

### IN THIS ISSUE

- 1 Besides, the change'll do ya good
- 2 Hoosiers brighten sunny Florida
- 3 Financial Aid Nights for do-ityourselfers
- 4 Helpful info. re. Winter Conf.
- 5 Exec Cmmte Member Focus: Heidi Carl
- 6 New Column Announced: Ask Jamie
- 6 Spring Conference to pick up the pace
- 7 Credit cards can burst into flames how to avoid this
- 8 Some of the best advice you will ever get
- 9 Hispanic students in focus
- 11 Strategic thought, defining purpose
- 12 Terrific Winter Conference soon
- **13 CGS Volunteers**
- 15 Comings & Goings



Two things my parents told me when I was growing up is that you have to be careful when you talk about religion and politics. Being the good daughter, I listened to my parents. So in this "president's perspective" you won't hear me talk about religion.

On the other hand, being a graduate of the IU School of Public and Environmental Affairs and having favorite colors of red, white and blue, I cannot keep my mouth shut when it comes to politics.

Now don't stop reading; I am not going to talk about the national election in November (although I hope you exercise your right to vote). I am going to talk about an equally important election, and that is the nomination and election process for ISFAA leadership positions.

When I agreed to run as president-elect for ISFAA, I had no idea what I was in for. Was I surprised when I began my term. It's been awesome. I have been able to work with financial aid folks all over Indiana as well as with the MASFAA states. My staff will tell you that I always say, "If you learn one thing each day, then you have had a great day"—my days involved in ISFAA have been great. I

### President's Perspective "ISFAA NEEDS You!!"

### Kathy Purvis, IUPUI

honestly believe that as a volunteer you take away so much more than you give.

In this year alone ISFAA is having its first oneday drive-in Spring Conference, the ISFAA website is being overhauled, reauthorization has finally passed in Washington, and we are going into our 20th year of College Goal Sunday. Had I not agreed to get involved, I would have missed the great experience I am gaining by being a part of the ISFAA leadership.

As with the national election, there are a lot of issues ahead for the financial aid commu-

nity and ISFAA. I believe that it is a very exciting time to be involved professionally with ISFAA and help lead the oldest financial aid association. I encourage you to think about how you can make a difference with



ISFAA and how ISFAA can make a difference for you. Please consider running for one of the vacancies.

So be a part of an important election process this November ... nominate yourself or someone else to run for a position with ISFAA!

When I agreed to run as president-elect for ISFAA, I had no idea what I was in for. Was I surprised...

### *It's a magical world after all* ISFAA Animated

Jon Riester, Hanover College

A colorful cast of ISFAA characters descended on the stages of Disney's Swan and Dolphin Hotel this summer during the annual NASFAA conference. ISFAA presenters helped make the magical world of financial aid come alive, if only for a few brief and shining moments.

Thomas Ratliff of Indiana Wesleyan University joined forces with former ISFAAite Joseph Koroma to present See It, Study It, Improve It –Considering the Challenges and Strategies for Reviewing Office Effectiveness. The two delighted audiences of new leaders with strategies for achieving goals and improving department effectiveness.

Jon Riester of Hanover College collaborated with a panel of financial aid administrators to produce *The Face of Change – Shifting Demographic Trends and the Impact on Student Aid Offices*. This sweeping epic covered the trials, travails, and triumphs of effectively communicating complex financial topics to students and families of different cultures and backgrounds.

Marvin Smith of Purdue University and Jacqueline Kennedy-Fletcher of Indiana University co-starred in the sci-fi drama *Developing an Electronic Resource Book.* This edge of your seat thrill ride explored what it takes to develop a viable on-line resource book that contains vital policy and procedure information.

Finally, in a heartwarming tale of triumph over adversity Thomas Ratliff and Jon Riester joined forces with a panel of others in *Navigating and Implementing Changes in ACG/SMART.* This session discussed how different colleges have tackled the two challenging programs. In true Hollywood fashion this feature skipped theatres and went straight to webcast. It was available for a limited time only on the NASFAA website for a nominal fee. We can only hope that the two megastars resolve their ongoing battle over the royalties in time for a sequel in San Antonio.

> A colorful cast of ISFAA characters descended on the stages of Disney's Swan and Dolphin Hotel this summer during the annual NASFAA conference.



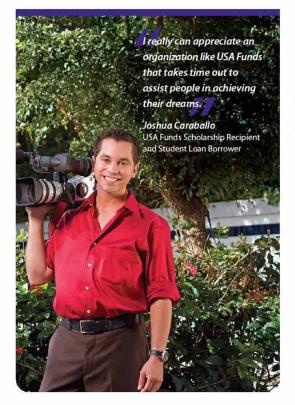
# An institution of higher lending.

Personalized Education Finance Services from Charter One.

When you work with Charter One's Education Finance Team, you'll have access to resources that are sure to make your job easier. The services we offer include assistance in streamlining your work flow, debt management and credit counseling for students, and much more. So whether you're at a small college or a large university, Charter One has the Education Finance Services you need. **To learn more, visit charterone.com/edu or call 1-800-721-3969.** 

### **Getting Results for Students**

Film student gets boost from USA Funds scholarship



A USA Funds<sup>®</sup> Access to Education Scholarship and loans guaranteed by USA Funds are helping Joshua Caraballo complete his doctoral degree while running a film production company and teaching a filmmaking class. "When people acknowledge students — which is what USA Funds has done for me — it shows that those students aren't just numbers. USA Funds showed me that it appreciates what I do and wants to assist me. And that really means a lot."

During the past year, USA Funds provided or supported more than \$8.9 million in scholarships to help students pursue higher education. USA Funds also guaranteed more than \$25 billion in loans to help students and parents pay higher education expenses.

To learn more about how USA Funds can get results for you and your students, call Sue Allmon toll-free (866) 497-USAF, Ext. 0424, or visit www.usafunds.org/results.



# Plan a Financial Aid Night

La Toya Sykes, Director of Outreach and Access Awareness, Great Lakes Higher Education Guaranty Corporation

As a financial aid professional you will have the opportunity to work with high school students and their families. One way to help them prepare for college is to host a Financial Aid Night at local high schools. This type of presentation is an excellent way to give students and their families an understanding of the financial aid available and answer questions they have. You may find yourself working with *college access* counselors who often have limited time and resources. You can help them plan a successful event by offering the following tips.

### Financial Aid Night Planning Tips

**Choose a Date.** When choosing a date, keeping the following in mind:

 Early fall is a good time to schedule a financial aid night as students are usually thinking about their future plans. Pick a date early enough so that application deadlines haven't passed but not so early that people will forget the information by the time they fill out the FAFSA. Students and families can use the FAFSA4caster until January 1 when the online FAFSA will be available for the 2009-10 academic year.

