

# NYSOBBA Quarterly



Vol. 9 No. 2

April 1996

## From the Desk of Lucy Wiertel

Hopefully, by the time this article is published and delivered to you, the snow will be gone! Spring is a time of new life...for the vegetation and for NYSOBBA.

In February, the Executive Board meeting was held in Albany. Kathy Crowder, our HESC Liaison, graciously hosted a portion of our meeting at the Higher Education Services Corporation headquarters on Washington Avenue. How many times have you mailed TAP certifications or change forms, called a representative for inquiry...have you ever wondered what this place or people look like? I have been doing just that for eighteen years...and I finally got to see "where it all happens".

President Robert Maurer greeted the assembly with the proposals for the 1996-97 budget. He stated that the proposals maintain New York's historic commitment to help meet student tuition costs at public and independent colleges-judiciously weighing student needs with the State's ability to pay.

The proposed budget recommends two new components for New York's student assistance program:

1. Institutional flexibility-a \$20 million block grant for public colleges and universities to assist in meeting student cost of attendance and
2. Achievement-creation of 5,000 scholarships for academic achievement; a requirement for maintenance of a "C" average after completion of four semesters in order to continue in the TAP program; and a required test of non-high school graduates for the ability to benefit from a college education.

*Lucy Wiertel of  
Hilbert College was  
elected as President  
of NYSOBBA June  
5, 1995.*

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The item that generated the biggest response was the proposed TAP change using a portion for the federal PELL grant to calculate the TAP award. It is an issue that will have a significant impact on students and institutions will have to become creative financial counselors in helping students meet the cost of education.

Mr. Maurer presented a comprehensive package of data that supported all of the proposals. He and the Corporation remain committed to serving students and institutions in the most efficient manner.

Frank Hynes, Brian Matthews and Bob Butler gave updates on their respective areas of Scholarships, Grants and Loans. They all encouraged open dialogue between the Corporation and Institutions. They want to help in the delivery process of all programs.

After a demonstration of the Electronic Financial Aid Network, we were given a full tour of the facility. It was amazing to view the stacks of rosters and reports, to see the rows of desks in the loan division with all the operators busy at task. It was nice to meet some of the "voices" on the phone. Thank you to all at the Corporation for providing such a valuable experience.

With this network of support and the interaction of NYSOBBA members, I am truly looking forward to the June Conference. I hope that

each member can take the time to participate in the program and share ideas and concerns with their colleagues.

## RESIGNATION WITH REGRET

After serving as the NYSOBBA Newsletter Editor and Membership database Manager for eight years, Barbara Dupre has submitted a letter of resignation with deep regret. Due to increased responsibilities and pressures in her SUNY Brockport Office, Barbara can no longer perform these duties. At the February Executive Board meeting, the Officers and Directors accepted the resignation and voiced their gratitude for Barbara's commitment to NYSOBBA.

Prior to holding these positions, Barbara served on the Executive Board as Secretary from 1981-85 and Treasurer from 1985-89. Her energy level has been evidenced at many conferences where she has been active in registration, entertainment and the golf tournament. The Newsletter is our written network of ideas and information and she has done a fine job in "getting the word out". Barbara's enthusiasm and level of involvement have been a critical ingredient in the success of NYSOBBA and we are all grateful. Thank you Barb...we wish you success in your work and play(soon you will be golfing)!



In response to this situation, the Executive Board has assigned the management of the membership data base to Jim Sunser, Vice President. The Newsletter Editor position is being filled on an interim basis by Michelle Brown from Columbia University. Michelle has many years experience in financial aid and has recently assumed a position in student accounts. She is anxious to learn all about the issues and practices of this area and feels that this role will be a great opportunity to "get into things". Her expertise on financial aid and her involvement with the Department of Education will be a vital resource for newsletter ideas; however, she cannot do this alone. Michelle would like to serve as a "team member"...she needs assistance in writing and compiling the articles..so, if any one is a journalist wanna-be or would like to be a member of this team, please contact Michelle at (212) 854-5198. Michelle will be working on the July Newsletter.

Article submitted by  
Lucy Wiertel  
President NYSOBBA

## HEADING OFF BURNOUT

There are no simple solutions to burnout, but experts agree on steps both employees and employers can take to fight it.

### EMPLOYEES CAN:

**TAKE STOCK.** People who are really burned out sometimes have a hard time realizing it. If you're feeling depressed, apathetic, cynical, hostile or overly negative toward your clients, coworkers or supervisors, start paying attention.

