

U.S. Department of Education
Student Financial Assistance (SFA)



SFA University

Deliverable 31.1.2 ***Organization Map***

September 12, 2000





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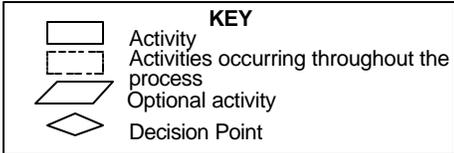
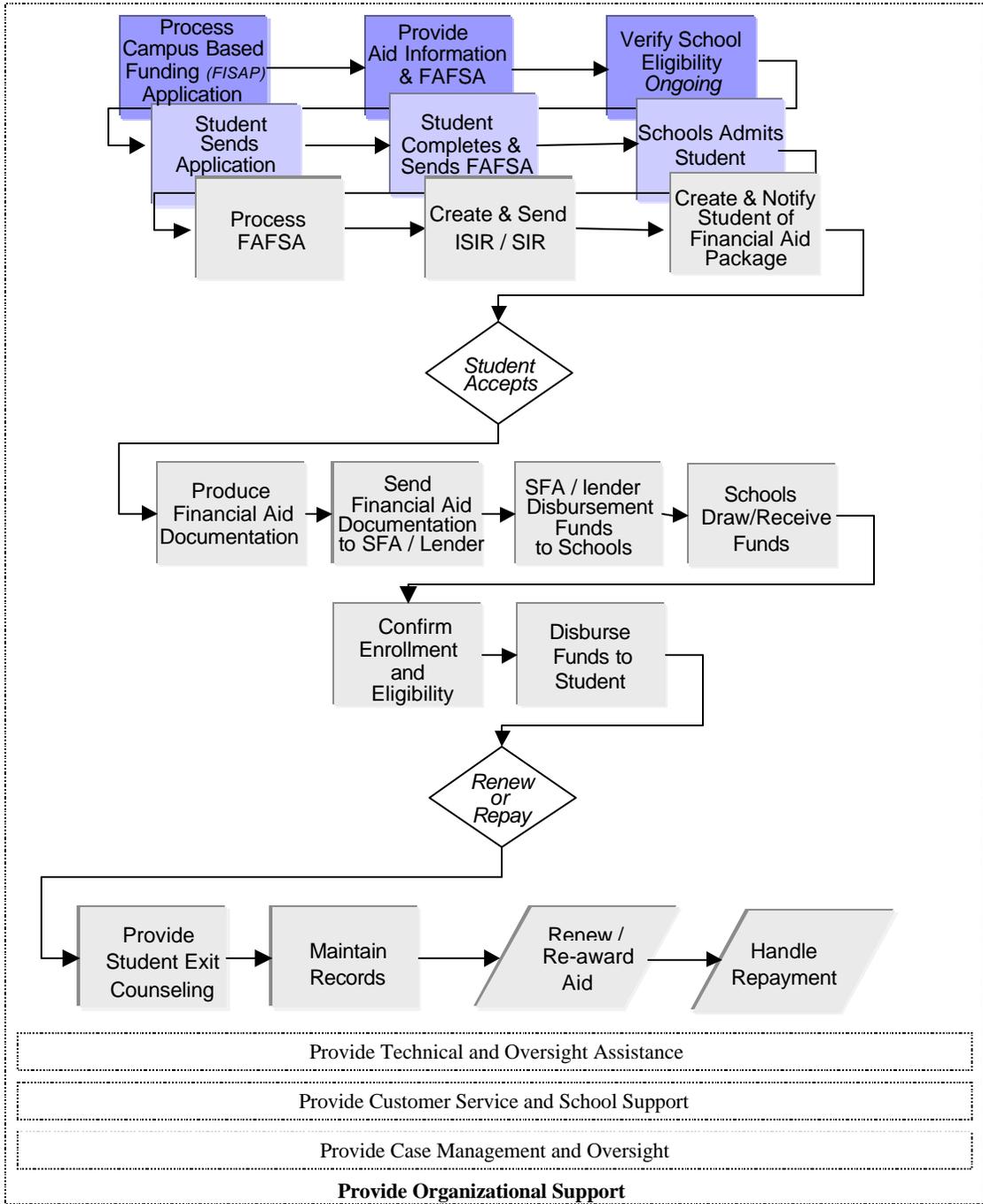
Document Summary

The objective of this organizational mapping document is to identify and place the groups and entities involved within the financial aid process, highlighting the functions and roles of each. In order to synthesize the desired information, the groups involved have been mapped directly to the high-level process flow to be found on the next page. Each successive page chronologically follows the steps identified in the financial aid process flow and includes detailed information on individuals involved at each stage.