- Be sure the date doesn't conflict with holidays or school sporting events and plays.
- Consider offering parents and students a choice of nights to accommodate as many people as possible.
- Consider offering a weekend presentation.

### Choose a Time.

· Schedule things late enough to

give parents time to get home from work and grab a bite to eat before coming—6:30 or 7:00 p.m. is a good start time.

- Avoid scheduling too late. Your audience needs to be alert, not sleepy!
- Set the length of the program so families can plan accordingly. Ordinarily an hour should be enough time.

### Choose a Location.

• Choose a location convenient for the majority of attendees, in a room appropriate for the number of people expected. Secure the room well in advance and reserve equipment that might be needed.

**Prepare Materials.** Think about what will be covered in the presentation and *(Continued on p. 4)* 

#### Plan a Financial Aid Night

what kind of materials will be needed. It is important to cover these items:

• What financial aid is. Many students and families don't know what financial aid is or what it means for them. Explain the basics—how financial aid helps make college more affordable.

• The different types of aid—grants, scholarships, workstudy, student loans. Students and families need to know their options.

• How financial aid is awarded. Financial aid is based on financial need, the cost and their EFC.

• The financial aid application process—the need to apply. Explain how to apply for the FAFSA, what the SAR is, and how to compare award letters and make a decision. Advertise. Remember to spread the word!

- Create a poster; make a flyer to hang at school, send home with students, or place in the school newspaper. Ask to be included in school announcements.
- Promote your event in the community if necessary: churches, community centers, libraries, recreation centers, and social service agencies. In your ad be sure to include what will be covered, the date, location, start time, length of the program, and a person to contact.

**Follow Up.** As you conclude, provide an evaluation form to improve similar events in the future.

La Toya Sykes is the Director of Outreach and Access Awareness for Great Lakes Higher Education Guaranty Corporation.

### Register at Website for 2008 Winter Conference

It's that time again for everyone to come together and join their colleagues from around the state and beyond for the 2008 ISFAA Winter Conference. The conference will be held at the same location as last year, the Downtown Indianapolis Crowne Plaza Hotel (123 W. Louisiana St., Indianapolis, IN 46225) directly between Capitol Avenue and Illinois Street. Come join your colleagues and help celebrate that great accomplishment of 20 years of service and volunteerism, College Goal Sunday.

Registration for the conference is up on the ISFAA website now, so please visit the ISFAA website for information. Also be aware that, due to the Indianapolis Colts game on the first day of the Winter Conference (1 p.m., December 7, 2008), parking and traffic will be heavier than usual. Be sure to refer to the ISFAA website for additional information regarding traffic and parking restrictions.

Parking is available at the Pan Am Plaza in front of the Crowne Plaza Hotel, but note that it's not owned by the hotel. The entrance to the Pan Am Plaza is located on the corner of Capitol Avenue and Louisiana Street. Pricing will differ based on how you choose to park your car. Also, valet parking is available in front of the hotel. Additional parking can be found at Union Station located on Meridian Street;

Parking is available at the Pan Am Plaza in front of the Crowne Plaza Hotel.... Additional parking can be found at Union Station located on Meridian Street however, this parking option is not as close to the hotel as Pan Am Plaza. Refer to the map below to see proximity of the hotel and parking garage.

To reserve a room, the preferred method is to call to the hotel itself. The reservation staff can be reached at (317) 631-2221. To receive the conference rate, reserve your room by November 5. Currently single/double occupant rooms are \$89.00 a night, and train car rooms are available for \$99.00 a night. We look forward to seeing everyone soon.



Map from remote parking to hotel. The walk is shorter.

Also be aware that, due to the Indianapolis Colts game on the first day of the Winter Conference (1 p.m., December 7, 2008), parking and traffic will be heavier than usual.

### Executive Committee Member Focus



Heidi Carl is the Associate Director of Financial Aid at the University of Indianapolis. Heidi was kind enough to sit down with *Bits and Bytes*.

**Q.** How did get your start in Financial Aid?

I was hired by Linda Handy in 1998 to work at Ulndy.

**Q.** Tell us about your current role with ISFAA and being on executive committee.

Currently I am the Public Relations Commissioner. I work with the College Goal Sunday, Counselor Workshop, IACAC Liaison, Early Awareness Program, New Professional and Mentoring, Financial Aid Nights, Newsletter and Media, and Technology committees.

### Heidi Carl

**Q.** You have been a member of ISFAA for a few years. Do you have a memory or experience that stands out in your mind about the organization?

My favorite ISFAA memory would be a Spring conference that was held in French Lick. I remember sitting on the big front porch of the hotel rocking away in the rocking chairs and laughing and talking with friends all night!

**Q.** Tell us about other leadership roles, if any, you've had with ISFAA.

Spring conference site co-chair Winter conference program chair College Goal Sunday Site Coordinator Financial Aid Night Presenter

### **Q.** What is your favorite thing about your profession?

My favorite thing about financial aid is helping students and families. At Ulndy we have a high percentage of first generation students and our job is often helping the parents learn the aid process along with helping the students learn the aid process.

### **Q.** Do you have a least favorite thing about your profession?

I think my least favorite thing about our profession is helping students learn about financial responsibility and truly understand their loan indebtedness. This is a very hard part of the job that we do because so many students don't have a clear understanding of what things cost and how to manage their wants versus their needs.

**Q.** Do you have a story about a student you helped or some event that moved you over the years or showed the good work that FA folks do?

You know, we don't get a lot of grati-(Continued on p. 6)

### We care about the life of the student — and the life of the loan.

We all want students to succeed. That's why National Student Loan Program provides unique tools to help ease the student loan process — and educational opportunities to teach them how to make good financial decisions. We call it "guaranteeing student opportunity."

To learn more, visit www.nslp.org or call 800.735.8778 today!



We guarantee it.<sup>™</sup>

National Student Loan Program

The National Student Loan Program (NSLP) is a private, nonprofit corporation with over 20 years of experience as a student loan guaranty agency.

#### Executive Committee Member Focus: Heidi Carl

tude in the job that we do. Often people don't think we processed their aid or their loan quick enough, they think we didn't give them enough money, or they think that we aren't compassionate to their personal situation, so I think the students that I often remember are the ones that simply say thank you after you help them with the aid process. A simple thank you is often enough to help you move along and help the next student who comes your way. The students who show their gratitude for the help that we provide them are the stories I like to remember!

