education James Kvaal at the 2022 NASFAA National Conference.

Overall, listeners tuned into “Off The Cuff” more than 55,000 times in 2021-22, bringing our lifetime total downloads to more than 266,000 since the podcast launched in 2016. The most downloaded episode of the year – and our sixth most downloaded episode of all time – was our 200th episode, “[All Things Verification, Updates on Congressional Spending, and a PSA on Pell Grant Broadband Benefit.](#)”

NASFAA.org

Over the past year, the web team continued to improve NASFAA.org to offer users better navigation and greater access to the most relevant information. We also created some new toolkit pages, including the [New Aid Administrator Toolkit](#).

In January, we launched a redesigned [NASFAA.org home page](#) featuring new slider graphics highlighting important action items, recent headlines, NASFAA and Blue Icon Advisors products and services, and the Career Center. We

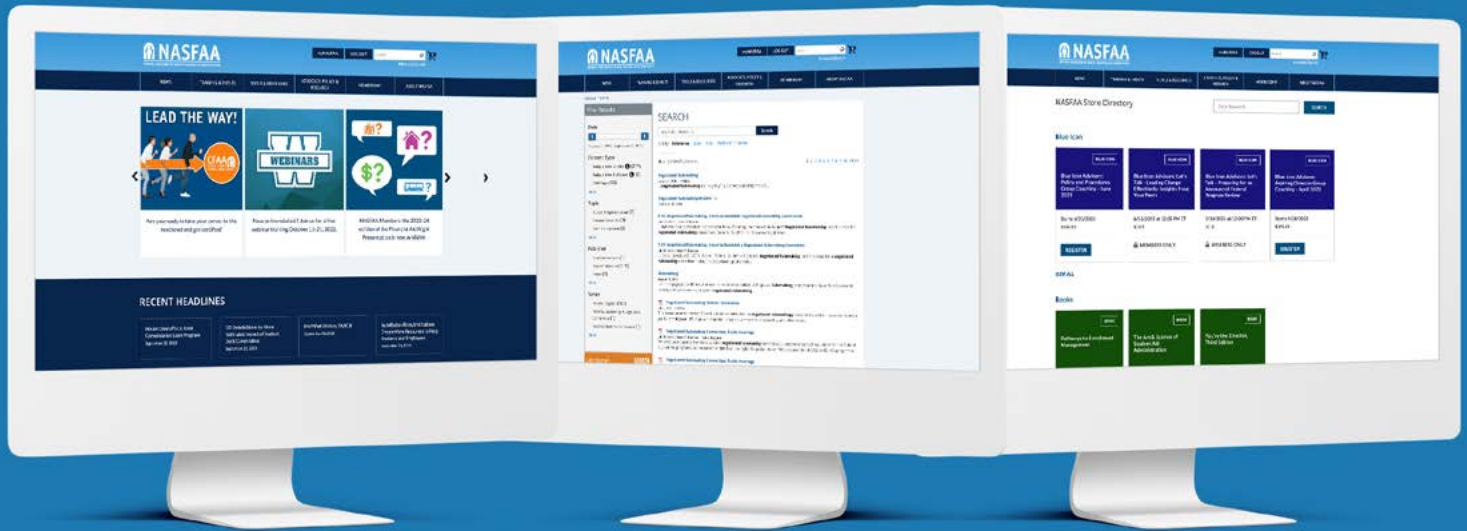
added content and functionality to support the [NASFAA Gives Back](#) initiative for institutional members and digitized and streamlined the process for [purchasing advertising space](#) on NASFAA.org and in *Today’s News* for associate members. Toward the end of the fiscal year, we also launched our redesigned [NASFAA store](#). See page 21 for more information on these upgrades and changes.

Overall, listeners tuned into “Off The Cuff” more than 55,000 times in 2021-22, bringing our lifetime total downloads to more than 266,000 since the podcast launched in 2016.

Five Most-Visited Pages on NASFAA.org From July 1, 2021, to June 30, 2022

- [NASFAA.org](#) home page (438,951 pageviews)
- NASFAA Higher Education Emergency Relief Fund I (HEERF I) [Reference Page](#) (162,261 pageviews)
- AskRegs [launch page](#) (85,046 pageviews)
- NASFAA Higher Education Emergency Relief Fund III (HEERF III) [Reference Page](#) (72,755 pageviews)
- [Today’s News](#) (61,378 pageviews)

TECHNOLOGY ADVANCEMENTS



Just as still waters run deep, important but often unnoticed advancements in NASFAA's technology portfolio during the past fiscal year provide a stream for smooth sailing.

iMIS Platform Update

One of the most impactful projects undertaken in 2021-22 was the upgrade of iMIS, NASFAA's association management system and database. The backbone of all of NASFAA's data and business functions, this database application is critical to all online activities, but the key to the success of this project is its near invisibility to the membership it supports! After an extensive evaluation and migration process, NASFAA can now leverage the updated platform for all internal and external data connections. Further, the updated platform offers increased security protocols to keep processes running smoothly and safely. As part of the database upgrade, we updated login processes for NASFAA.org for improved user experience and security.

Search Engine Enhancement

One of the most significant changes to NASFAA.org involved major enhancements to its search function. The search engine NASFAA had deployed when the refreshed site launched several years ago was no longer sufficient for the breadth of content and tools NASFAA has made available to members across the site. In the update, we optimized the base functionality of the search to better index and display the extensive content NASFAA presents over several sites in its portfolio. Search results now include AskRegs Knowledgebase articles and Student Aid Reference Desk topics.

The updated engine includes new filters and sort options to help narrow down based on type or date of content and other factors. It also ensures searches include both articles and items that appeared in *Today's News* issues. This makes it easier for users to find news mentions and features within the site, bringing the newsletter out of the inbox.

Site Design Upgrade

We made the home page and site templates our next area of focus, bringing a modern look to the home page and throughout the site. New featured content areas now direct site users to key topics quickly and easily, and highlight areas that are updated daily. A staff-wide content audit enhanced these changes, ensuring our expanding library of resources is organized in a clear, easy-to-navigate manner.

NASFAA Store Navigation

To further facilitate navigation and user-friendliness, we enhanced the products, registration items, and other components of the NASFAA store with a new home page, store-specific search, and taxonomy, making it easier to see what opportunities are available based on topic or type, and which of these items are available based on the user's membership or experience level. These new features have been especially useful in helping members who elected to use their one-time [Learning Credit](#) to choose learning opportunities matching their interests and needs.

New Vendor Transition

Another significant, but largely internal, effort was NASFAA's selection of and migration to another information technology partner that could meet our day-to-day challenges while also offering a more strategic, complete, and comprehensive approach to help NASFAA build for the future. Staff moved all data, licensing, and assets – from workstation maintenance to server connectivity – to the new vendor, then confirmed security, maintenance, and development protocols so “all systems are go” to support the staff who support NASFAA's members. Further, all NASFAA's critical communication and software platforms now require two-factor authentication to help keep our data and processes safe.

Support of Key Initiatives

Technology developments are a critical component in the initiatives and successes across the organization. The election tool used by institutions to accept or donate their Learning Credit as part of the [NASFAA Gives Back](#) initiative not only confirms program eligibility, but it also triggers an automated process that allows the institution to use an elected credit immediately. Similarly, we built and deployed the FAAC® recertification system, including a program dashboard redesign, to support the first cohort of FAAC renewals.