This document was developed by identifying the high-level financial aid process flow and creating a detailed outline of each participating group with their roles and functions. These documents were used to directly map functionality to the associated process phase.



Financial Aid Process Flow





Process Campus Based Funding (FISAP) Applications

SFA:

Campus Based Operations – Position Vacant Schools Channel

Supporting Activities:

- Reduce the risk of fraud, waste and abuse in the Campus-Based Programs
- Draft and circulate for clearance clear and concise Dear Partner letters to institutions
- Finalize documents and send to web page for distribution

Key Supporting Systems:

- Campus Based Programs System
- NSLDS

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
Universal Automation Labs	Terri Froble	(301) 565-0032	<ul style="list-style-type: none">• Process Campus Based funding• Maintain FISAP data• Edit Data• Calculate and notify institutional awards• Allocate campus-based funds• Reconcile accounts and reporting



Provide Aid Information & FAFSA

SFA:

**Customer Support and Call Center – Dena Bates (202) 708-7963
Students Channel**

Supporting Activity:

- Student calls 1-800-4FEDAID for information on aid or the application process or the status of the FAFSA: this group provides the information

Key Supporting Systems:

- CPS (Central Processing System)
- DLCS (Direct Loan Consolidation System)
- DLSS (Direct Loan Servicing System)

**Aid Awareness – Bill Ryan (Acting) (202) 708-8636
Students Channel**

Supporting Activity:

- Develop Aid information communications
- Provide aid information to schools, students, parents, financial aid administrators, and other targeted markets

Key Supporting Systems:

- NSLDS (for student data)

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
NONE			



Verify School Eligibility-Ongoing

SFA:

Schools Channel – Kay Jacks

Supporting Activity:

- Administering FISAP and training school staff

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
CBMI			<ul style="list-style-type: none">• Provide data on school participation: eligibility, certification, address, and program participation• Provides institutional reviewer data• Provide audit data on schools including interface to Dept of ED OCFO• Support annual default rate calculation for FFEL and Direct Loan schools



Student Sends Application

SFA:

No Actions by SFA or Operating Partners

Student Completes and Sends FAFSA

SFA:

No Actions by SFA or Operating Partners

Schools Admit Student

SFA:

No Actions by SFA or Operating Partners



Process FAFSA

SFA:

**Application Processing – Jeanne Saunders (202) 260-9988
Students Channel**

Supporting Activity:

- Receive both paper and electronic FAFSAs
- Transfer FAFSA data to the CPS
- Process FAFSA data within CPS
- Calculate EFC

Key Supporting Systems:

- CPS (Central Processing System)
- NSLDS (data matches)
- MDES (Multiple Data Entry system)
- FAFSA on the web
- PEPS (Post secondary Education Participants System)

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
NCS (National Computer Systems)	John Schneider	(319) 339-6644	<ul style="list-style-type: none"> • Process student aid applications • Calculate Expected Family Contribution • Verify applicant eligibility by matching applicant data with Federal (SSS,SSA, INS, DOJ) and other databases (NSLDS) • Report eligibility to applicant (SAR), schools (ISIR), and guarantors • Receive and process SAR corrections from applicants • Generate renewal FAFSAs • Transmit FAFSAs and ISIRs
ACT	Craig Walker	(319) 337-1378	<ul style="list-style-type: none"> • Data entry of paper FAFSA's and Renewal FAFSA'S • Optical Scanning of paper FAFSA's and Renewal FAFSA's



SFA Organization Map

Raytheon E-Systems Carl O'Riley (703) 289-1310

- Optical scanning of paper signature for electronically submitted FAFSA's
- Manage the network for student aid processing (SSCR, FAFSA, ISIR, Direct Loan data, Pell Grant data, delinquency reports)
- Verify student eligibility for aid



Create & Send ISIR/SIR

SFA:

Application Processing –Jeanne Saunders (202) 260-9988
Students Channel

Supporting Activities:

- Produce SAR and ISIR

Key Supporting Systems:

- CPS (Central Processing System)