# **Q.** Do you have any thought or message that you would like to pass along to the other ISFAA members?

It is very easy to become overwhelmed with the incredible job that we do. I just encourage everyone, if they can to do just one more thing this year, and find a way to give back and get involved in ISFAA. The return is well worth the investment!

### Finally hope for the bewildered and inconsolable

### Ask Jamie

Have you ever wanted to ask a question of the Department of Education but maybe hesitated because you were afraid it would draw attention to you or your institution? Are you in a smaller staffed office and don't have anyone in your office to talk about federal financial aid questions? Do you and a coworker disagree on what the regulations exactly mean and you need someone to break the tie? Do you miss having Steve Morris ask the challenging questions to Jamie Malone at ISFAA? Well, if you have answered yes to any of these questions, you may really enjoy a new addition to the ISFAA Newsletter.

"Ask Jamie" is a new column that will allow ISFAA members to submit questions that Jamie Malone, US Department of Education, will answer in her *Bits and Bytes* column. Here is how it works. You have a question about anything that relates to federal financial aid (Jamie will not advise you on your love life). You don't want directly to contact the DOE, so you email *Bits and Bytes* (wwozniak@ ISMLOANS.org) providing your question and the name of your institution. ISFAA will then email only the question and the *type* of institution you represent – not the name – and then all questions and answers will be published in the next newsletter.

As I mentioned in May, I want to see more information being shared electronically. This is one way you can see what types of questions others have asked and had answered by the Dear Abby of ISFAA, Jamie Malone.

So look for our newest column in the next issue of the ISFAA newsletter!

# Spring Conference to Have New Format Planners Expect Good Turnout

An inaugural one-day Spring ISFAA Conference will be held **Tuesday**, **April 28**, **2009** in Indianapolis at the IUPUI Campus Center.

Committee chairs are interested in hearing from the membership with any session topic suggestions and are trying to get an idea if, since the conference is only one day and centrally located, colleges may send larger numbers of staff than have been in attendance at past Spring Conferences. Please feel free to contact any committee members by e-mail: Marilee Taylor (IUPUI), *mtaylor@iupui.edu*; Jennifer Shelley (Hanover College), *shelley@hanover.edu*; Christina Coon (Ivy Tech Lafayette), *ccoon@ivytech.edu*; or Kathy Moore (SSACI), *kmoore@ssaci.in.gov*.

### Ten Steps to Wise Credit Card Use

Sue Allmon, Account Executive, USA Funds Services

Many college students struggle with credit card debt. For most, this time of new independence opens up the opportunity for marketers to target students who have limited knowledge of smart credit practices. The debt management challenges that new college graduates face can make handling credit card debt even more difficult.

Educating your students about credit will help them make wise decisions for managing their credit card debt, paying their monthly bills and building favorable credit in school and beyond. Consider sharing the following tips with your students and graduates:

1. Choose credit cards that *require* the entire balance to be paid every month, rather than those with revolving credit that may incur significant interest.

- 2. Make every effort to pay the full balance every month; if that isn't possible, pay more than the required minimum.
- 3. Use a banking *debit card* instead of a credit card.
- 4. Avoid charging more than the amount that can be *paid off in a month*.
- 5. Look for a card that has no, or a low, *annual fee*.
- 6. Read the fine print to investigate any *hidden fees* for potential late payment penalties, teaser rates and interest-rate changes.
- 7. Stay away from acquiring *multiple cards* to take advantage of instant credit for department stores,

rebates, cash rewards or free airline miles.

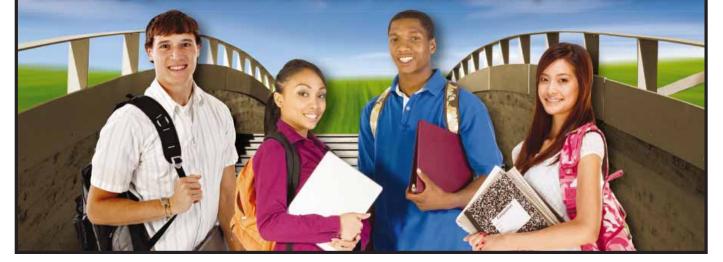
- 8. Pay bills on time.
- 9. Choose not to purchase an item if it can't be bought with cash. It makes no sense to charge *sale items* only to pay back what you saved as interest.
- 10. Decline an increase in the *credit limit*.

The financial literacy program USA Funds<sup>®</sup> Life Skills<sup>®</sup> offers these tips and other information to help you teach your students to manage their time and money wisely on campus and after graduation. Building on USA Funds Life Skills' content, USA Funds soon will introduce a new version that delivers the curriculum online.

# **Signature** The Bridge to Somewhere! Let ISM help you across

Education is a bridge to many wonderful things. The best way to find more open doors and career path options, is with education. Funding that instruction wisely, has never been more necessary.

ISM has helped students pay for college for almost three decades and may be able to help you prepare for a successful college experience. Interested? Email questions to outreach@ismloans.org or call 1-866-ISM-2006.





### The Importance of Being Semi-Aquatic in order to succeed as a financial aid administrator in the same place for 40 years

Susan Pugh, Indiana University

A semi-aquatic mammal is one that is comfortable in the water and on land. I know, you thought that might be an amphibian, but here's my take: The mammal described by Wikipedia as semi-aquatic is a platypus. She's the furry mammal with a duck bill, beaver tail and otter-type feet. Amphibians are deliberate creatures and semi-aquatic animals are ambivalent. I don't have a single colleague who entered college or graduate school with a deliberate career plan directed toward financial aid administration. I'm beginning to think that we possess a number of platypus qualities.

We're comfortable in both the water of our professional judgment and the land of regulations, but ambivalent about which we prefer. Sometimes we wish for more guidance, and then, when we request it, we are sorry we asked—asking the rulemakers to further explain the rules can invite more rules. We put ourselves in the best position to make judgments when we have (a) colleagues to consult, (b) professional associations on which we rely for training as well as for upto-the-minute news, and (c) professional journals and other written materials to read (*i.e.*, *Wall Street Journal*, *Harvard Business Review*, *Chronicle of Higher Education*, *Change Magazine*, *Research in Higher Education*, etc.).

According to Wikipedia, the platypus is the "sole living representative of its family." Her species dates back about 100,000 years; these mammals have continually adapted to their environment over time. One of the important survival skills acquired by a successful financial aid administrator is a heightened awareness of her surroundings. When attending one of those many meetings unaccompanied by a pre-announced agenda, she can assess the power in the room by the placement of individuals at the table and who enters later than others. Nonverbal communications become more important during the discussion rather than simply focusing on the talk. Developing a broad base of support for the importance of the financial aid operation in the overall scheme of things, and capitalizing on the extensive influence of financial aid on many stakeholders, can result in greater resources generated from sources that might have appeared unlikely, as well as greater support in times of controversy or political unrest-for example, the recent legal implications of federal loan administration on campuses.