**LISTEN TO YOUR FAMILY AND FELLOW WORKERS.** If they're telling you that you seem all wound up or look exhausted, take it seriously.

**TALK TO PEOPLE.** Whether they're friends, family, colleagues or a therapist, talking helps ease the feelings of isolation that feed burnout. If things don't settle down, seek professional help.

**ORGANIZE OTHERS TO HELP CHANGE THE SYSTEM.** Get a group going to find out what can be done to help people work more effectively. You'll feel that you're less alone and you're making a difference.

### EMPLOYERS CAN:

**BE AWARE OF EMPLOYEES WHO CRY A LOT,** are excessively angry or reserved, have trouble getting along with others, use alcohol or drugs, are frequently absent, are habitually late, make repeated mistakes or are not producing.

**HELP EMPLOYEES FEEL THEY'RE NOT ALONE** or working in a vacuum. A 1992 study found that employees with supportive supervisors reported significantly lower rates of burnout, stress, illness and absenteeism. Another study found poor supervision to be an even more potent cause of burnout than dissatisfaction with pay and benefits.

**CONSIDER IMPLEMENTING "FAMILY FRIENDLY" POLICIES** such as flextime and telecommuting to help employees lead more

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# Secrets of Being a Much Better Manager

It takes more than intelligence, enthusiasm and hard work to be a good boss. To get workers to live up to their potential, managers must have enough psychological savvy to recognize the different types of people working for them...and must be able to tailor their management style to each type.

## The Griper

Complains about co-workers, often blaming them for his/her own failures. Worries about not having enough time to finish projects. Focuses on potential problems rather than likely gains. Criticizes others' work. Resists change.

To get what you want:

Ask for the griper's input only after you've made tentative decisions. Ask him if you've overlooked anything. Listen carefully. Acknowledge valid criticisms.

Ask the griper to make positive comments before making negative ones.

## The Shirker

Brings little sense of excitement or commitment to his/her work. Avoids situations involving increased responsibility. Lazy and lacking in ambition. Works slowly. Complains about having too much to

do. Shows little initiative, energy or diligence. Fails to follow through on commitments.

To get what you want:

Be a role model. Demonstrate enthusiasm, commitment, energy and follow-through to all your workers.

Make your expectations clear. Reward hard workers with promotions and merit raises. Don't come to the rescue when the shirker complains that a job is too much.

Give the shirker specific feedback. Express your displeasure with his lack of energy, then specify how the problem can be corrected. Focus on problem behaviors, not attitudes.

If the shirking is a recent phenomenon, ask him/her to explain the change. Be empathetic. If the shirking has been going on for a while, make a performance contract with the shirker. Specify the level of performance you expect.

Let the shirker know how much you count on him. Ask him for suggestions on how the job can be made more personally satisfying.

## The Insubordinate

Addresses you disrespectfully or challenges your authority - often in public. Insists on knowing the rationale behind your decisions. Violates accepted procedures. Breaks rules.

To get what you want:

Confront insubordinate behavior directly. Explain to the insubordinate what's happening, why it's a problem and how you feel about it.

Tell your boss about the problem. Ask for his support if you find it necessary to fire the in-



subordinate or take other drastic action.

Document each insubordinate act. You will need a paper trail if you ever decide to discipline or fire the insubordinate.

Get to know the insubordinate. Learn more about him and build on your relationship.

Set a good example. Never criticize your boss in public. Don't try to get even with the insubordinate by engaging in shouting , name-calling, etc.

### The Defeatist

Lacks motivation or desire to succeed. Feels burned out, pessimistic, exploited or unfairly treated.

To get what you want:

Never accept the defeatist's gloomy attitude. Odds are it's hurting your bottom line.

Examine your own behavior through the defeatist's eyes. Make sure you're not expressing pessimism at work.

Discuss with the defeatist a worst-case scenario. The defeatist will probably realize such a result is neither quite so awful nor especially likely.

Engage the defeatist in a realistic coaching and counseling session. Offer whatever you can in exchange for the level of performance you desire from the defeatist.

### The Disappointment

Fails to meet your expectations for performance. Communicates poorly. Fails to keep you informed, Disorganized and inefficient. Dresses inappropriately may have a

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drug or drinking problem. Frequently absent or late. Blames others for his failings.

To get what you want:

Make sure your performance standards are known. Examine whether you're expecting too much of your workers, given the pay and level of training.

Ask the disappointment what's causing his or her poor performance. Focus on behavior at work. Don't pry into personal affairs. and don't wait for a miracle to happen. Act now.