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
ACT	Craig Walker	(319) 337-1378	<ul style="list-style-type: none">• Data entry of paper FAFSA's and Renewal FAFSA'S• Optical Scanning of paper FAFSA's and Renewal FAFSA's• Optical scanning of paper signature for electronically submitted FAFSA's• Data entry of Student Aid Reports (SAR)• Optical scanning of SAR's• Transmission of data and images to the Central Processing System
National Computer Systems	John Schneider	(319) 339-6644	<ul style="list-style-type: none">• Report eligibility to applicant (SAR), schools (ISIR), and guarantors• Transmit FAFSAs and ISIRs• Manage the network for student aid processing (SSCR, FAFSA, ISIR, Direct Loan data, Pell Grant data, delinquency reports)
EDS	Barbara Anderson	(703) 742-2387	<ul style="list-style-type: none">• Manage loan information including processing credit checks and processing loan details
ACS	Robert Woods	(301) 921-7009	<ul style="list-style-type: none">• Calculate eligibility amounts for Pell grants



Create & Notify Student of Financial Aid Package

SFA:

Pell Operations – Kathleen Wicks (202) 260-7745
Schools Channel

Key Supporting Systems:

- RFMS

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
ACS	Robert Woods	(301) 921-7009	<ul style="list-style-type: none">• Calculate eligibility amounts



Produce Financial Aid Documentation

SFA:

Schools Channel – Kay Jacks

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
Raytheon E-Systems	Carl O'Riley	(703) 289-1310	<ul style="list-style-type: none">• Provide online financial aid transcripts to schools (allows schools to gather a student's entire financial aid history in one place)• Schools use the database for borrower tracking- to drill down into the details about a specific borrower• Determine repayment status (SSCR)• Receive and manage Perkins Loan information from schools



Send Financial Aid Documentation to SFA/Lender

SFA:

This is a function performed by the learning institution

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
NONE			



SFA/Lender Disbursement Funds to Schools

Financial Analysis and Oversight – Katrina Turner (202) 205-0664

Financial Partners Channel

Supporting Activities:

- Provide general participation and support to financial institutions
- Monitor lender and guaranty agency compliance with eligibility guidelines and procedures

Financial Partners Program Development-Jack Reynolds (202) 401-7818

Financial Partners Channel

Supporting Activities:

- Build relationships with lenders and guaranty agencies
- Work with lenders and guaranty agencies to identify new product requirements and enhancements
- Work with the Product Development function in Analysis to evaluate and implement solutions across SFA
- Work with guaranty agencies to implement pilot programs as required

Financial Transactions/FFEL systems-Frank Ramos (acting)/Anna Allen (acting)

Financial Partners Channel

Supporting Activities:

- Receive invoices from lenders for interest and special interest payment
- Make payments to lenders
- Prepare and compile financial transaction

Pell Operations –Kathleen Wicks (202) 260-7745

Financial Partners Channel

Key Supporting Systems:

- RFMS

State Agency Liaison-Cameron Ishaq

Financial Partners Channel

Supporting Activities:

- Work with state guaranty agencies to ensure appropriate levels of communication between SFA, schools, and the agencies
- Provide state agencies with a liaison and advocacy function within Education and SFA
- Provide technical assistance and support to state guarantee agencies



Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
ACS	Robert Woods	(301) 921-7009	<ul style="list-style-type: none">• Receive origination notices and Statements of Account form schools• Maintains routing information for borrowers, endorsers, co-makers and other participants
EDS	Barbara Anderson	(703) 742-2387	<ul style="list-style-type: none">• Manage disbursement of funds (process drawdowns, book loans, process loan disbursement information)• Receive and process Direct Loan origination records, loan disbursement records, and adjustments form schools; and perform reconciliation's with schools for the Direct Loan program)



Schools Draw/Receive Funds

SFA:

**Direct Loan School Relations – Position Vacant
Schools Channel**

Supporting Activity:

- Assist institutions in the successful implementation and operation of the Direct Loan program
- Monitor schools’ program participation and assess satisfaction with the Direct Loan program

**FFELP School Relations - Position Vacant
Schools Channel**

Supporting Activity:

- Assist institutions in the successful operation of the FFELP program
- Maintain relationships with the school and lending communities

**Direct Loan Operations – Position Vacant
Schools Channel**

Supporting Activities:

- Monitor various contracts associated with the Direct Loan Program

Key Supporting Systems:

- CDS Central Database System
- DLOS (Direct Loan Origination System)
- DLSS (Direct Loan Servicing System)
- RFMS
- GAPS

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
ACS	Robert Woods	(301) 921-7009	<ul style="list-style-type: none"> • Authorize school drawdown funds • Provide customer service for schools in the Pell program (Statements of Account, verification of drawdown and repayment, location of school data, technical questions, mailings) • Track delivery of Pell grant aid to schools • Receives origination notices and statements of Account from schools