The platypus' *electroreception* is the most sensitive of any animal; it allows her to be particularly efficient in locating food so she can meet her daily goal of consuming nutrients equivalent to 20% of her weight. Successful aid administra-

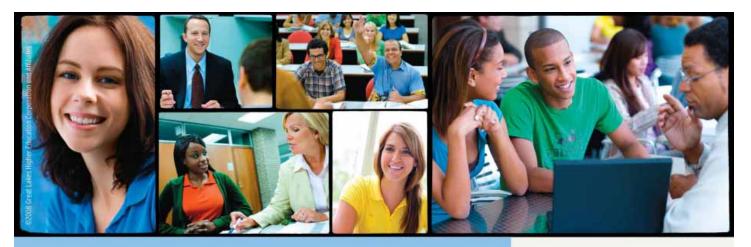
tors develop an uncanny sense of where funds can be found, to award to needy students from diverse populations as well as how to recruit low-need but highly talented individuals. Identifying and lobbying for funds to meet a variety of enrollment goals becomes as critical as influencing the allocation of those funds in strategic ways and for the longer term. A really "rich" financial aid administrator no longer has to justify her financial aid expenditures—financial support for awards and administration is assumed to be an institution-wide responsibility.

Unlike the sea otter, only the front feet of the platypus actually propel her through the water—her back feet are used for steering. A successful financial aid administrator is deliberative. She consults and plans before moving forward. Frequently, however, she must consult and plan *while* moving forward. She completes her own empirical research to justify and evaluate her actions, set precedents for a future vision and benchmarks for present activities. She is formally educated and continues with a formal educational plan, which demonstrates a core value of financial aid administration: education is so important to society that everyone should continue to invest time, and even borrow money, to continue their schooling.

Although a very strange-looking creature, shrouded in myth and mystery, each unusual part of the platypus serves a purpose. The fur keeps her warm and waterproof; the bill supports her eyes and other senses and an efficient method of foraging, and her tail stores fat for periods of nutritional scarcity. A successful financial aid administrator has worked to optimize her skills, talents and abilities—and, more importantly, has mentored, encouraged, and fostered the development of those around her. In order to overcome financial aid myths (*i.e.*, too late to get aid) and mysteries (what *is* the FAFSA?), she designs and implements communications which describe the availability and requirements of financial aid programs so that all people can know the opportunities.

I actually saw a platypus in the wilds of Australia. I expected her to be bigger.

Dr. Susan L. Pugh is a past-president of ISFAA, 1978-79. She started at IU in 1969 and is Associate Vice Provost, Office of Enrollment Management, and Director, Office of Student Financial Assistance, Indiana University, Bloomington. spugh@indiana.edu



# We're here for you today to *achieve* a brighter tomorrow.

We know the more help you get, the more help you can give—and the better chance there is for students' success. So we designed a complete group of products along with solid service and support—to make sure the financial aid process goes smoothly for everyone. Learn about our industry-leading initiatives, default prevention efforts and more by calling 866-464-7855 or visiting mygreatlakes.org.



### News from NASFAA

### Expected Family Contribution—en Español

Washington, D.C. (October 2008)—Hispanic students usually face more barriers than other students when they try to access and successfully complete higher education.

Language is a significant barrier faced by Hispanic students. It can be difficult for native English speakers to get a handle on the financial aid vernacular. For Hispanic students and their parents who speak English as a second language, or have little or no understanding of English, the financial aid vernacular can intimidate to the point of being an insurmountable obstacle.

Studies indicate that a lack of awareness in Hispanic communities about the financial resources available to help pay for college is one reason Hispanic students are less likely to pursue higher education. Studies also show the need

### Haley Chitty

or preference among Hispanic parents and students for information in Spanish.

NASFAA works with a number of organizations to eliminate some of the barriers Hispanic students face, and to encourage the fastest growing portion of the U.S. population to set and achieve higher education goals. Part of this effort is the English-Spanish Glossary of Student Financial Aid and Postsecondary Education.

The glossary, available in PDF format and as a searchable database, includes 2,500 terms and aims to promote greater consistency in the vocabulary used in Spanish-language materials about higher education. The glossary primarily contains terms related to the U.S. Department of Education's federal student aid programs. However, the goal is to expand the glossary to include all

terms relating to access to higher education.

Many state and regional financial aid associations develop financial aid materials in Spanish to help these students access the aid available to them. NASFAA encourages anyone developing financial aid material in Spanish to use the glossary to ensure consistency and to eliminate unnecessary confusion. In addition, you can provide input to further develop the glossary by submitting comments to Maria Luna-Torres at *maria.luna-torres@tgslc.org* by March 15 of each year. An updated glossary is released annually.

The English-Spanish glossary and database provide an easy-to-use resource for those who create Spanish-(Continued on p. 10)

#### Expected Family Contribution - en Español

Studies indicate that a lack of awareness in Hispanic communities about the financial resources available to help pay for college is one reason Hispanic students are less likely to pursue higher education.

language materials and website content about higher education and student financial aid. The glossary is also intended to be used as a common reference by secondary school administrators, postsecondary admissions advisors, financial aid and outreach professionals and others providing Spanish-speaking families and students with information about going to college.

First developed in 2004, the glossary originally consisted of an alphabetical listing of English terms translated into Spanish. Last year, users gained the option of accessing a website where they can type in an English term to instantly obtain the Spanish translation.

This glossary is a collaborative effort of NASFAA, TG, National Association for College Admission Counseling (NACAC), the National College Access Network (NCAN), the National Council for Community and Education Partnerships (NCCEP), the National Council of Higher Education Loan Programs (NCHELP) and the U.S. Department of Education.

The glossary is free and available at *www.tgslc.org/pdf/ Spanish\_glossary.pdf* in an easily searchable PDF. The link to the searchable database is *www.tgslc.org/spanish/glossary/*.

The National Association of Student Financial Aid Administrators is a nonprofit membership organization representing more than 14,000 financial aid professionals at nearly 3,000 colleges, universities, and career schools. Financial aid professionals help more than 16 million students receive funding for postsecondary education yearly. Based in Washington, D.C., NASFAA is the only national association with a primary focus on student aid legislation, regulatory analysis, and training for financial aid administrators: www.nasfaa.org, www.studentaid.org (aid info. for parents, students). Haley Chitty is Assistant Director for Communications, NASFAA, (202) 785-6959, chittyj@nasfaa.org.