TRUSTED ADVISORS TO THE
FINANCIAL AID COMMUNITY



EMPOWER
YOUR FINANCIAL AID OFFICE
WITH STRATEGIC SOLUTIONS.

blueicon
advisors 
NASFAA CONSULTING

Blue Icon Advisors provides the opportunity for you to collaborate with highly skilled professionals in financial aid and enrollment management.

VALUE + EXPERTISE + TRUST

Our customized solutions have helped schools across the country. Visit our website for client lists, testimonials, and case studies. www.BlueIconAdvisors.com

To engage our team, email blueicon@nasfaa.org, call (202) 785-6953, or complete the online request form at www.BlueIconAdvisors.com.

HOW CAN WE HELP YOU?

- **COACHING**
- **CONSULTING**
- **STAFFING**
- **TRAINING**
- **COMPLIANCE/OPERATIONAL REVIEWS**
- **POLICIES AND PROCEDURES**
- **SYSTEM OPTIMIZATION**
- **PROGRAM REVIEW RESPONSE TEAM**

NASFAA COMMUNITY - A SENSE OF BELONGING

Over the years, NASFAA has utilized various resources to engage with individual subsets of our community to ensure those in all stages of their career – and within various areas of interest – are reaping the benefits of a NASFAA membership. And this year, the association decided to place a new strategic focus solely on building and maintaining communities within our membership. Simply put, we want you to find “your people.” To do so, in early 2022 the NASFAA Board of Directors provided funding for a new position, our first ever Community Manager, to grow and manage NASFAA’s communities, such as those new to the profession, those who have earned the FAAC® designation, or those in the Diversity Leadership Program. The following is a letter from Community Manager Tim Maggio that delves into the growth of this initiative to date.



Dear NASFAA Members,

I want to thank the Board of Directors and NASFAA staff for delivering an amazing community initiative to our membership. I believe that a sense of belonging and community is one of the most important aspects in both our professional and personal lives.

One of the first places I found my own sense of belonging and community was in the walls of higher education, and I’ve always strived to create that same environment for others. Therefore, I hope you know how important you – our members – are to the aid profession, NASFAA, and our aid community. You belong in our profession, and you all make each of us better. Although it has only been a few short months, shaping the community experience among NASFAA members has been one of the greatest honors of my professional life. Below you will find a few accomplishments we have had in that short time.

I can’t wait to start connecting with you to establish a beautiful sense of community and belonging for you and all of our NASFAA members.


Tim Maggio
NASFAA Community Manager

COMMUNITY BY THE NUMBERS

Since starting in April 2022, we have accomplished the following:

Established two thriving online communities: the FAAC® Community and the Diversity Leadership Program (DLP) Community.

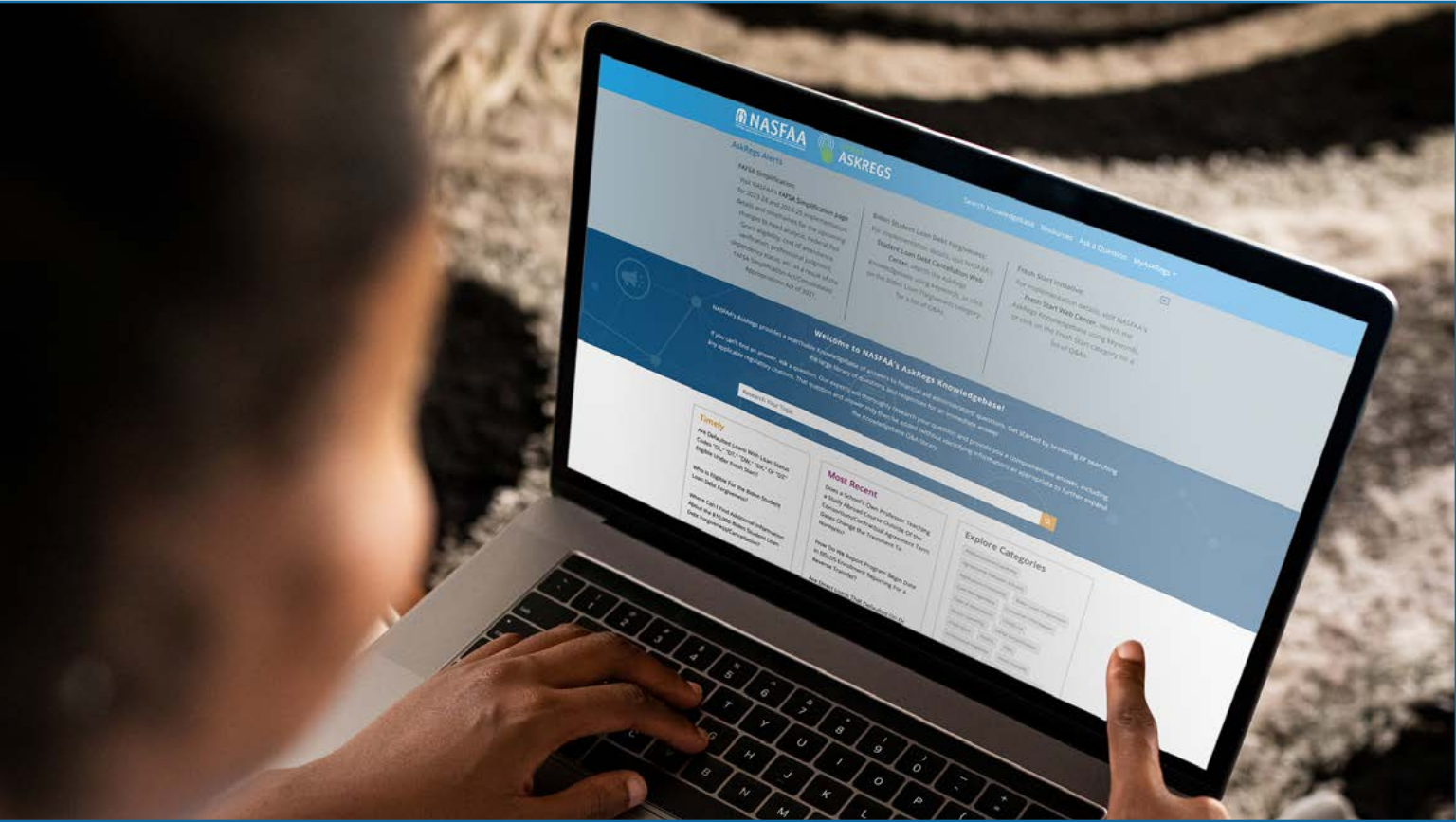
Laid the groundwork for at least four upcoming communities, including New Professionals, New Directors, SAI Modeling Tool User Group, and Executive Level Group.

Engaged more than 200 members in current communities and have almost 200 additional members interested in our upcoming communities.

Increased FAAC® Slack Community Membership by 25% to nearly 60 members.

Achieved a 67% level of Slack Community adoption by DLP Community.

PROFESSIONAL DEVELOPMENT



As 2021-22 presented members with continued regulatory challenges, NASFAA stood ready to dig in and assist. Changes to modules in return of Title IV funds (R2T4) and the pre-proration requirement for clock-hour schools created confusion requiring significant clarification. Staff identified holes in the regulations and worked with ED to get answers on myriad questions. NASFAA continues to deliver training to help members consider their options in R2T4.