Confirm Enrollment and Eligibility

SFA:

Enterprise IT Services- David Moore (202) 401-7468
CIO

Supporting Activities:

- Maintain student enrollment information
- Generate Student Status Confirmation Report (SSCRs) rosters of students enrolled in each institution
- Transmit the SSCR roster to schools for confirmation (electronically for Direct Loans; electronic over TIVWAN, magnetic tape, or diskette for FFEL)
- Receive enrollment data and changes from schools, generate enrollment status files and transmit files to guarantors and Direct Loan servicers

Key Supporting Systems:

- NSLDS
- RFMS

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
Raytheon E-Systems	Carl O'Riley	(703) 289-1310	<ul style="list-style-type: none">• Track loan / grant data for (Pell, FFEL, Direct Loans, FISL, Campus-Based program loans and Grants)• Research queries and reports
ACS	Robert Woods	(301) 921-7009	<ul style="list-style-type: none">• Manage Student Confirmation reports• Maintains student eligibility



Disburse Funds to Student

SFA:

Direct Loan School Relations – Position Vacant
Schools Channel

Supporting Activities:

- Assist institutions in the successful implementation and operation of the Direct Loan program
- Monitor schools' program participation and assess satisfaction with the Direct Loan program

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
ACS	Robert Woods	(301) 921-7009	<ul style="list-style-type: none">• Aggregate planned disbursements by schools



Provide Student Exit Counseling

SFA:

Repayment – Dan Hayward (202) 205-2672 **Students Channel**

Supporting Activity:

- Provide direct loan exit counseling and advice on repayment option selections
- Process direct loan bills
- Process loan payments for all loans held by Dept of Ed
- Monitor repayment history and loan status

Key Supporting Systems

- DLSS (Direct Loan Servicing System)
- CDS (Central Database System)
- NSLDS (National Student Loan Data System)

Consolidation – Denise Leifeste (202) 205-4709 **Students Channel**

Supporting Activity:

- Manage the flow of information necessary to consolidate a borrower's student loans
- Receive consolidation requests
- Process consolidation requests
- Originate a consolidated Direct Loan (payoff existing loans and create a new consolidated direct loan)

Key Supporting Systems:

- CDS (Central Database System)
- DLCS (Direct Loan Consolidation System)



Collections – Gary Hopkins (202) 205-2880
Students Channel

Supporting Activity:

- Collect delinquent direct loans (less than 270 days overdue)
- Collect defaulted direct loans (more than 270 days overdue)
- Collect Grant overpayments
- Discharge uncollectable loans

Key Supporting Systems:

- CBPS (Campus-Based Programs System)
- CDS (Central Database System)
- FFELS (Federal Family Education Loan System)

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
ACS	Robert J. Woods	(301) 921-7009	<ul style="list-style-type: none">• Manage borrower counseling• Select repayment options• Present borrowers with repayment incentives and consolidation choices• Certify loan information for Consolidations



Maintain Records

SFA:

Direct Loan Operations-lasiah Dupree (202) 205-3413

Schools Channel

Supporting Activity:

- Monitor Various contracts associated with the Direct Loan Program
- Develop, define and enhance modifications to GAPS requirements

Key Supporting Systems:

- CDS Central Database System
- DLOS (Direct Loan Origination System)
- DLSS Direct Loan Servicing System)
- RFMS
- GAPS

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
NCS	John Schneider	(319) 339-6644	<ul style="list-style-type: none">• Transmit Student Status Confirmation Reports• Transmit origination records and disbursement information by schools to the Direct Loan origination system
EDS	Barbara Anderson	(703) 742-2387	<ul style="list-style-type: none">• Manage loan information including maintaining school and participant information)
ACS	Robert J. Woods	(301) 921-7009	<ul style="list-style-type: none">• Direct loan status administration
Raytheon E-Systems	Carl O'Riley	(703) 289-1310	<ul style="list-style-type: none">• Receive and manage Perkins Loan information from schools



Renew/Re-award Aid

SFA:

See initial application (FAFSA) process.