## LET OUR EXPERIENCE HELP YOU SUCCEED.

Since 1956, American Student Assistance® has been committed to assisting students and families to successfully complete a program of student loan repayment. Our loan repayment tools and industryleading cohort default rate represent our dedication to being the best guarantor for your students and your school.





visit us online at www.amsa.com/isfaa

## How Does Defining Purpose Help You Develop a High Performance Operation?

Leonard Gude, Vice President, Financial Aid Solutions, Regent

What distinguishes a high performance operation from others? What are the reasons for its consistent excellence in performance? This is the first in a series of six articles which will outline actions that you can take to move your operation forward and increase your stature within your organization.

### Purpose

The first step in developing a high performing operation is to understand why the operation even exists in your organization. What purpose does it currently serve? What purpose should it serve? How does it influence and how is it influenced by other parts of the organization? What would be the consequences to the organization and its clients if your operation ceased to exist?

As leader, you must be able thoughtfully and honestly to answer these questions and clearly articulate these to the leadership, staff and clients of your operation. You should think in the future tense, so as to define what you see as the purpose of your operation for the years that lie ahead instead of simply looking at the current state.

Example: "The purpose of the office of financial aid is to assist students and prospective students in obtaining the financial resources necessary to enroll in the institution so they can complete their educational program and enter the workforce."

Once you have articulated your purpose, you then need to

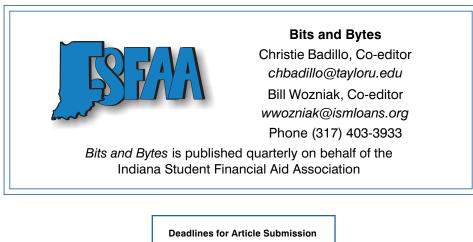
seek common understanding and agreement about your operation's purpose from the leadership of your institution. This provides the organization with information necessary for making strategic decisions related to your operation and for the allocation of resources to your operation.

Your operation's mission statement should clearly articulate purpose. All operational goals must be based upon both the mission and purpose of the operation. The goals of the operation must be clear and well defined and should be updated and refined frequently. Each statement of goals should include a quantifiable definition of success.

Purpose should drive all of the daily activities of your operation. All the members of your operation need a clear understanding of the operation's purpose, and you need to obtain their personal commitment to it. Each individual's goals and performance should be measured and rewarded based upon how they contributed towards the operation's satisfaction of its purpose statement.

When you submit requests for additional resources, you should insure that they are consistent with the leadership's understanding of the purpose of your organization, and you must articulate how these resources will assist the organization in achieving its goals and objectives.

By taking such action, you are actively and consciously creating the roadmap for the future of your operation rather than allowing others to define it for you.



Nov. 25 for December Issue Jan. 25 for February Issue Apr. 25 for May Issue Sept. 25 for October Issue Thanks

### Make Plans Now to Attend the 2008 ISFAA Winter Conference

### Winter Conference Program Committee

Chuck Ranard – IUPUI, Roy Durnal – Indiana University, Christy Miller – University of Notre Dame, Amy Kienitz – MedTech College, Shelly Johnson – Charter One Bank

ISFAA members should begin making plans to attend the 2008 ISFAA Winter Conference to be held at the **Crowne Plaza Hotel, Indianapolis, December 7–9**. This year's theme is "Planes, Trains, and Automobiles: Your Ticket to Change." The conference will offer attendees the opportunity to examine many of the recent topics in financial aid from a variety of speakers and presenters. The program committee has arranged an outstanding list of general and breakout sessions to address the many issues surrounding higher education that will be valuable for financial aid professionals at all levels.

ISFAA will be celebrating the 20th anniversary of College Goal Sunday, and the program committee would like to encourage conference attendees to wear their College Goal Sunday attire on Sunday evening; we would like to see all 20 years represented!

**Tally Hart** is scheduled as the conference keynote speaker and will address conference attendees in a general session following dinner on Sunday evening December 7th. Tally is currently Senior Advisor for Economic Access at Ohio State University and concentrates her efforts on student access and retention issues. Tally was previously a part of the ISFAA organization and was one of the founding organizers of College Goal Sunday. She is returning to help us celebrate its 20-year anniversary!

John Dean will address the conference attendees in a general session following lunch on Monday December 8th. John is a managing partner of the Washington D.C. law firm of Dean, Blakey & Moskowitz and specializes in federal education programs. John will address higher education from the Washington perspective with reactions from **Joe Russo**, Director of Student Financial Strategies, University of Notre Dame, relating the financial aid professional's perspective. (Also look for Joe to present a breakout session as well, focusing on the past, present, and future of financial aid.)

The 2008 ISFAA Winter Conference will also include a Federal Update in a general session with **Jamie Malone**, Training Officer for the U.S. Department of Education, on Monday December 8th. Jamie will also be joining us for question & answer breakout sessions later that day. **Sergeant Curt Durnil** from the Indiana State Police will address a general session Tuesday December 9th on the topic of identity theft. An update from SSACI is also planned for a general session following lunch on Tuesday.

Mark your calendar and make plans to attend. Check the ISFAA website for more information about registration and a detailed conference agenda.

### Save the Date!

## Celebrate with Mother, Grab a T-shirt, Spread Text Messaging Alerts

The **20th annual College Goal Sunday** will be held at 36 sites across the state on **February 15, 2009** at 2:00 p.m. local time. In honor of our 20th anniversary, we have asked our "Founding Mother," Tally Hart, to be a keynote speaker at our December ISFAA conference. It was Tally's vision some 20 years ago that brought about College Goal Sunday as we know it today.

We are trying something new this year. If you volunteer to help with CGS by November 7, 2008, we will have your CGS shirt available for pickup at the December ISFAA conference. You may wear your shirt and advertise the event from December through February. You may find us at a table in the vendor area. The volunteer site is now open at *www.collegegoalsunday.org*. The last day to volunteer and receive a shirt is December 31, 2008.

Text messaging is now available. As you plan your financial aid nights and school visit days, tell your students they can sign up for text messaging alerts on financial aid and info on College Goal Sunday. Text 'cash4college' to 41411 to opt into the text messaging alerts.