AskRegs

Members use [AskRegs](#) to research answers to their questions from among the more than 4,000 included in the knowledgebase, as well as to ask their own questions about general and institution-specific regulatory issues. On average, members find the information they need 60% of the time without having to pose a new question; those who submit questions receive answers within three business days.

In 2021-22, the knowledgebase attracted almost 1.4 million total pageviews of the knowledgebase, where users viewed articles in the extensive library 634,365 times.

Top AskRegs categories in 2021-22:

- Application Processing
- Direct Loans
- Cash Management
- Return of Title IV
- Verification

NASFAA Webinars

NASFAA presents topic-specific [webinars](#) throughout the year for members to learn more about complex issues, hot topics, and professional competencies. In 2021-22, NASFAA's webinar offerings scored big with members, earning a 98.4% average satisfaction rating.

Webinar averages for 2021-22:

- 2,732 registrants
- 1,425 participants in live attendance
- 534 On-Demand viewers

NASFAA Online Courses

Every year, members participate in [online training courses](#), each spanning a minimum of four weeks. Courses offer in-depth insight into training topics using a variety of synchronous and asynchronous training methods.

In 2021-22, registration for nine of the 12 courses sold out. As in prior years, the two most popular courses in 2021-22 remained Verification and Return of Title IV Funds. On average,

90% of participants pass each course, and participants rated the course 4.6 on a 5.0 scale.

Compliance Engine

The [Compliance Engine](#) houses tools members can use to self-evaluate the past compliance of their office and create, update, and maintain their policies and procedures manual. This year, usage of these tools grew by 17% over the prior year.

In 2021-22:

- Usage of Compliance Engine tools grew by 17% and pageviews grew by 37% over 2020-21.
- Direct Loans was the most evaluated topic.
- Users created 2,708 self-evaluation checklists and 2,605 policies and procedures manuals.

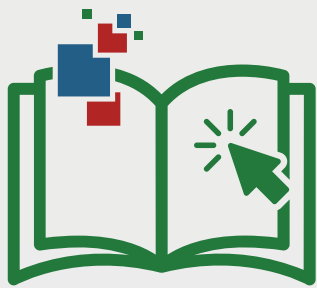
*Thank you for the thorough and comprehensive answer to my questions. You gave me much to think about this weekend. As a result, I am drafting new policies in accordance with the information you provided. I also watched NASFAA's webinar on verification which was very useful. **Again, your guidance, as always, is much appreciated.***

NASFAA Self-Study Guides

As the title suggests, [NASFAA Self-Study Guides](#) (SSG) allow users to independently focus and train on a specific topic in the field. Staff dedicate significant time to updating each of the 16 topics to reflect current regulations and guidance. Members often use these texts not only to educate themselves and their staff, but also as compliance references and self-assessment tools. In addition, state and regional associations use the content to create training curriculum.

In 2021-22:

- SSGs had 23,840 member downloads.
- 1,084 unique schools and 3,843 unique individuals accessed the SSGs.
- Verification, Application Process, and Student Eligibility were the most popular topics.








Student Aid Reference Desk™



Looking for something student aid-related?
The Ref Desk's robust search functionality can help you find it — **fast!**

In July 2020, NASFAA was awarded a grant to redesign, rebrand, and expand its central hub of financial aid information, formerly called the Student Aid Index. Filled with direct links to federal regulation, legislative text, Department of Education guidance, and analysis from policy organizations, institutions, and researchers focused on student access and success in higher education, the Student Aid Reference Desk — Ref Desk, for short — is your one-stop shop to find what you need, when you need it.

Why Use the Ref Desk Instead of a Search Engine?

-  **We vet the resources so you don't have to.** NASFAA staff review submitted content before adding it to the Ref Desk to ensure it's relevant and bipartisan.
-  **Trending Topics help you stay in the know.** Quickly see what other users have searched for most frequently in the previous 30 days.
-  **Suggested Topics** help you easily spot terms NASFAA staff have flagged as timely or that have recently had new resources added.
-  You'll find **continuously updated expert data**, straight from the source. Check back often for links to new resources and guidance.
-  It's **easy to browse**, for those times when you need an answer but aren't quite sure how to frame the question. The Ref Desk's top-level terms include a range of topics to browse, from Cost of Attendance to Expected Family Contribution to Verification, and many more!

Head to www.StudentAidRefDesk.org today to find what you need — **fast!**

CERTIFICATION AND CREDENTIALS



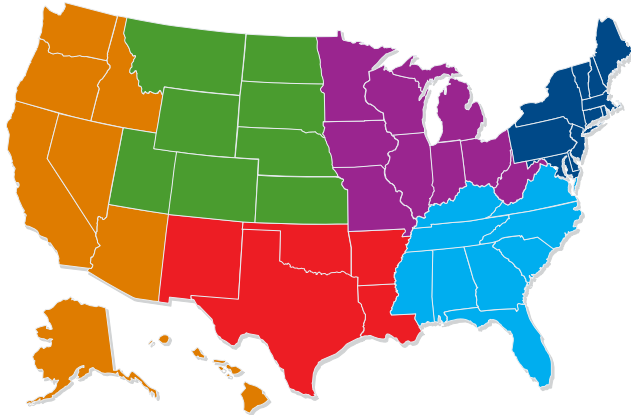
Certified Financial Aid Administrator® Program

It's been three years since the launch of NASFAA's [Certified Financial Aid Administrator® Program](#) at the 2019 National Conference. This year, we focused on recertification and supporting the community of FAACs. The FAAC® designation – earned by individuals who demonstrate their financial aid knowledge through the certification program – requires renewal every three years to ensure the knowledge of FAACs remains current and to encourage continuous professional development. Of the first cohort of FAACs eligible for renewal by the end of the fiscal year, nearly 80% renewed their designation. More than 40 of them renewed having earned well above 100 recertification points, qualifying for special benefits as members of the new 100+ Club. They were joined by 50 new FAACs from across the country for a total of 304 FAACs in all six regions and 45 states by the end of the year.

As the community of FAACs grows, so do opportunities to connect and learn from each other. The inaugural FAAC® Forum in February 2022 was well received, with higher than anticipated attendance. NASFAA will offer the forum again in 2023, as part of the Leadership & Legislative Conference & Expo, bringing FAACs together to network and explore important issues facing the financial aid community. A new online FAAC® community in the Slack business messaging program creates a virtual space for FAACs to meet one another, share news with their colleagues, and discuss solutions to challenges unique to financial aid.

*Of the first cohort of FAACs eligible for renewal by the end of the fiscal year, **nearly 80% renewed their designation.** More than 40 of them renewed having **earned well above 100 recertification points.***

Number of FAACs by Region



Region	Number certified from inception to June 30, 2022	Percent change since June 30, 2021
SASFAA	78	15%
MASFAA	72	24%
EASFAA	51	6%
WASFAA	39	-5%
RMASFAA	38	27%
SWASFAA	26	-3%

Credentials

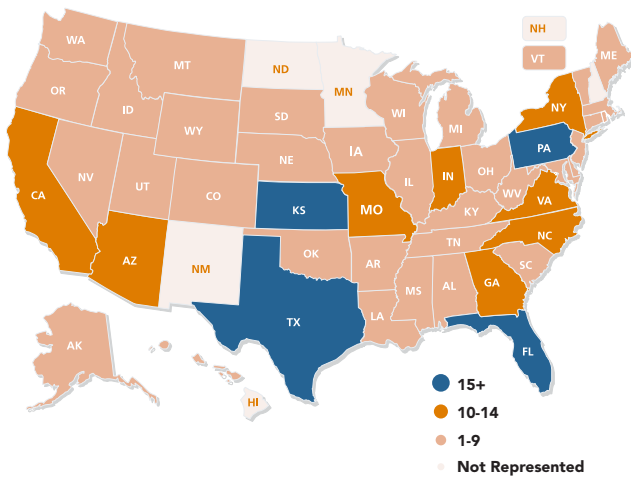
NASFAA’s Professional Credential program continues to grow as members earn new credentials and renew existing credentials. By the end of this fiscal year, more than

- 28,770 credentials were earned or renewed;
- 8,488 professionals earned at least one credential; and
- 234 top credential earners earned all available NASFAA Professional Credentials.