If you suspect drug abuse or some other problem that has legal implications, consult with your human resource department.

Ask colleagues if they have any insight into the problem.

Give the disappointment direct feedback on his job performance, appearance, etc. Appeal to the disappointment's own self-interest. Don't yell or be punitive. Enter into a contract for improved performance. Focus on behavior, not attitudes. Be sure to acknowledge any measurable progress.

### The Short Fuse

Flies off the handle at the slightest provocation. Shouts, calls names, accuses, uses profane behavior and uses other behavior that causes others to shy away.

To get what you want:

Examine your own behavior. Are you encouraging the short fuse with your own anger?

Let the short fuse blow off steam, unless his doing so will embarrass you in front of others. Then respond slowly and calmly.



Don't argue or yell yourself. Try to demonstrate to the short fuse just how unreasonable his tone and words really are.

Address the short fuse's concerns specifically and directly. Find out the exact words or situation that touched off the blowup.

Insist that all workers behave professionally at all times, no matter what the provocation. Don't accept post-blowup apologies. Instead, get the short fuse to agree to put an end to this behavior.

Reprinted from the Bottom Line  
June 15, 1993

B Dupre

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### **Burnout cont'd from page 3**

balanced lives between work and home. Managers should also look at what helps women get along in a traditionally male-dominated workforce.

**INCREASE COMMUNICATION.** Employees who know what's going on feel that they have more control and they're more a part of their workplace community.

**SHARE DECISION MAKING.** Companies must protect their interests, but the traditional top-down structure isn't always the most effective way of doing so. Allow room for teamwork and delegation of authority. Encourage employees to develop creativity and productivity in their own ways.

Article submitted by  
Peggy Ehmann  
University of Rochester Med/Dent.

# **The Internet**

## **Wave of the future**

Today, the most popular business software comes in "suites," collections of programs sold as deeply discounted bundles surrounded by gobs of new code to make it appear that the programs actually mesh with one another. What if this cycle could be broken? What if you could find the information you're after without having to take into account what kind of program to use, what computer it runs on, or what kind of format it's in? What if software as we know it were to disappear? What if software could be reinvented? Well, that's exactly what's beginning to happen—and at a pace nobody in the computer industry anticipated. The force that's shaking the foundations of the old software business is the Internet and its graphical subnetwork known as the World Wide Web.

First, the Internet's TCP/IP communications standards made it possible for tens of millions of computers using different operating systems and applications programs to "talk" with one another—whether they're on a local network or positioned at the opposite ends of the globe. The Web has turned into a huge virtual disk drive. It's crammed with every possible form of information—from online magazines to digitized film archives to radio programs—all available at the click of your mouse on a blue "hyperlink."

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## Internet cont'd from page 6

"On the Internet, nobody knows you're a Mac." Suddenly, the barriers that have kept information from flowing between different brands of computers and software have begun to crumble. The next step will be critical: using the Web not only to make the same information available to all wired machines but to let them share the same programs. If that can be done, there will be a basic shift in the software business no less seismic than the fall of the Berlin Wall. Costs of goods sold will be the price of sending some bits down the wire. The way you pay for software will change, too. Instead of paying a one-time license fee, which entitles you to perpetual use of a program, you may pay for software the way you pay for a magazine. For example, software companies may offer subscriptions that, for an annual fee, entitle you to unlimited usage and the latest updates to a program or group of programs.

The internet enables the deconstruction and the construction of a new economic model for the software industry. The huge profits that Microsoft and Intel get by setting the standards don't look so safe. Mr. Gates of Microsoft, Inc. has made it clear to all his troops that the Net and Web are now Microsoft's highest priority.

This year, many corporations are taking a go-slow approach to Windows 95 because of huge costs of upgrading. "Customer's can't afford to be on this treadmill of

bigger, better, faster," says Mark A. Tebbe, president of Lante Corp., a systems integration company in Chicago. The Web may be the method to stop this madness. Instead of waiting two years for the next massive update to your favorite office suite, you may get the latest features instantly off the Net. Or, instead of buying a program you may only use occasionally, you may be able to rent it. The code will come across the Net and will be usable for a specified period. "We're talking about enormous savings of not only dollars but time." If schemes such as Java catch on, computers might no longer need ever-bigger operating systems--or the expensive Intel chips they use today. Like its new competitors, Microsoft is giving away software to get a position in the Web market. Some 500,000 copies of the Internet Assistant, a program that converts Microsoft Word documents into HTML, have been downloaded free from Microsoft's Web site. Lotus, now an IBM subsidiary, is furiously attempting to adapt its information-sharing Notes program to the Web--before cheap Web-based products displace it. So who will come out on top in the new software business? Perhaps no single company. If the Web revolution really creates a level playing field, then the days when a few giants call the shots could be gone forever.