2008 College Goal Sunday Volunteers

21st Century Scholars Konya Crawford Marine Walls

Americorps Janelle Amberg

Ancilla College Erin Alonzo Kathy Mills

Anderson University Janet Blackburn Amanda Closser Nelda Ely Corene Foust Kenneth Nieman Stacey Rhodus Mary Trent

Ardent Financial Amanda Anderson Matt Krieg Bill Wozniak

Ball State University Maralee Clayton Ron Hoppe David Mathews John McPherson Sarah Mezo Janet Trimble Ginger Veach Robert Zellers

Ball State University Project GEAR UP Anita Shotwell

Bethany Theological Seminary Brian Schleeper

Boys Club Rodney Nichols

Brown Mackie College -Merrillville Martha Espitia Megan Furlic Jennifer Taylor

Butler University Sheila Blackwell Kimberly Moore Debra Quirin

Calumet College of St. Joseph Gina Pirtle Kelly Spencer-Cline Chuck Walz Camden County College Linda Van Hest

Career Training Concepts, Inc. Emily Zike

Charter One Bank Shelly Johnson

Chase Education Finance Kim Cox

Christian Theological Seminary Randa Austin Ed Detamore

Chrysler Eureka Swygert Citibank

Lisa Rollings College Loan Corporation Denesa Woods

**DePauw University** Jennie Coy Joanne Haymaker

Edamerica Robert Sommers

Education Finance Partners Jacki Switzer

Fifth Third Bank Marta Huddleston Beverly Mukes-Gaither Greg Quick

Fifth Third Education Lending Kimberly Mettler Judy Seebach

Financial Aid Services Richard Nash

First Financial Bank Amelia Smith

Flint Hills Technical College Cathy Terrell

Franklin College Tiffany Hendrix Alan Hill Christina Lucas April-Ann Matson Elizabeth Sappenfield

Goshen College Jeron Baker Liliana Garcia Judy Moore Joel Short Kristyn Sleeseman William Velez Jeanette Yoder Carol Lehman

Grace College and Seminary Charlette Sauders Dennis Thomas Great Lakes Doug Hess

Greensburg Community Schools Sue Auffenberg

**GWCS** Grim Jim

Hanover College Jon Riester Jennifer Shelley

Indiana Attorney General's Office Amanda Koziura

Indiana Business College Dean Auker Mark Burks Kylee Burton Lori Daugherty Jennifer Falls Ebony Lewis Sholonda McFerson Marty Mehringer Robin Robertson Matthew Stein Karyn Tudor Darrel Wilson

Indiana Business College - The Chef's Academy Pertrina Briggs

Maggi Kramer

Indiana Commission for Higher Education Aja May

Indiana Institute of Technology Linda Stanwood Terri Vasquez

Indiana State University Louise Anderson Janis Cooprider Brenda Cooprider Pat Garvin Charlene Shivers

Indiana Tech Tracie Boyd Lisa McDonald Shawn Morris Crystal Smith

Indiana University Brooke Arterberry Chris Klinger Steve Morris James Moyer Denise Wyatt J. Refugio Nolasco Roy Durnal Jackie Kennedy-Fletcher Samaria Thompson Trudy Walter

Indiana University East Maribeth Yoder

Indiana University -Kokomo Clely Arzu John Delaney Karen Gallatin Tracy Springer Margie Wildblood

#### Indiana University -Northwest Carol Lewis Chrystal Lewis

Yolanda Solis Indiana University -South Bend Mike Bowe Bev Cooper Cyndi Lang Cynthia Murphy-Wardlow Sally Walmer

Indiana University -Southeast

Kelly Bowling Jason Holman Brittany Hubbard Kimberly Lewis Sandy McShane Rhonda Riordan Leslie Turner Sara Wooden

Indiana Vocational Rehabilitation Services Dean Miller

Indiana Wesleyan University Kristin Hand Gaytha Holloway Mary Prows

Indianapolis Public Schools Deb Bader Shawn Bradley Craig Brosius Deborah Broyer Bessie Conn Mary Elizabeth Rudd

IPFW Judy Cramer Gerald Curd Vickie Dahl Edna Isiorho Norm Newman

IPFW/Twenty-first Century Scholars Program JoAnne Alvarez

ISM Education Loans Tonya Coates Tiffany Coulter Damita Eaton Natalyne Gilbert Penitra Graves Nancy Harris Jeremy Hunt Angela Lane John Morris

ITT Technical Institute Jim Plummer James Barger

IUPUC Jennifer Chandler Jennifer Perry IUPUI

Elizabeth Armstrong Steve Booker David Campbell Lisa Chambers Mandy Hughes Paul Koch Heather Penn Kathy Purvis John Rosenberger Marilee Taylor Kim Miller-Lewis Virginia Washington Megan Johnson

IUPUI, Indiana AHEC Program Angela Holloway

IUS/21st Century Scholars Laurie Dickerson Robert Butler

Ivy Tech Community

College

Tina Alexander Leanna Angi-White Tony Arterberry Donna Bentz Esterlena Berry Sylvia Bogle Joyce Bolinger Bev Bowe Matt Brady Nancy Brown Mark Camp Barb Cannaday Sheila Clark Chad Clevenger Tony Cochran Sharon Colwell Christina Coon Jeff Fisher Ann Franzen-Roha Devin Goodall Melissa Grabowski **Dundee Graves** Sue Grimes Pam Guthrie Kurt Harris Sharon Hennessev Gabe Hinds Dan Hocknev Vicki Holdred Annette Hoopingarner Ramona Johnson Beth Kemper Marveletta Kirk Melissa Kremer Claudia Landeros John Laws Chad Lewis Nina Loesch Jenny Madden Debra McBride Janet McFarren Barbara Mckinney Starr McNally Pam Meek Wes Meier Sandra Mitchell-Holder Michele Neff-Maskell M. Nadine Newsom Alice Overton **Danyelle Peebles** Beth Pless George Posey Dix Powell Lori Roe Tammy Runyan Tim Sechrist Teresa Shaffer Chris Spaid **Beth Stein** 

#### October 2008 13

Margaret Stewart Teresa Sweazey Debbie Swimm Brenda Todd Favio Vegas Dale Waak Beth Watson Theresa Whelan Sam Whitton Sharyl Williams Pat Wilson Julie Wonderlin Tara Woods Lisa Young Andrew Zellers

Ivy Tech - Bloomington Ferdinand Borrero Lori Handy Patt McCafferty Diane Purnell Jessica Strunk Cory Vought Heidi Wampler

Ivy Tech Community College -Central Indiana Daniel Adams

Ivy Tech Community College - Columbus LaVeena Rebber

Ivy Tech Community College -Evansville Heather Wynn

Ivy Tech Community College - Kokomo David Scheblo

Ivy Tech Community College - Lafayette Sarah Gustafson

Ivy Tech Community College - Logansport Kevin Bostic Alan Breeden Karen Davis Brenda Hopper