Combined with experience in the field, NASFAA credentials help ensure knowledge in each topic area is current and remains relevant, despite regulatory changes. Credentials also serve as excellent preparation for progressing toward becoming certified. Of the top credential earners, 53 now also hold the FAAC designation awarded through NASFAA’s Certified Financial Aid Administrator® Program.

Combined with experience in the field, NASFAA credentials help ensure knowledge in each topic area is current and remains relevant, despite regulatory changes.

Number of FAACs by State as of July 1, 2022





YOU STRIVE FOR EXCELLENCE EVERY DAY

But how do you tackle ongoing challenges?

- ★ Ensuring compliance with the federal rules
- ★ Providing better service to students
- ★ Reducing staff burden
- ★ Leveraging resources more effectively

The Standards of Excellence Review Program explores these challenges and delivers the recommendations, action plan, and support you need to make powerful, effective changes. Expert financial aid administrators perform confidential reviews on every aspect of your student aid operations, from regulatory compliance to customer service, technology use, eligibility issues, and more.

For more information about the SOE review, contact Blue Icon Advisors at BlueIconAdvisors.com, via email at blueicon@nasfaa.org, or phone at (202) 785-7287.



SOE

STANDARDS OF EXCELLENCE
REVIEW PROGRAM
NASFAA'S PEER REVIEW SERVICE

NASFAA BUSINESS SERVICES

BLUE ICON ADVISORS & THE STANDARDS OF EXCELLENCE REVIEW PROGRAM



“Growth” was the 2021-22 word of the year for Blue Icon Advisors, NASFAA Consulting. Not only have we grown in the number, size, and scope of projects, but we have also increased the number of our independent consultants and staff. This growth is important to the continued expansion of our consulting services, providing us with the resources to assist where needed – and we don’t anticipate our growth slowing down anytime soon!

Large-Scale Projects

Blue Icon Advisors conducted several extensive projects in 2021-22:

- The University of Illinois - Springfield contracted with Blue Icon to perform staff training, including customized guidance on using Ellucian Banner, reviewing Veterans Administration processes and operations, and reviewing and writing policies and procedures.
- California State University, San Marcos contracted with Blue Icon to review its organizational structure, staffing level, and compensation for the financial aid office at the institution. This project involved evaluating the school's data and structure against four peer institutions, along with conducting a staff survey and interviews.
- Seattle Colleges started a project with Blue Icon in spring 2022 to align financial aid policies and procedures across its three community colleges. Blue Icon is conducting NASFAA U training to provide staff with a strong foundation of knowledge while a team of consultants collaborates with staff to develop consistent and compliant policies and procedures. We anticipate completing the project in spring 2023.
- Los Rios Community College District worked with a team of Blue Icon consultants to redesign current financial aid operations among its four colleges. Our recommendations also reflected policy changes to help address opportunity gaps for disproportionately impacted students.
- Suffolk University engaged with Blue Icon for assistance in developing a complete policies and procedures manual. The U.S. Department of Education selected the institution for a federal program review one week after the project began. Blue Icon pivoted quickly and assembled a Program Review Response Team to prepare the school and target immediate development of critical policies and procedures.

Contract Volume

The number of contracts signed has nearly doubled each year since Blue Icon launched in 2019, with a total of 183 projects across 127 schools through June 2022. Out of the 97 contracts executed in 2021-22, general consulting, such as operational reviews, is the most popular type of project, followed by interim staffing and leadership, and assistance with policies and procedures.

The [Standards of Excellence Review Program](#) is now fully integrated into Blue Icon operations, and in addition to performing reviews for newly contracted schools, we will complete a four-year agreement with the [Tennessee Board of Regents](#) in spring 2023.

Consultants

Our team of consultants continues to expand as well. In 2021-22, we hired an additional 32 independent consultants, bringing our total pool to 80. Despite the growth, we still experience challenges meeting requests due to consultant availability, especially requests for interim staffing. Many of our consultants are practicing financial aid administrators who provide part-time consulting support, while our staffing engagements often require full-time assistance. We plan to hire at least 30 additional consultants during 2022-23 to lend their expertise to projects that fit many skill sets. To inquire about becoming an independent consultant, contact blueicon@nasfaa.org or visit the Careers page at BlueIconAdvisors.com

The number of contracts signed has nearly doubled each year since Blue Icon launched in 2019, with a total of 183 projects across 127 schools through June 2022.

Staff

In addition to new consultants, in 2021-22 we welcomed three new staff members to the [Blue Icon team](#):

- Sarah Austin, Standards of Excellence and project manager, has been with NASFAA since 2018 and joined the team in July 2021 when Blue Icon began administering the SOE review program. Sarah also oversees the internal audit functions for our annual third-party servicer audit requirements for the U.S. Department of Education.
- Precious Ward, operations and project associate, started in December 2021 to support our growing accounting, contracting, and business development needs.
- David D. Page, senior consultant, joined the Blue Icon business development team in June 2022 to identify solutions to assist schools in all areas of financial aid administration.

Karen Hanley expanded her team role from a part-time client engagement associate to the full-time senior project and resource manager, overseeing our independent consultants, managing our growing team of project managers, and directly managing many policy and procedure projects.

Group Coaching

The demand for [new director](#) and [aspiring director](#) group coaching continues to rise. To meet this demand, we've expanded our groups by using the expertise of our independent consultant pool to provide additional coaching and support while not sacrificing individual attention to each group participant.

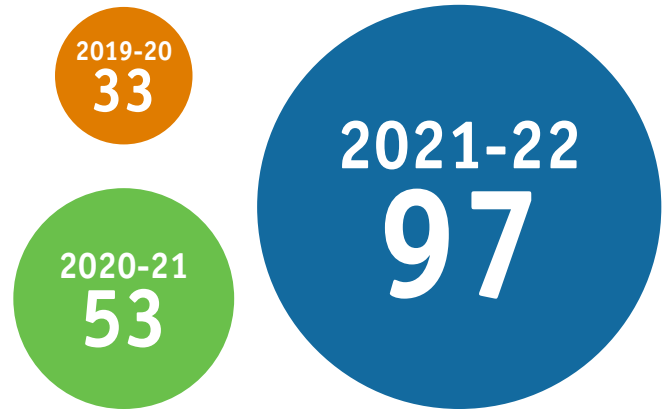
In June 2022 we announced a [new group coaching experience](#) focusing on policy and procedure development, which will launch in January 2023.

We plan to hire at least 30 additional consultants during 2022-23 to lend their expertise to projects that fit many skill sets.