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
ACS	Robert J. Woods	(301) 921-7009	<ul style="list-style-type: none">Service Direct Loans while the borrower is in school, in Grace, in deferment or forbearance, or repayment status



Handle Repayment

SFA:

Repayment – Dan Haywood (202) 205-2672

Students Channel

Supporting Activity:

- Provide direct loan exit counseling and advice on repayment option selections
- Process direct loan bills

Key supporting systems:

- DLSS (Direct Loan Servicing System)
- NSLDS (National Student Loan Data System)

Consolidation - Denise Leifeste (202) 205-4709

Students Channel

Supporting Activity:

- Manage the flow of information necessary to consolidate a borrower's student loans
- Receive consolidation requests
- Process consolidation requests
- Originate a consolidated Direct Loan (payoff existing loans and create a new consolidated direct loan)

Key Supporting Systems:

- DLCS (Direct Loan Consolidation System)

Collections - Gary Hopkins (Acting) (202) 205-2880

Students Channel

Supporting Activity:

- Collect delinquent direct loans (less than 270 days overdue)
- Collect defaulted direct loans (more than 270 days overdue)
- Collect Grant overpayments
- Discharge uncollectable loans

Key Supporting Systems:

- CBPS (Campus-Based Programs System)
- FFELS (Federal Family Education Loan System)



Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
Raytheon E-Systems	Carl O'Riley	(703) 289-1310	<ul style="list-style-type: none"> • Determine repayment status (SSCR) • Process claims • Accounting and reconciliation for FFEL funding/transactions • Collect defaulted loans and Pell Grant overpayments (billing) • Manage default debt accounting, income contingent repayment plans and collection agency and Credit bureau reporting • Process Department of Justice claims and conduct IRS skip trace • Loan rehabilitation/consolidation management
ACS	Robert J. Woods	(301) 921-7009	<ul style="list-style-type: none"> • Calculate and maintain default rates • Produce and mail billing information • Process loan payments • Track participant payments • Certify loan information for Consolidations • Conduct skip tracing • Generate payment reports • Acts as central repository for summary level data on Direct Loans including aggregate financial data from Direct Loan servicers • Transfer defaulted loans to collections • Receives loan booking information from Consolidation • Receive and process booked loans, adjustments and borrower information from loan Origination system • Acts as central repository for summary level data on Direct Loans • Accounting and reconciliation for the Direct Loan program
EDS	Barbara Anderson	(703) 742-2387	<ul style="list-style-type: none"> • Book loans • Process consolidation applications • Process PLUS credit checks • Process Fast Track consolidations • Process promissory notes • Provide status of Consolidation loans • Default reduction assistance program
Universal Automation Labs	Terri Froble	(301) 565-0032	<ul style="list-style-type: none"> • Default reduction assistance program
NCS (National Computer Systems)	John Schneider	(319) 339-6644	<ul style="list-style-type: none"> • Transmit delinquency reports



Provide Technical and Oversight Assistance

SFA:

Partner Services Call Center and Technical Assistance – Ann Marie Cimino (acting) (212) 264-8143

Financial Partners Channel

Supporting Activity:

- Provide technical assistance and support
- Provide on-site support to participating Financial Partners
- Operating technical call center

Key Supporting Systems

- NSLDS (National Student Loan Database System)

Enterprise IT Management – Wayne Wright (202) 257-5080

Chief Information Officer

Support Activity:

- Provide enterprise-wide technology planning and oversight
- Develop and maintain technology architecture
- Develop and promulgate technology and software engineering and development standards

Enterprise IT Services – David Moore (202) 401-7468

Chief Information Officer

Support Activity:

- Plan, manage, operate, and maintain SFA'S technical infrastructure
- Manage the virtual Data Center operations
- Maintain SFA website

Key Supporting Systems:

- NSLDS



E-Commerce Application Development – Helene Epstein
Chief Information Officer

Support Activity:

- Design, test, and implement e-commerce applications to support the needs of the channels and functional areas
- Administer related databases to assure data integrity and reliability
- Provide systems configuration management and change control
- Coordinate the transition of new applications into an operational environment
- Provide necessary resources, financial, and procurement planning to support the design and development of computer systems
- Perform contract related functions and monitor contractor performance for application development

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
EDS	Barbara Anderson	(703) 742-2387	<ul style="list-style-type: none">• Handles technical questions about the web page application• Provide technical support for batch processing questions
Raytheon E-Systems	Carl O'Riley	(703) 289-1310	<ul style="list-style-type: none">• SFA web development• Issue bulletins to notify system users of changes in processing schedules or production programs• Manage security profiles and administration• Provide administration and troubleshooting for ED provided software• Disseminate new NSLDS requirements to users• Provide technical support for online navigation of NSLDS system and with Data Provider batch reporting functions• Conduct SSN/ID conflict resolution research