Ivy Tech Community College - Richmond Kimberly Wheeler

Ivy Tech Community College -Sellersburg Gary Cottrill

Ivy Tech Community College - Southeast Anne Cusker Carla Good Richard Hill

Ivy Tech - Southwest Kristi Eidson

Ivy Tech Community College - Terre Haute Jan Benton Tani Cleeton Cynthia Haton

Ivy Tech Community College- Wabash Valley Angie Snapp

**Ivy Tech - Warsaw** Mary Marty Randy Maxson

J.C. Penney Antwana Grant

Jennings County School Corp. Debbie Jackson Aaron Kovacich Joyce Daeger Ed Ertel Barbra Kozisek Mary Lynn Whitcomb Stephen Dickerson JPMorganChase Jarrett Hill

Kaplan College Ruth Hughbanks

Lawrenceburg High School LeAnn Ambs **Rita Grathwohl** 

Learn More Indiana Michael Hendrix

Martin University JacQuetta Mann

**Meetings Designed** Wright, LLC Lori Wright

**Muncie Community** Schools Marla Campbell Renae Denton Kathy Niese Jo Robertson Joy Salmon

#### Nelnet

Lalena Brigance Celeste Lawson-Lindsey **Christine Parker** Matthew Raleigh Grant Tharp Susan Tharp

NextStudent Kimberly Eck

Northwest High School Regena Williams Charlene Wilhite

Old National Bank Laura Freeman

Pellissippi State Paul McKinney

PNC Sara Soneye

**PNC Bank** Gina Heard

ProScan Imaging Janae Roe

PSTCC

Cheryl Dixon Joyce Hall Mary Haynie Tanika House Bonnie Joerschke Delreta Mclay Marcia Osman David Reseigh **Kirsten Reynolds** Keisha Riley Marvin Smith

#### Purdue University -

Calumet Pedro Alvarez Carol Lynn Brechner Jo Anna Bryk Cindy Caudillo Answon Churchwell Pam Eggebrecht Theresa Ek Noemi Elizalde Christie Granger Sabrina Gresser Eileen Hansen Melvyn Harding Cynthia Irions Pam Jostes Holly Kincaid Sheryl Kooi Aquinas Lewis Michelle Mcknight-Brookins Kevin Popa Genesis Randolph Stacie Reardon

Brad Remmenga Christina Robinson Kathryn Smith Christine Strug Shalana Thompson Claudia Valladolid Megan Varney Leeanna Walker Kimberly Walton-Trajkovski Kathy Williams Nancy Zager Carol Zenčka

Purdue University Kokomo Kathy Reel

Purdue North Central Shelly Barnes Michael Barnes Bryant Dabney Jennifer Hilberg Kim Laird

Purdue University -**Twenty-first Century** Scholars Vera Kurtz

Rensselaer Central Schools Jim Earnest

**Rose-Hulman Institute** of Technology Melinda Middleton Luann Hastings

Saint Joseph's College Kendra Hesson Becky Shide Deb Śizemore

Saint Mary-of-the-Woods College Trudy Jacob

#### Sallie Mae

Mary Jo Adams Jennifer Chandler Donette Levine Briana Loftin Pat Smith Sandy Walker Jill Neuman Sharon Templeton School City of East Chicago Irma Sher Marty Tutalovich

School City of Mishawaka Lisa Pethick

SE/SC Indiana Area Health Education Center (AHEC) Chanelle McCreery

SSACI Laurie Gavrin Kathi Graves Kathryn Moore David Revnolds Ada Sparkman

St. Elizabeth School of Nursing Marty Case Anita Reed

Student Loan Xpress Dawn Weaver

**Taylor University** Gregg Holloway Tim Nace Kay Stouse

Taylor University - Fort Wayne Christie Badillo Paul Johnston

TG Julie Nicholson Margie Harvey

The Art Institute of Indianapolis Pacita Broido

The Student Loan People Kim Heldt

Twenty-first Century Scholars Meagan Anderson Diana Daeger **Ric Dwenger** Kathleen English Jonika Hudson Fred Jackson

Kelly Manning Paula McDorman Dottie Miller Marcellita O. Murphy Martin Murphy Nadine Pearson Minerva Ramirez Billy Sue Smith Dee Vincent Alisa Wells Sally Woods

UnitedHealthcare Bobbie Wilcoxen

University of Evansville Sharon Foster JoAnn Laugel Angela Reshad

#### University of Notre

Dame Matthew Biergans Sue Brandt Myrtie Coleman James Malloy Christy Miller Rosanne Molenda Mary Nucciarone Warren Outlaw Jeff Pethick Gene Pilawski Cortney Swift Alexis Wolf

University of Saint Francis Gwenda Hefty Molly Kemp Jamie McĠrath Debbie Schumm **Michelle Silcox** 

University of Southern Indiana Cyndi Bent Mary Harper Debbie Kerns Cathy Nickens Jim Patton Joanna Riney

#### **USA Funds**

Sue Allmon Terri Cooley Nellie Daniels Amy Jones Kyle Malone Stacey Moore Mason Moton Karen Reese Patricia Roe Elaine Yednak

Valparaiso University

Robert Helgeson Karen Klimczyk Phyllis Schroeder Marilyn Simpson Suzan Vigilante

Valparaiso University School of Law Ann Weitgenant

Vincennes University Kathy Hopkins Pat Hutchison Lynn Roberson Stan Werne

Wachovia Education Finance Kathy Borders

Western Michigan University Rachel Colingsworth

WorkOne **Bill Britton** 

#### **Other Volunteers**

Dale Basham Vera Bradley William Cooley Gloria Elliott Laura Hall Mark Howard Doug Irvine Rhonda Long Jameea Long Patricia Mathias Annie Maves Tonya Nichols Lesa Oliver Caitlin Pethick Sally Saculla Norma Saenz Mario Solis Jr Carla Stanlev **Russell Stanley** Maria Tolan Velma Wade Paul Yoder

# Jack Bopp **Purdue University** Carol Cooper

# Comings and Goings

### And other tidbits of association news

### Comings

Give a big ISFAA welcome to **Kim Donat**, the new Financial Aid Director at Indiana State University! Kim comes to us from Delta College in Michigan where he was the Financial Aid Director.

Thought she was leaving, but no, the draw of financial aid was too much... Welcome back to **Jackie Switzer** who has become the new Financial Aid Director at St Mary of the Woods College. She started there on July 1st.

**Brent Givens** has joined the staff at USA Funds Services and will be working with Sue Allmon in managing the colleges and universities in Indiana. Brent began his new duties on July 1st.

Give a big welcome back to **Kim Heldt**! Kim has returned to financial aid and is a financial aid counselor for Stan Werne at Vincennes University. She joined his staff the last week of August, just in time for the fall rush!