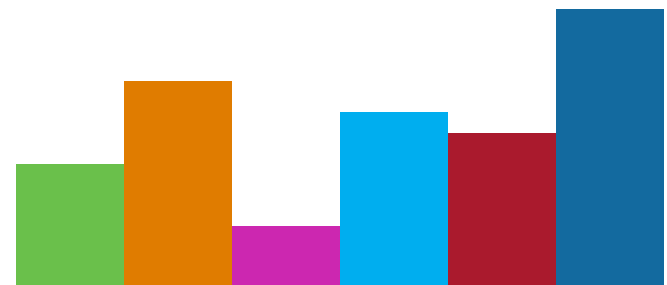
Clean Audit

We are pleased to report that Blue Icon submitted another clean audit report of our third-party services to the U.S. Department of Education. This audit requires us to collect documentation for all engagements in which we perform functions on a school's behalf, such as interim staffing or writing policies and procedures. Our audit firm reviews the documentation to ensure our actions complied with Title IV federal student aid rules.

Blue Icon Contracts Signed by Year

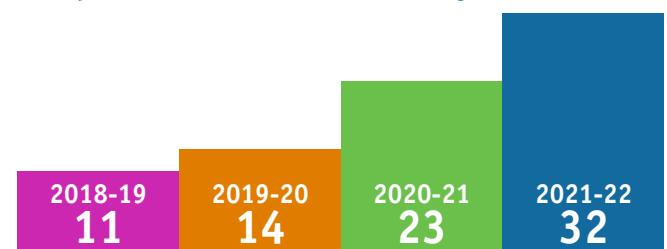


Blue Icon Contracts, by Type



Consulting	27
Coaching	15
Policies & Procedures	17
Training	6
Staffing	20
Standards of Excellence	12

Independent Consultants Hired by Year





WE'RE HIRING!



BLUE ICON ADVISORS — NASFAA's financial aid consulting service for colleges, universities, and career schools — is hiring seasoned professionals to join our consulting team.

Share your expertise and passion for the financial aid profession! We are looking for experienced financial aid directors or associate directors, enrollment management practitioners, or individuals with strong financial aid experience.

Does Your Expertise Match Our Clients' Needs?

Blue Icon consultants have:

- At least 5 years of experience administering Title IV federal financial aid.
- A demonstrated ability to analyze problems and communicate creative and thoughtful solutions.
- The ability to not only take direction, but also be a self-starter.
- Thorough knowledge of Title IV student financial aid regulations and the higher education landscape.
- Experience with financial aid operations, automation, and/or implementing corrective action plans.
- A background working with major financial aid management systems, such as PeopleSoft, Banner, PowerFAIDS, Colleague, WorkDay, or Regent.

Are You a Good Fit for Our Team?

You may be a good fit for Blue Icon Advisors if you are interested in sharing your expertise and passion by helping schools with these types of projects:

- Revise and/or write policies and procedures.
- Perform compliance, operational, and customer service assessments.
- Develop and conduct customized training.
- Provide leadership consultation and professional coaching.
- Advise on enrollment management topics related to financial aid.
- Serve in interim staffing roles.
- Offer program review support.
- Advise on system efficiencies.
- Custom projects.

What's in It for You?

As an independent consultant, you will be working directly with financial aid colleagues across the country, which will allow you to:

- Expand your own professional network.
- Have direct exposure to new challenges, offering an opportunity for your own professional development.
- Learn new things to bring back to your own institution and/or apply to future consulting projects.
- Share your extensive experience with colleagues who really need your help and guidance.
- Earn additional income.

How Do You Apply?

To be considered for a role as an Independent Consultant, apply online at nasfaa.org/blueicon_careers and provide the requested documentation. If selected, you will be asked to participate in an online video interview.

DIVERSITY LEADERSHIP PROGRAM



NASFAA's award-winning Diversity Leadership Program (DLP) supports the association's ongoing commitment to diversity, equity, and inclusion. Each year, six financial aid professionals from marginalized and underrepresented groups – one from each region – receive a portfolio of NASFAA benefits plus mentorship and guidance to support development as a financial aid association leader at the state, regional, and national levels.



[Daniel Carlos](#)

Associate director, University of Idaho (WASFAA)



[Elizabeth Jacquez-Amador](#)

Associate director, University of New Mexico (SWASFAA)

DLP seeks to advance the careers of participants; help NASFAA and the regional associations develop a strong core of talented, motivated leaders from marginalized and underrepresented groups; and provide these individuals with support, access, and opportunities for leadership.

The DLP Selection Committee chose the members of the 2021-22 class from among a field of 55 applicants. After several years of COVID-related travel limitations, this year’s DLP class even had the opportunity to meet in person at both the February 2022 Leadership Conference in Washington, D.C. and at the National Conference in Austin – the latter serving as a capstone to this professional development experience.



[Daniel Matamoros](#)

Associate director, Loyola University of Chicago (MASFAA)



[Ozie Ratcliff](#)

Director of financial aid, Jackson State University (SASFAA)

*NASFAA’s award-winning Diversity Leadership Program (DLP) provides selectees from a **wide range of diverse backgrounds with a robust portfolio of benefits, mentorship, and guidance** on how to develop as a financial aid association leader and contribute to the profession at the state, regional, and national level.*

See the links below each photo to learn more about each member of the 2021-22 class, and stay tuned to *Today’s News* for announcements on the 2022-23 DLP class.



[Quinton Taylor](#)

Senior associate director of federal program operations, Johns Hopkins University (EASFAA)



[Sham Tzegai](#)

Associate director of financial aid, Colorado School of Mines (RMASFAA)

2022 NATIONAL CONFERENCE



The National Conference is NASFAA's premier event serving the student financial aid community. Financial aid professionals from across the nation arrive at the conference each year to increase their knowledge; network with colleagues; and learn the latest requirements, trends, and strategies in student aid.

Author and science writer David Epstein opened this year’s conference, merging stories from the worlds of sports, business, medicine, and education to shed light on the paths to peak performance. His conclusion: In most fields – especially those that are complex, unpredictable, and difficult to automate – generalists, not specialists, are primed to excel.



Opening Session Keynote Speaker: David Epstein.

Held June 26-29, 2022, in Austin, Texas, the conference also featured policy updates by NASFAA President Justin Draeger and Vice President of Public Policy and Federal Relations Karen McCarthy, a preconference session on diversity, a ceremony to pass the gavel of leadership from 2021-22 National Chair Brent Tener to 2022-23 National Chair Brad Barnett, a U.S. Department of Education general session update and breakout sessions, performances by talented Austin musicians, and a rocking NASFAA “silent disco” dance party.



NASFAA City Limits Event: Jonny Gray.

This year’s conference attendees selected from over 60 sessions led by a total of 200 presenters and moderators. Six distinct tracks – Compliance, Enrollment and Retention, Graduate and Professional Issues, Leadership/Managers, Regulatory Implementation, Research and Data Analysis – covered topics of interest to all participants and reflected NASFAA’s overall mission.

Of the 1,525 conference registrants, 77% were from institutions. Attendance represented over 30% of NASFAA’s overall institutional membership and 60% of NASFAA’s associate membership (i.e., business partners). Online registration for the 2023 National Conference in San Diego, California, opens in January 2023.



Our Blue Icon Advisors team in the Exhibit Hall.



