



Strategic Plan 2024-2029

INTRODUCTION

The Strategic Plan of the Canadian Association of Student Financial Aid Administrators (CASFAA) provides a blueprint that supports the association's mission and clarifies how it translates its purpose and goals into action for a defined period of time; this facilitates resource allocation. In accordance with good governance practices, the strategic plan respects the association's Constitution and By-Laws as they must work in tandem, complementing each other. The current strategic plan is divided into two main sections. The first section serves as reminder of the association's strategic intent and provides a vision, underlying logic and broad strategic directions for the next five years. The second section (in the form of a table) provides an action plan that clarifies the priorities on which the association will focus its energies. This second section is to be reviewed and adjusted annually, as needed, to reflect evolving circumstances and priorities. In principle, the strategic goals identified are not likely to change during the lifespan of the strategic plan, however, subsequent boards should undertake status checks part way through implementation of the plan and if necessary, update the strategic objectives in accordance with the emerging context.

CASFAA represents Financial Aid Administrators and Awards Officers in post-secondary institutions who are dedicated advocates in helping Canadian students achieve financial wellness and success. CASFAA promotes the professional development of its members, and maintains a national profile with educational institutions, federal and provincial governments, financial institutions and national PSE organizations.

As a respected player in the educational arena, CASFAA, on behalf of its members, takes an active role towards ensuring government financial aid policy removes financial barriers and focuses on student welfare.

VISION

Vision statement: Post-secondary education is financially accessible for students in Canada.

MISSION

As a significant expert contributor and valued partner within the Canadian post-secondary student financial landscape, CASFAA seeks to ensure financial accessibility for students through its advocacy and educational efforts. To this end, CASFAA:

- Strives to **strengthen** and **influence policy** development and **service delivery** relating to government student financial assistance
- Aims to **inform** scholarship and award administration and **influence** measures aimed at underserved populations as well as advances in financial education
- Is **responsive and supportive** to its membership, providing a strong community of practice with valuable opportunities for professional development and collaboration.

Objectives *(excerpt from our Constitution and By-Laws)*

1. To promote the professional and education development of its members.
2. To foster communication among student financial aid and awards personnel at post- secondary institutions in Canada in regard to need-based programs and scholarship programs.
3. To review all government financial assistance policies and administrative processes and, on behalf of our members, make recommendations for appropriate changes in student assistance programs to promote accessibility and affordability, support retention and encourage scholarship.
4. To initiate or conduct and/or support studies/research on financial aid and financial literacy as required.
5. To cooperate with other agencies, councils, and/or groups as appropriate.

VALUES

The association operates **collaboratively, transparently** and with **integrity** in a **sustainable** and **student-centered** manner. It values equity, inclusivity and diversity and is committed to reconciliation.

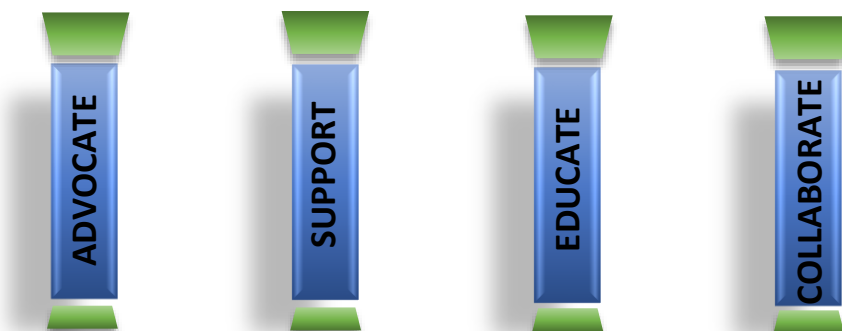
STRATEGIC GOALS

For the next five years, the association will focus on six strategic goals; each strategic goal has a purpose, set of objectives and activities, which are to be reviewed annually. The Board is responsible for following up on the related action plan and informing the membership as to its progress and evolution. More details are provided in the annexed action plan. The strategic goals are as follows:

- Build and maintain a **sustainable organization** *(Necessary for good governance)*
- Provide **added-value** to **members** *(Our basic function as an association)*
- Be a valued **stakeholder** & recognized **expert** in the financial accessibility & aid **landscape** in Canada *(Our position within the landscape)*
- **Inform** and **influence** the direction of Canadian student aid programs - policies, programs and processes. *(Our impact on federal programs)*
- **Promote financial literacy** within the post-secondary landscape. *(Our impact on a particular area)*
- **Support** and **inform** Canadian post-secondary institutions and other key stakeholders regarding **scholarships, bursaries and awards** and other non-governmental financial supports *(Our impact on a particular area).*

FOUNDATIONAL COMPETENCIES

The four foundational competencies ADVOCATE, SUPPORT, EDUCATE and COLLABORATE are defined as our core competencies to be leveraged for and fortified by all that we do.



Publicly support or recommend to/for:	Give assistance to/for:	Provide instruction to/ or create awareness for:	Find opportunities and work jointly with:
STAKEHOLDERS CASFAA members PSE institutional leadership Government, federal and provincial/territorial Students and under-represented groups National student associations Provincial financial aid administrator associations Financial Literacy subject matter experts Other PSE partners, agencies, councils and groups			

CLOSING REMARKS

The CASFAA Board is ultimately responsible for the implementation of the strategic plan, but its success relies on the active participation of its members. The association's strategic plan is a living document that serves to advance its mission and act as a catalyst for reflection, discussion and action on its collective efforts and objectives. Members are encouraged to contribute their time and expertise and may contact the president at any time to share comments and ideas: president@casfaa.ca