**Kimberly Wagner** has recently been hired by lvy Tech Community College– Bloomington to be their new Assistant Director of FA. A big welcome to ISFAA!

Melissa Wright has recently been hired by Ivy Tech Community College– Bloomington to be their new Financial Aid Assistant. A big welcome to ISFAA!

**Kim Huntsman** joined the financial aid staff at Grace College replacing Kristina Pappe (see goings to find out what Kristina is up to!) as Financial Aid Coordinator.

**Merv Stutzman** has joined the staff at Goshen College as their new Assistant Director.

**Shelley Coale** is a full-time financial aid counselor for Anderson University. Shelley had worked in their Business Office for years and has brought quite a bit of knowledge about financial aid to the office.

### Sue Allmon

**Leigh Ann Hayes** is a new part-time counselor in the School of Adult Learning for Anderson University. Her first day was September 24th.

### **Transitions**

**Chuck Ranard** has left DePauw University and accepted a position as Associate Director of Financial Aid for IUPUI. He began there in July.

**Jill Newman** has returned to Hanover College! She has accepted a position as Assistant Director of Admission and Financial Assistance.

**Amy Kienitz** returned to the financial aid office on June 2, 2008. It was on that date that she joined MedTech College as the Executive Director for Corporate Financial Services.

**Bill Wozniak** has returned to ISM! He has left Ardent Financial to return to ISM as Director of Marketing for ISM Education Loans.

**Debra Swimm** has moved to the Anderson campus of Ivy Tech Community College from Muncie and has been promoted to Associate Director of Financial Aid.

The University of Indianapolis reports that they have hired **Lori Love**, as their Coordinator for non-term programs. Lori comes to UIndy from Nelnet.

**Richard Nash** joined MedTech College as the Director of Financial Aid at the Greenwood Campus on October 6, 2008.

#### **Promotions**

A big cheer out for **Debbie Schumm** at the University of Saint Francis! She received a promotion this summer and is now Senior Financial Aid Counselor. Well done!!

Another promotion to report—**Christy Miller** has been promoted to Senior Student Services Representative in the Financial Aid Office for the University of Notre Dame. In her new role, she will oversee the Office of Financial Aid's customer service team. Congratulations!!

**Kathi Graves** has been promoted to Director of Grants Division at SSACI. Congratulations to her.

In May, **Marvin Smith** was promoted to Senior Associate Director for Financial Aid Services and Operations at Purdue University. Marvin will be responsible for overall office operations and various functional duties including Client Services, Need Analysis, Loans, Student Employment Services and oversight of appeal committee and hiring committee efforts.

Also in May, **Carol Cooper** was promoted to Senior Associate Director for Fiscal Management, Research, and Quality Assurance for Purdue University. Carol will be responsible for the overall management of functional areas including aid awarding, authorization, scholarships, research, quality assurance, and office budget management.

**Maria Drake** has been promoted to assistant director of research and quality assurance within the Division of Financial Aid for Purdue University.

**Emily Del Real** has been promoted to assistant director of scholarships within the Division of Financial Aid for Purdue University.

**Shelley Havrilesko** has been promoted to assistant director of packaging and aid authorization within the Division of Financial Aid for Purdue University.

**Peggy Morgan** has been promoted to coordinator of data and systems within the Division of Financial Aid for Purdue University.

**Jonell (Joni) Byrd** has been promoted to coordinator of financial aid documentation within the Division of Financial Aid for Purdue University.

Gwen Hefty has been promoted at the

#### Comings and Goings

University of St. Francis and is now a full-time Financial Aid Counselor.

The following promotions happened this summer at Ivy Tech Community College–Bloomington:

Lori Handy—promoted to Assistant Vice Chancellor of Student Affairs

Patt McCafferty—promoted to Director of Financial Aid

Rachel Skeens—promoted to Assistant Director of FA

Kimberly Wagner—new Assistant Director of FA

Melissa Wright—new Financial Aid Assistant

IPFW congratulates **Kathryn (Kat) Uryga** on her promotion to Operations Assistant, effective September 22, 2008. She'll be attending FSA in Dallas so say hello if you are there too!

Ivy Tech Community College–Evansville reports that **Jenny Madden** was promoted from Financial Aid Advisor to Assistant Director of Financial Aid as of June 1, 2008.

Joel Short is now the Assistant Director of Financial Aid at Goshen College replacing Carlos Gutierrez (see "goings" to find out where Carlos went)

**Joseph Wood**, has been appointed as the new President by the Board of Directors for Indiana Secondary Market for Education Loans, Inc. (ISM). Joe joined ISM as CFO in 2002.

### Goings

Jim Brooks has left us for another state! Jim Brooks, formerly with the IU-Bloomington financial aid office, has left us to join the crowd in Missouri. Jim will become the Director of Financial Aid for the University of Missouri-Columbia on November 3rd. We wish Jim well as he relocates to another part of the Midwest.

Lori Roe tells me that she has landed a fulltime faculty position! She is now Assistant Professor of Communications for Ivy Tech Community College–Elkhart. Unfortunately, this means she had to resign her position within the financial aid office for Ivy Tech Community College–Warsaw. So, academic gain, our loss...

Per **Tony Arteberry** at Ivy Tech Community College–Bloomington "I guess you can share that I abandoned the FA ship for the Registrar's Office here at Ivy Tech Bloomington."

**Molly Kemp**, who was an adviser in the Financial Aid Office at the University of St. Francis, has left the state. Her husband obtained an excellent job in Virginia that they couldn't pass up. She is now a stay-at-home mom with her new daughter, Zara.

Kristina Pappe, former Financial Aid Coordinator, has left the financial aid of-

fice at Grace College to be a stay-athome mom.

**Carlos Gutierrez** has left the financial aid office at Goshen College and is now Assistant Professor of Business at the school.

#### **Retirements**

**Stephen W. Clinton**, President of the Indiana Secondary Market for Education Loans, Inc. (ISM) retired in September.

### **Births**

IPFW's Assistant Director for Scholarships, **Vickie Dahl**, welcomed her first grand child, named Tessa Rae Dahl, on September 16, 2008. The little girl weighed 8 pounds, and is 20<sup>1</sup>/<sub>4</sub> inches long. She and her mom are home and doing fine. Vickie is looking forward to babysitting!

#### **Good News Announcements**

Kathy Purvis, Financial Aid Director was recently recognized for her 25th year working at IUPUI. She's started answering the phones in Financial Aid and worked her way to the top. What a great example for all of us!

I have also been informed by another source within the IUPUI FA Office that **Ginny Washington** (who started as a work study) and **Marilee Taylor** both celebrated their 30th anniversary at IUPUI this year. Way to go gals!!