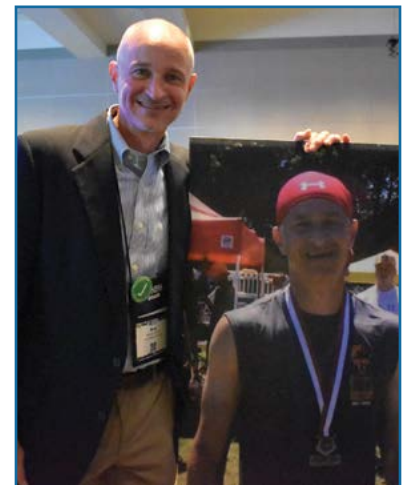
SWASFAA Representative Dr. Amy Cable welcomes us to Austin.



General Session: Chief Operating Officer of Federal Student Aid Richard Cordray.



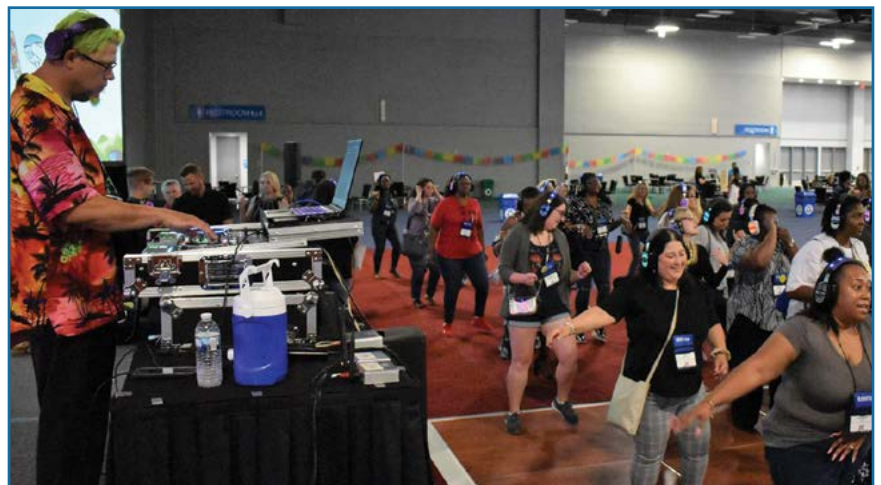
Standing room only at the session on diversity, equity, and inclusion.



2022-23 National Chair Brad Barnett with Cardboard Brad Barnett in a chair.



NASFAA President Justin Draeger.



Silent disco at the NASFAA City Limits event.



A lively conversation between NASFAA President Justin Draeger and U.S. Department of Education Under Secretary James Kvaal.



Our membership team working at the registration booth.



First-time conference attendees' networking event.



The NASFAA staff.



DME interns Jackson Snelman (2022) and Richard Davis Jr. (2021) with three members of NASFAA's policy team.



Members headed to the NASFAA booth for a free calendar of upcoming learning opportunities and information about the NASFAA Gives Back initiative.

2022 AWARDS



Each year, NASFAA awards recognize the outstanding achievements of members of the financial aid profession and higher education community. NASFAA’s national chair and president announce award recipients during the annual business meeting held at the National Conference. A special [press release](#), published after the awards ceremony, highlights each awardee.

In 2022, NASFAA honored two individuals with its [Lifetime Achievement Award](#), the highest honor the association can bestow on a member:

- **Lisanne Masterson**, recently retired director of financial aid at Blue Ridge Community College in Weyers Cave, Virginia.
- **Mary Sommers**, director of financial aid at the University of Nebraska at Kearney (UNK).

NASFAA awards another of his greatest honors, the [Allan W. Purdy Distinguished Service Award](#), for significant contributions in the furtherance of NASFAA's goals over a sustained period of time or for a single contribution of momentous importance. In 2022, NASFAA honored two individuals with this award:

- **Brent Tener**, director of student financial aid and scholarships at Vanderbilt University and NASFAA's 2021-22 national chair.
- **Joan Zanders**, recently retired director of financial aid at Northern Virginia Community College.

The [Meritorious Achievement Award](#) is presented to an individual who has made either an important single contribution to NASFAA or the profession, or multiple significant contributions.

- **Neville Brown**, associate director of financial aid at Eastern Connecticut State University received the 2022 award.

NASFAA presents the [Robert P. Huff Golden Quill Award](#) to an individual or organization chosen for their contributions to the literature on student financial aid. Published works must exemplify the highest quality of research methodology, analysis, or topical writing on the subject of student financial aid or its administration.

- **Dr. Stella Flores**, associate professor of higher education and public policy at the University of Texas at Austin, received the 2022 award for her report, "[Opening the Promise: The Five Principles of Equitable Policymaking.](#)"

The association also presented six [Regional Leadership Awards](#) to recipients who have exhibited high integrity and character, have shown creative leadership, and have inspired and encouraged others to actively participate in professional development:

- **EASFAA – Samantha Veeder**, associate dean of college enrollment/director of financial aid, University of Rochester
- **MASFAA – Michelle Trame**, director of the office of student financial aid, University of Illinois at Urbana-Champaign
- **RNASFAA – Joseph Donlay**, director of financial aid, Colorado State University
- **SASFAA – Runan Evans**, associate dean of financial aid, Bluegrass Community and Technical College
- **SWASFAA – Mendy Schmerer**, director of the office of student financial aid, University of Oklahoma Health Sciences Center
- **WASFAA – Sun Ow**, education consultant

NASFAA bestowed the [Gold Star Award](#), which recognizes innovative ideas in the financial aid arena at any level, targeted toward any constituency, on three outstanding programs:

- **The University of Alaska Fairbanks** for its Nanook Resilience Program
- **The University of Illinois Urbana-Champaign** for its Special Circumstances - Helping Families Help Themselves Program
- **The Rebekah Hoppel Salcedo WASFAA Leadership Program**

LEADERSHIP & LEGISLATIVE CONFERENCE



In our first in-person event since the onset of the pandemic, NASFAA held its [Leadership & Legislative Conference & Expo](#) on February 14-16, 2022, in Washington, D.C. Each year, this conference brings together leaders in the financial aid community for focused discussions on timely issues. This year's participants chose among pathways on association leadership, succession planning, compliance management, and strategic enrollment management. Additionally, NASFAA invited members of its certification community to participate in the FAAC® Forum.

Participants had the opportunity to hear A.B. Stoddard, an associate editor and columnist with *RealClearPolitics*, speak on the current political climate in Washington, D.C. NASFAA also hosted the Department of Education (ED) for an unscheduled update on FAFSA simplification. One of the many benefits of an in-person conference is that it allows ED and Washington-based higher education associations to both participate and provide timely content.

A total of 313 participants attended across all pathways, and 18 different exhibitor companies also participated. Ninety-eight percent of survey respondents indicated they would recommend this event to colleagues in a similar role.



A packed general session about to commence.



NASFAA's Karen Hanley ready to introduce members to Blue Icon Advisor's business services.



(L-R) 2022-24 Diversity Officer Derek Kindle, 2022-23 National Chair Brad Barnett, 2020-21 National Chair Brenda Hicks, 2021-22 National Chair Brent Tener, and 2020-22 Diversity Officer Scott Skaro.



Rapt attention in one of this year's seven Idea Labs.

MEMBERSHIP



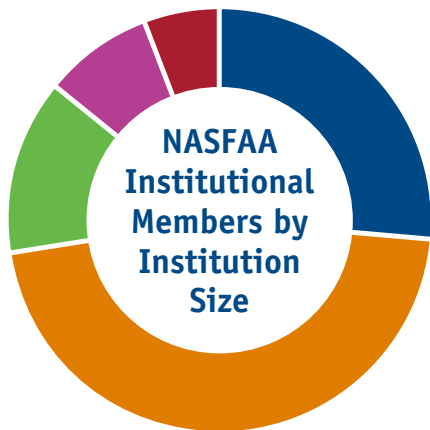
Despite the ongoing and lingering impact of the COVID-19 pandemic, in fiscal year 2021-22 NASFAA set a new high-water mark: a 98.4% member retention rate – the very highest NASFAA has reached in any single year since inception.