Let the games begin.

B Dupre



# Wanted

## Newsletter Editor

The NYSOBBA Board of Directors is looking for a person or persons willing to produce the NYSOBBA QUARTERLY Newsletter 4 times a year.

Position Responsibilities include:

Gathering articles of interest; Over the years I have tried to present regular features like Regional News, New Director Profile, School Profile, What's News. I have also tried to present on a regular basis articles of Professional Development.

Preparing camera ready pages for a printer; I have used Word Perfect and Pagemaker software to produce the look you have seen for the last 8+ years. Word Perfect alone was used by my predecessor.

Communicate with a printer to secure a final document; I found this to be the easiest part of the job. The Family I worked with were excellent and made many suggestions to make the newsletter easy to read.

Mail to the membership; Labels can be secured through the Vice President.

The benefits of this position are enormous. Over the last several years the personal satisfaction of a job well done has been great. I would miss the newsletter if it stopped crossing my desk. The knowledge I have gained from reading, communicating with others, learning the printer hints, and the exposure of computers and softwares.

Any one interested in the position please contact NYSOBBA President Lucy Wiertel at (716) 649-7900x217.

B Dupre  
on behalf of the  
Board of Directors

## Record Retention Guidelines

There has been a change about how long records must be kept for administration of the Title IV programs. The General Education Provisions Act (GEPA) previously required that certain records be retained a minimum of five years. The Improving America's Schools Act of 1994 (IASA) amended the GEPA to decrease the minimum time a record must be kept to three years. The IASA became effective on October 20, 1994, and, therefore, pertained to all records created after that date.

The treatment of records created prior to October 20, 1994, however, was up for debate until recently. NASFAA has learned that the Department has issued new guidance concerning the three-year requirement. The Department's policy is now that all records, both historical and future, are subject to the new three-year requirement. In other words, the three-year requirement now also applies to records created before October 20, 1994.

You should note that three years is a minimum requirement and the provisions of the programs continue to apply. also, a record must be retained until an open federal audit or program review is closed.

Reprinted from NASFAA Newsletter  
Written by Christopher Campbell  
B Dupre



# ARE YOU ATTENDING THE ANNUAL NYSOBBA CONFERENCE?

DO YOU WANT TO JOIN YOUR  
COLLEAGUES WHO HAVE REDUCED THEIR  
WORKLOAD AND INCREASED THEIR  
EFFICIENCY?

If you answered YES, then you'll want to read on.

HESC and a consortium of New York lenders are unified to deliver FFEL-- Engineered for the Future. With new, innovative technology, student loan administration is easier and faster than ever before.

\*Stop by the EEL Room to see and work with the newest technology and latest advances in the FFEL Program.

\*Meet the HESC staff who regularly assist you by phone.

\*Enjoy a personalized analysis of your school's potential to move into the future now. Let us show you how Re-engineered FFEL can be tailored to meet your needs.

You will also want to come to the panel discussion on Wednesday, June 12, at 10:45 a.m. Leaders in the financial aid community will discuss their experiences, and a panel of experts will answer your questions and concerns. You don't want to miss this one!

\*Speak with experienced lenders and HESC staff.

\*Listen to your colleagues tell you how Re-engineered FFEL is working for them.

\*Let the people who know that

FFEL is better than ever show you how it can work for you.

See you at the Gideon Putnam, Saratoga Springs, June 12! Look for more details in your registration packet.

(logo) FFEL. . . Engineered for the Future.

## MORE FROM HESC:

\* HESC's Escrow EFT service has been expanded. HESC can now customize the current EFT system to transmit funds for any loan programs that schools administer. These include loans guaranteed by other agencies, private loans, and funds from out-of-state lenders. For more information, contact Ed Noonan at (518) 473-1669.

\* In a continuing effort to inform schools of available electronic processing capabilities, HESC has been conducting "nuts-and-bolts" training on PAL/FLEXapp and EFT. The National Student Loan Clearinghouse has joined HESC in this effort by offering training during these sessions. So far, training has been conducted in NYSFAAA Regions II, VI, and V!! for Registrars, Bursars, and Financial Aid Directors. Based on evaluations and comments received, the sessions have been extremely beneficial. Training in the remaining regions will resume after the statewide workshops on the new PATH release is complete.