SFA Organization Map

CSC	Bill Szymanski (301) 921-3157	<ul style="list-style-type: none">• Provide technical support associated with the implementation of the virtual Data Center including: database management, security management, hardware and software support, configuration management, facilities management, systems training, and end user technical support• Runs production for School Channel systems• Runs production for Students Channel systems• Runs production for Financial Partners Channel systems
NCS (National Computer Systems)	John Schneider (319) 339-6644	<ul style="list-style-type: none">• Manages the network for student aid processing (SSCR, FAFSA, ISIR, Direct Loan data, Pell grant data, delinquency reports)• Maintains reporting bulletin board• Manages software documentation and distribution• Handle transmission and connectivity problems, EDConnect software questions, archive / restore requests, TIVWAN password resets, and TIVWAN enrollment questions / problems• Provide training on various electronic initiatives



Provide Customer Service and School Support

SFA:

Customer Support and Call Center – Dena Bates (acting) (202) 708-7963 Students Channel

Supporting Activity:

- Provide coordination of customer support systems

Key Supporting Systems:

- CPS (Central Processing System)
- DLSS (Direct Loan Servicing System)
- DLCS (Direct Loan Consolidation System)

Call Center – Michaelyn Milidantri (202) 690-5230 Schools Channel

Supporting Activity:

- Operate a toll free technical inquiry line for financial aid administrators that contain all relevant OSFA technical information, communications, etc.
- Operate an interactive web site for financial aid administrators that contain all relevant communications, etc.
- Compile a database of frequently asked questions and best practices

Key Supporting Systems

- CPS (Central Processing System)
- FFELS (Federal Family Education Loan System)
- NSLDS

External Partner Services – Position Vacant SFA University

Supporting Activities:

- Design, develop and deliver high quality learning products for SFA's external partners (Students, Schools and Financial Partners) and staff.
- Identify partner learning needs
- Deliver or coordinate the delivery of the learning products for the partner
- Analyze results of the skills inventory to determine learning needs
- Evaluate and advise on curriculum development for external partners
- Gather and analyze feedback from customers regarding satisfaction with learning solutions received



Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
CPS Customer Service Call Center	John Schneider	(319) 339-6644	<ul style="list-style-type: none"> • Handle student inquiries regarding web products • Handles CPS and EdExpress questions • Administers SFA Tech – web page with FAQ • Administers listserv and respond to questions
EDS	Barbara Anderson	(703) 742-2387	<ul style="list-style-type: none"> • Handles inquiries about applying for consolidation loans and technical question about the web page application • Handles inquiries about PLUS credit checks and handle credit appeals for DLOS • Handles borrower account inquiries and servicing issues for DLSC • Handles account inquiries for schools
Raytheon E-Systems	Carl O'Riley	(703) 289-1310	<ul style="list-style-type: none"> • FFEL Perkins Support Project Customer Service Center – respond to inquiries relating to application software, procedures, system processes or hardware
ACS	Robert Woods	(301) 921-7009	<ul style="list-style-type: none"> • Provide customer service for schools in the Pell program (statements of account, verification of drawdown and repayment, location of school data, technical questions, mailings)



Provide Case Management and Oversight

SFA:

**Case Management and Oversight – Victoria Edwards (202) 260-6008
Schools Channel**

Supporting Activity:

- Closed School Unit
- Data Management and Analysis
- Performance Improvement and Procedures and AAAD
- Default Management
- Case Management (performed within the 10 regional offices)

Key Supporting Systems

- PEPS (Post Secondary Education Participants System)

Operating Partners:

Contractor Name	Contact Name	Contact Number	Functions Provided
NONE			



Provide Organizational Support

COO: Greg Woods

Immediate Office – Candace Kane (202) 260-6536 & Monica Woods (202) 205-2289

Supporting Activity:

- Manage operations across channels and support functions to ensure that best in business performance is consistently delivered

Ombudsman-Debra Wiley

Supporting Activity:

- Provide expert findings, advice, and recommendations on matters pertaining to SFA program development and operational effectiveness
- Receive, compile, and resolve student issues or complaints with any phase in the financial aid process

SFA Intern Program-Dave Rippon (202) 260-6536

Supporting Activity:

- Provide gifted and highly motivated young Americans with some first-hand experience in the process of working at SFA
- Potentially attract these individuals for future employment with SFA

CIO: Steve Hawald

IT Business Services – Tom Pestka (202) 708-4764

Supporting Activity:

- Provide career planning and HR support for CIO employees
- Provide the CIO organization with the necessary organizational and business management capabilities to support the mission of the CIO
- Manage and oversee enterprise-wide contracts that are intended to modernize SFA Information Technology (IT) while improving IT services to SFA customers and reducing SFA unit costs
- Maintain the Contract Officer Technical Representative (COTR) responsibilities for these contracts



IT Innovations – Charlie Coleman (202) 260-6536

Support Activity:

- Identify opportunities to develop innovative tools and services to improve customer service, reduce the overall cost of delivering student aid, and improve employee satisfaction
- Identify opportunities to re-engineer business processes to improve all facets of the student financial assistance delivery process
- Conduct in-depth research and analysis and form partnerships with industry experts, other federal agencies, and department staff, to identify proven “best Practice” processes and tools
- Develop innovative tools and services through pilot testing of “best practice” concepts to determine feasibility and applicability to SFA
- Facilitate the transition of proven tools and services to SFA customer channels
- Maintain up to date understanding of emerging trends and technology and internet trends in order to recognize and act on the implications of such changes proactively

Human Resources: Calvin Thomas, Director

Compensation and benefits- Position Vacant

Supporting Activity:

- Establish and maintain compensation and benefits guidelines
- Serve as resource for employee inquiries regarding these guidelines

Labor and employee relations- Position Vacant

Supporting Activity:

- Manage union negotiations
- Provide information and guidance to employees regarding personnel issues

Recruiting and hiring activities- Position Vacant

Supporting Activity:

- Manage and allocate HR personnel to meet the needs of the channels and functions

Performance management issues-Position Vacant

Supporting Activity:

- Maintain performance guidelines and standards



CFO: Jim Lynch

Accounting Policy-position Position Vacant

Supporting Activity:

- Interpret, develop, and distribute financial policies and procedures
- Communicate financial related matters to the general public
- Serve as liaison to external financial and accounting organizations

Accounting-William Marks (202) 708-7763

Supporting Activity:

- Support general ledger management, funds management, payment management, and receipt management

Financial Reporting-Andy Cho (202) 205-8079

Supporting Activity:

- Provide financial information in a timely and effective manner to support SFA's fiduciary role

Portfolio Management- Tim Branner (202) 260-1805

Supporting Activity:

- Support the management and performance evaluation of the SFA guaranteed and Direct Loan portfolios

Budgeting Process & Consolidation-Mary G. Lintz (202) 260-4827

Supporting Activity:

- Support the preparation of budget information during the budget formulation and execution processes

Internal Review-Ann Clough (202) 708-8120

Supporting Activity:

- Coordinate SFA internal audit reports and audit resolution data
- Maintain and monitor and internal audit tracking and document tracking system



SFA Administration-Jim Barnard

Supporting Activity:

- Define and monitor SFA's financial performance measures
- Ensure that SFA's financial goals align to the organization's strategic plan
- Manage control and accountability of funds
- Provide financial management and administrative support to channels and functions

FMS Requirements & Testing-Paul Stonner (202) 401-7536

Supporting Activity:

- Set the framework in which all financial system functions operate

Acquisition & Contract Performance: Candace Hardesty (202) 708-5140

Acquisition Planning- Position Vacant

Supporting Activity:

- Align contracting goals with overall organizational goals by defining overall acquisition strategy to acquire capabilities and manage them on an ongoing basis
- Perform contract related market and best practices research
- Manage the Request For Proposal process
- Define performance requirements for each task and determine how service will be measured and what performance standards and quality levels to apply

Contract Development and Performance-Position Vacant

Supporting Activity:

- Receive proposals and perform initial evaluation
- Negotiate contract terms
- Request, receive, and analyze the final proposal
- Develop a quality assurance program
- Select and negotiate type and language of contract
- Set contract performance measures as defined by Acquisition Planning
- Award the contract
- Modify existing contracts
- Coordinate sub-contracting
- Manage allocation of funding for contracting obligations
- Research and disseminate best practices for procurement and acquisition activities
- Manage interagency relationships



Contract Evaluation-Position Vacant

Supporting Activity:

- Develop SFA performance measures for contractor activities to ensure SFA achieves its contract management objectives
- Track “past performance” for all contractor relationships
- Maintain performance guidelines and standards
- Evaluate contract performance
- Ensure compliance with federal statutes
- Ensure contractors receive equitable treatment