We attribute this success to NASFAA delivering what members needed exactly when they needed it, especially as member schools suddenly experienced an influx of pandemic relief funds and sought NASFAA’s guidance in administering these new program funds.

For now, NASFAA continues to exceed its membership revenue projections thanks to higher-than-projected retention and recruitment rates and membership dues package upgrades.

This year NASFAA also had the highest number of institutional members since 2015-16, adding 58 more schools than in the previous year to reach a total of 2,810. NASFAA’s Board of Directors held the dues rates steady yet again in 2021-22 to encourage new memberships and renewals. The board also pledged to continue to hold dues steady throughout the next two fiscal years as part of the NASFAA Gives Back initiative.

We are unsure whether these strong membership trends will persist in the absence of federal relief funds flowing into higher education institutions. For now, NASFAA continues to exceed its membership revenue projections thanks to higher-than-projected retention and recruitment rates and membership dues package upgrades.



Number of students	Number of schools	Percentage of member institutions
0-999	782	27.8%
1,000-4,999	1,294	46.0%
5,000-9,999	370	13.2%
10,000-19,999	212	7.5%
20,000 and above	152	5.4%
Total	2,810	100.0%

	Number of schools	Percentage of member institutions
Community colleges	841	29.9%
For-profit	242	8.6%
Graduate/professional	119	4.2%
Private, not-for-profit 4-year	1,075	38.3%
Public 4-year	533	19.0%
Total	2,810	100.0%

THE DALLAS MARTIN ENDOWMENT



NASFAA's member-supported Dallas Martin Endowment (DME) for Public Policy and Student Aid promotes and supports future generations of student aid advocates. Named for NASFAA President Emeritus A. Dallas Martin Jr., DME offers a summer internship opportunity each year to a selected upper-division undergraduate or graduate student with a demonstrated interest in financial aid policy or research. Through DME, the intern experiences two months fully immersed in the association's policy and research activities, gaining new perspectives on which to build their future education and career.

THE DME INTERNSHIP PROGRAM ALUMNI



2022
Jackson Snellman



2021
Richard Davis Jr.



2020
Muhammad Kara



2019
Maylene Rodriguez Scott



2018
McCall Hopkin



2017
Brianna Hayes



2016
Janette Martinez



2015
Angel Flores



2014
Blondeen Philemond



2013
Charlotte Etier



2012
Margot O'Meara



An Open Message from the 2022 DME Intern

This year's intern, Jackson Snellman, arrived at NASFAA as a recent Rutgers University graduate with a special interest in education access and civic education in marginalized communities. In this adapted excerpt from his August 2022 message to NASFAA members, Snellman describes his five most significant experiences as this year's DME Intern.

Updating the 2022 National Student Aid Profile

Having previously worked for the Rutgers Office of Federal Relations, I learned the value of having up-to-date statistics on student aid outcomes to ensure institutions of higher education run smoothly and adequately support students. While student aid data is made available through various Department of Education (ED) sources throughout the year, one of the most important annual tasks NASFAA performs (in my opinion) is publishing the National Student Aid Profile. This document serves as a resource for congressional offices, the higher education policy community, and aid administrators to keep up with federal aid changes each academic year. My first few weeks with NASFAA were filled with updating the data points in this extensive document, which includes the data on federal student aid volume and recipients over the past few academic years.

As the summer passed, however, my work went beyond simply updating data included in the report and the Profile became a project of my own. I had the chance to interact with members of NASFAA staff from the research, communications, and executive teams, as well as work with outside parties to ensure that the profile remained at its usual high standard. Though some data remain unavailable due to the student loan repayment pause, I am excited to see the Profile's release, and have learned much about these important elements of policy-oriented nonprofits.

Attending NASFAA's Conference in Austin, Texas

Though I had attended classes in person in the spring, I had not yet experienced an in-person professional opportunity prior to my time at NASFAA. After several weeks working remotely, I was thrilled to meet my coworkers and over 1,500 NASFAA members in Austin, Texas at the first in-person National Conference since 2019. The highlights of the four-day program were undoubtedly the sessions that informed attendees about the changing face of financial aid administration during the pandemic, which allowed members to share anecdotal advice about how their universities were addressing the crises. A combination of exuberance over attending in person and the ability to escape the Zoom box, including meeting last year's DME intern, Richard Davis Jr., made the time in Austin a focal point of my summer.

Traveling to Washington, D.C. for a Week of In-Person Work

In addition to my time in Austin, I had the wonderful opportunity to spend a week in Washington, D.C., where I attended in-person events with NASFAA and participated in the Postsecondary National Policy Institute Federal Student Aid Boot Camp. I had the chance to spend two days on Capitol Hill – one day introducing NASFAA to congressional offices and the next with the Committee for Education Funding advocating for appropriations priorities in the upcoming fiscal year. Walking the halls of Congress was a magical experience, and one that will not leave me soon.

Wrapping up the week, my coworker Nalia Medina and I attended the aforementioned Federal Student Aid Boot Camp. Highlights included networking with other young professionals, conducting in-depth analysis of student aid programs, and learning to interpret information from a FAFSA. All these experiences served as a strong foundation for my career and introduced me to the policy world in a way I could not have imagined.

Legislative Tracking and Policy Analysis

Through the DME Internship, I was able to translate my passion for reading and analyzing legislation into a functional aspect of a job. NASFAA's [Legislative Tracker](#) includes summary and interpretation of relevant higher education bills before Congress in an accessible, free manner. Working to provide this information for NASFAA members and the general public truly emphasized the public service aspect of the internship. Through reading proposed legislation and consulting with other members of the policy team on its potential impact on students and aid administrators, I was able to translate complicated legislative language into something accessible and easily understood by the general public (and my parents, when they ask what I do)! I also put this skill set to use when reviewing legislation introduced on Capitol Hill, where congressional staffers and the NASFAA team discuss the detailed implications of proposed policy solutions.

Growing to Understand a Member-Based Nonprofit

Finally, the reason I initially pursued an internship with NASFAA was to better understand how a nonprofit organization works. Having worked for Rutgers' Office of Federal Relations, I had a solid grasp of the basics of higher education policy, yet I had no experience advocating for noninstitutional needs. Working with NASFAA allowed me to understand the responsibilities of a policy-oriented nonprofit, including communicating with the board of directors and representing members, as well as the overall mission of the organization. Additionally, working for a relatively small organization like NASFAA has allowed me to experience a community within a workplace. The people here have made it an extremely rewarding experience to serve our members, and have shown me the ropes of how to operate in this sphere. I have been grateful for the opportunity to work here, and I hope to continue this meaningful work in the future.

Final Thoughts and What's Next

All these experiences are ones I will not soon forget. Less than two weeks from my writing this article, I will be moving to Paris to pursue a master's degree in public policy with a focus in social policy and social innovation. After studying political science for my bachelor's degree, I am excited to dive into the complex processes of policy creation and analysis from an educational perspective, hopefully with an advantage from my time with NASFAA! I am unsure where my future career will lead me, but if the values espoused by my future workplace are the same as those demonstrated by NASFAA's team, I know I will be just fine.