\* HESC is in the process of enhancing PATH software as a result of requests received from users. One of the major changes to the



software is a state of the art upgrade to the Transformer feature. The new Transformer will allow you to further eliminate data entry when processing loans and grants with HESC. You will have two options- you can convert your existing files into the HESC format, AND you can convert the HESC files you receive into your institution's file format. The enhanced version of the software will be effective June 3, 1996. Bulletins will be issued in the near future detailing these and other features included in the June release.

\* In mid-March, HESC received a Dear Colleague Letter from ED on the December 1992 FFELP regulations and the May 17, 1994 technical corrections to those regulations. HESC is currently analyzing the extensive document. A bulletin will be issued in coming weeks.

Article Submitted by  
Kathy Crowder  
HESC Liaison

### NEWSLETTER DEADLINE

Articles for the next newsletter are due by July 1, 1996. Please submit your articles to Michelle Brown, Columbia University, 210 Kent Hall, Student Financial Services, New York, NY 10027. Or Fax to Michelle at (212) 866-8476. Thanks

## G & S PROCESSING SYSTEM REDESIGN MEETING

On February 5th, 36 representatives from Financial Aid and Bursar's Offices throughout the state met with members of the G&S Processing System Redesign Team to review possible innovations for the new system and to gather information about the school concerns and processing requirements. This meeting was the first in a series.

Some of the proposed elements of the new system include a database where more information and history would be available to schools, a process that would be flexible for handling changes and providing faster turn-around, and a delivery system based in electronic exchange, on-line updates, and reports on request as needed. Problems should be easier to identify and correct with a greatly improved school inquiry.

Discussions centered around applications processing, forecasting student awards for more than one school, enhancing inquiry to make it easier to locate student records, informing the schools of changes made to student information, turn-around time on appeals, duplicate applications, and summer term treatments.

Schools were interested in electronic applications, with the collection and retention of signatures considered to be the principal issue. Concerns were expressed that the system remain flexible in



terms of student and school interfaces so that schools and students who are not capable of electronic processing would have other options available to them.

In discussing a "universal award certificate," there was some interest in using school listings on the FAFSA to calculate forecast awards. Giving the students an index and having them calculate an award was considered too general. Offering multiple schools the ability to claim the student generated some disagreement among the meeting participants and was tabled as an issue for research and discussion at the next meeting.

Schools were told that the proposed new system is designed to offer them the option to request the kind of information they need when they need it. Changes to student information and the reason for the change would be electronically available to the schools as soon as the change was processed.

The afternoon session was devoted to Payments Processing. The proposed payment system would no longer be tied to rosters, but would be reconciled on a term-by-term basis. The system could look like an accounts payable/receivable system with advance payments. Advanced payments could be based on historical data from the previous year and tied to students the school knows are eligible. A percentage of last year's certified value may be used. Payment would also depend on the certification of the prior term.

Concern was expressed about the NYSOBBA

audit reconciliation requirements. Schools felt they would need help with reconciliation by term. The schools were assured that they would have reconciliation documents and information such as a list of students with current certification statuses or a list of students who have changed awards. Inquiry screens would also be improved so information concerning changes and certifications was evident and user friendly.

Schools also expressed concern about the process of cutting HESC a check while waiting for a check to come from HESC. The HESC Redesign Team indicated that balancing by term instead of roster should help. HESC is also looking into the processing of automatic offsets.

The meeting concluded with some further discussion of good academic standing, five year programs and notification when student SSN's changed.

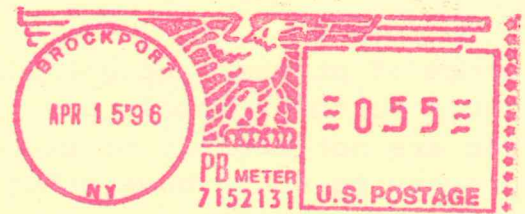
A second meeting has been scheduled for June 19th. Information gathered during the February meeting will be researched and reviewed in preparation for that meeting. Some schools have requested that their technical people be invited to come with them to the next meeting.

Detailed meeting notes from the February 5th meeting are available by contacting Trudy Northway at (518) 473-5552.

This article was submitted by:  
Trudy Northway  
TAP Project Coordinator



Suny Brockport  
Keeping A World Of  
Learning Within Reach



## NYSOBBA NEWSLETTER

SUNY Brockport  
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