Analysis: Candace Kane, Acting Director (202) 260-6536

SFA Performance – Cynthia Renolds (202) 708-9248

Supporting Activity:

- Develop execute, and continually improve the strategic planning process so that the organization has a clear and consistent approach to improving performance. The outputs of this process will include an annually updated Five Year performance Plan as well as the associated annual plans.
- Develop and maintain the balanced scorecard assessment of key SFA metrics including unit costs, customer satisfaction, and employee satisfaction
- Track and measure Management Council and/or COO assigned initiatives (e.g., Appendix A of the Performance Plan.)
- Communicate results of annual plans and Management Council initiatives on a bi-weekly, quarterly and annual basis including an assessment of balanced scorecard results.
- Implement measurement processes to ensure the necessary and needed performance information is available (Employee Surveys, Customer Surveys, Performance Metrics, etc.)
- Continue to provide direct assistance to the COO and other SFA organizational units as needed

Program Analysis-Dottie Kingsley (202) 205-9437

Supporting Activity:

- Develop and implement a research agenda focused on collecting and analyzing system-wide and program-specific information, including program performance, effectiveness, customer-response, and possible issues/trends
- Collaborate with the entire Analysis Enterprise Service Organization as well as SFA internal organizational units and the Department of Education to ensure that program-specific research and analysis is incorporated and applied to ongoing Title IV programs



- Provide detailed information and data to the Enterprise Performance Measurement and Analysis Division for inclusion in management reports as well as contributing to the “open-book” management practices
- Perform ongoing assessment of program effectiveness and usage-identifying trends and issues to proactively address
- Perform program and service monitoring-assessing the consistency of program application and service across SFA regions
- Manage the Direct Loan Performance Data Effort, including collecting, analyzing, querying, reporting, and working with contractors to fill internal and external data requests related to direct loans
- Participate in the Program Management Meeting, facilitating communication of meeting results and information to affected parties

Program Development-Jeff Baker (202) 708-9967

- ***Grant Programs – Harold McCullough (202) 708-8242***
- ***Loan Programs – Pam Moran (202) 708-8242***
- ***Direct Loans – Position vacant***
- ***General Provisions – Position vacant***

Supporting Activity:

- Support SFA leadership in managing the development and interpretation of regulations, ensuring that existing SFA programs meet requirements and expectations
- Recommend alternative programmatic design and structure to federal aid programs where required due to customer/business needs and/or regulatory demands
- Provide SFA employees and management with detailed historical, legislative, and administrative information including regarding the development and application of Title IV student assistance programs
- Assess the feasibility of adopting or eliminating specific program regulations to strengthen Title IV programs, based on effectiveness and need for the program
- Provide cross-SFA guidance and information to ensure that programs are consistently implemented and managed across all units of the organization and SFA customers



Communications: Karen Santos Freeman, Director (202) 205-1531

FOI & Privacy Act-Candice Parrish (202) 708-5222

Supporting Activity:

- Insure all communications are in compliance with federal regulations

Internal Relations-Lisa Cain

Supporting Activity:

- Coordinate all internal communications for SFA

Media Relations-Joe Aiello

Supporting Activity:

- Coordinate media and Congressional communications

Community Relations-Position Vacant

Supporting Activity:

- Develop SFA communications for external media

SFA University:Anne Teresa, Acting Director (202) 708-8631

Internal SFA Services- Position Vacant

Supporting Activity:

- Develop relationships with Learning Coordinators and staff in the Channels/Units to determine learning needs
- Arrange for vendor/contractor services to meet the learning needs of the Channel/Unit personnel

SFA Development- Position Vacant

Supporting Activity:

- Coordinate the design, development and delivery of high quality organization-wide learning products to SFA
- Coordinate the design, development and delivery of high quality individual employee development



External Partner Services- Position Vacant

Supporting Activity:

- Design, develop and deliver high quality learning products for SFA's external partners (Students, Schools and Financial Partners) and staff
- Work with Learning Suppliers to obtain appropriate vendor/contractor support as needed
- Provide feedback to Finance and Communications on success of enterprise funding functions (when Enterprise Model operational)

University Services- Position Vacant

Supporting Activity:

- Work with SFA Development, External Partner Services and Internal SFA Services to evaluate which learning intervention is the most appropriate to achieve the customer's desired results
- Maintain the 'central repository' of all learning materials developed by SFA Development, External Partner Services and vendors/contractors
- Maintain a network of vendors/contractors to provide quality learning solutions for the Channels/Units
- Provide support and coordination to all SFA University learning services