I am eternally grateful for this experience. On to the next adventure!

Dallas Martin Endowment Donors

NASFAA is deeply grateful to all the [generous donors](#) to DME who have and continue to make the [DME Internship Program](#) and the [NASFAA Diversity Leadership Program](#) possible.

The following individuals contributed to DME in 2021-22:

Gold Level: \$100 to \$499

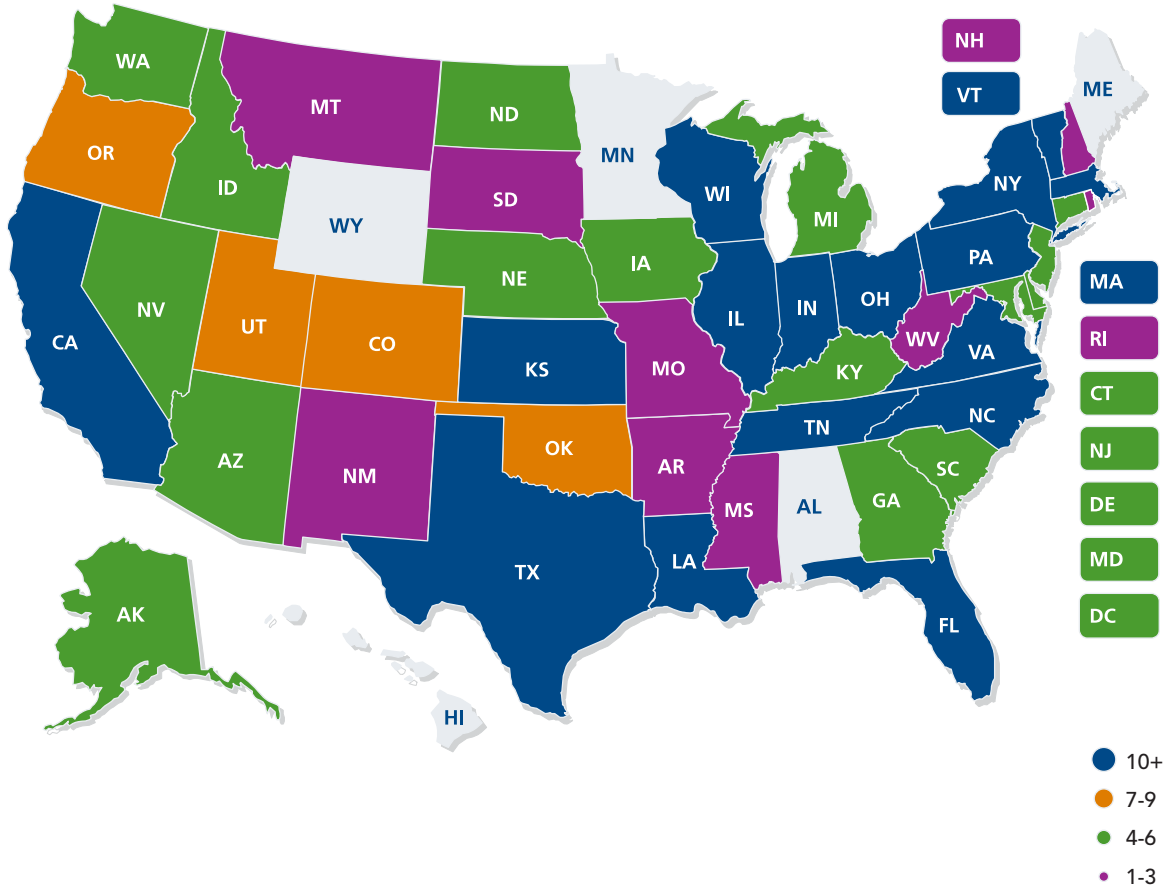
Melissa Dingmann

Silver Level: Up to \$99

Mary Kay Aston	Dominga Hidalgo
Angela Black	Angela Karlin
Sue Bloom	Brenda Leontuk
Heather Boutell	Laura Meek
Leah Chajeczkis	Marisa Mezs
Silvia Dowell	Paul Raccanello
Tricia Duran	Kim Showman

Visit the [DME page](#) to lend your support!

VOLUNTEERS



Despite the many challenges this past year presented financial aid professionals, NASFAA’s volunteers selflessly shared their talent and time to support the mission of the association and its members. On the following page you will find a list of 2021-21 task forces, commissions, committees, boards, and working groups and their leaders, but there are so many more volunteers to honor. Please visit the [volunteer section](#) of website to view a full list of NASFAA’s 2021-22 volunteers.

Advocacy Pipeline

NASFAA staff led

Association Governance Committee

Brenda Hicks, Southwestern College, chair

Awards Committee

Brenda Hicks, Southwestern College, chair

CFAA Program Commission

Shannon Crossland, Frank Phillips College, chair
Christina Tangelakis, Glendale Community College, chair elect
Kathy Bialk, University of Kentucky, past chair

Conference Mentor Task Force

Randall McCready, University of Pittsburgh, chair

Conference Program Task Force

Emily Osborn, Northwestern University Chicago Campus, chair
Kristi Jovell, Middlebury College, incoming chair

Diversity Leadership Program (DLP) Mentors Group

NASFAA staff led

Ethics Commission

Mendy Schmerer, University of Oklahoma Health Sciences Center, chair

Evaluating Stimulus Emergency Grants Working Group

NASFAA staff led

Executive Leadership Community Thought Force

Mary Nucciarone, University of Notre Dame, chair

FAFSA Simplification Implementation Working Group

Gail Holt, Amherst College, chair

Financial Affairs Committee

Kelly Morrissey, Community College of Rhode Island, chair

Grad/Professional Liaison

Joan Bailey, University of South Florida Health

Leadership & Legislative Conference & Expo - Compliance & Risk Management Pathway

Mary Sommers, University of Nebraska at Kearney, chair
Nicholas Prewett, Stony Brook University, incoming chair

Leadership & Legislative Conference & Expo - Strategic Enrollment Management Pathway

Derek Kindle, University of Wisconsin - Madison, chair
Chuck Knepfle, Portland State University, incoming chair

Leadership & Legislative Conference & Expo - Succession Planning Pathway

Sharon Oliver, North Carolina Central University, chair
Amy Cable, Louisiana Community and Technical College System, incoming chair

NASFAA Associate Advisory Board

Cecelia Dwyer, College Ave Student Loans, chair

Nominations & Elections Committee

Brenda Hicks, Southwestern College, chair

Pell Restoration for Incarcerated Student Working Group

NASFAA staff led

Policy Rapid Response Network Task Force

NASFAA staff led

Publications Editorial Board

Linda Conard, LMC Communications Ltd., chair

Selection Committee: Diversity Leadership Program

Scott Skaro, United Tribes Technical College, chair

Test Development Volunteers

NASFAA staff led

The National Association of Student Financial Aid Administrators (NASFAA) provides professional development for financial aid administrators; advocates for public policies that increase student access and success; serves as a forum on student financial aid issues; and is committed to diversity throughout all activities.

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NATIONAL ASSOCIATION OF STUDENT FINANCIAL AID ADMINISTRATORS

1801 PENNSYLVANIA AVENUE, NW, SUITE 850
WASHINGTON, DC 20006-3606

202.785.0453 | fax 202.785.1487 | WWW.NASFAA.ORG