



Title of Presentation

Presenter(s) full name and organization

Practical Tools for Success New & Aspiring Aid Directors



Billie Jo Hamilton

Associate Vice President, Enrollment Planning & Management

University of South Florida

Session Agenda

- Getting the Job
- Now You're in Charge!
 - Managing People
 - Managing Processes and Policies
 - Managing Resources
- Positioning Yourself and Your Office
- "Tips" and "Traps"
- Understanding Leadership
- What else do you need to know – sharing

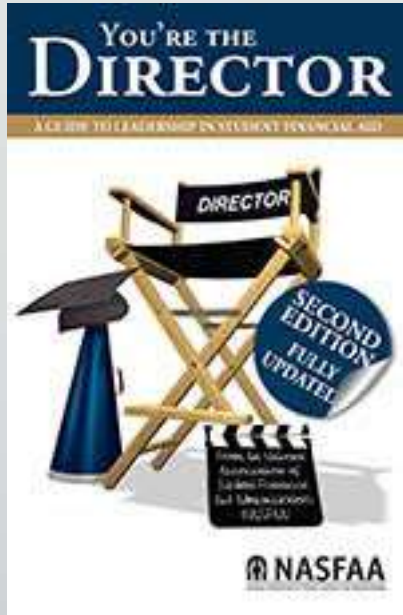
Loading Your Toolbox

- Do a Self-evaluation
 - To be the Director, I need to...
 - Obtain a degree (advanced degree?)
 - Learn as much about financial aid as possible
 - Develop leadership and management skills
 - Demonstrate willingness to go above and beyond
 - Demonstrate collegiality and exceed expectations
 - Allow yourself to be mentored
 - Present yourself in a professional manner



Loading Your Toolbox (cont.)

- Begin to build momentum for your goals
- Work on your foundation and principles
- Stay open-minded to opportunities for growth and professional development
- Consider/prepare your other obligations and your family and their expectations



An excellent anthology written by financial aid professionals. This book contains guidance on leadership concepts, long-term planning, change management, budgeting, and so much more.

Internal Move vs. External Move

- Search for the right fit
- What do you know about the office?
 - Why did the last person leave?
 - What are the staff like?
 - How would you rate their experience?
- Do you have baggage?
- How do you sell yourself?

Getting the Job You Want

- Preparing yourself for the search process
 - Researching the institution(s)
 - Know the influencers and their backgrounds
 - Mobilizing your network!
- Using the interview process to evaluate
 - Asking the right questions, observations
 - Use your intuition
- Negotiating salary and benefits



Now You're In Charge!



Prepare Your Staff

- Meet with all staff within the first 1-2 days
 - Acknowledge their anxiety, and yours!
 - Share why you want to be there.
 - Set the tone for your leadership at a high level.
 - Reinforce your interview statements.
 - Prepare them for change, but not whiplash!
 - Bring food! (remember to consider culture)
- Meet with your boss to establish expectations

Transitioning Tips

- Review/Update PPA/ECAR *carefully*
- Review policies and procedures
- Review audits (internal, external, etc.)
- Climb the learning curve as fast as possible, don't limit focus to your office
- Understand culture, politics, unwritten rules; be systematic and focused in your approach
- Warn your staff that you will ***question everything***

Transitioning Tips (cont.)

- Obtain copies of all personnel files
- Review institutional HR policies
- Review the FISAP *carefully*
- Obtain details regarding budgets: operational, scholarship, personnel
- *Understand* SIS workflow and mods
- Understand/respect chain of command
- Review what has your signature on it

Transitioning Tips (cont.)

- Request a 'transition memo' from your predecessor, if possible:
 - Current partnerships and collaborations
 - Scheduling commitments
 - Evaluation/tour of infrastructure
 - Evaluation of staff morale & culture
 - Decisions made during interim
 - List outstanding issues or areas of concern
 - Accomplishments during interim, past year
 - Disappointments during interim, past year

GAP Analysis

...allows you to compare where you think the office should be to where it is. It sets your agenda for improvements.



- Policies
- Processes
- Technology
- Staff Training/Organization
- Customer Service

Match Your Strategy to the Situation

- Have a clear diagnosis for problems and don't assume your past successes will easily translate: fit the solution to the problem at hand and determine the greatest needs for your attention early
- Each challenge has unique qualities and multiple variables
- Avoid phrases that mention your last position or how things have always been done

Creating an Office Vision

- Your Office Mission/Vision should:
 - Tie to the College's mission/vision
 - Obtain buy-in from staff
 - Be simple and memorable
 - Reflect who you are
 - Set the tone

Secure Early Wins

- What are the low-hanging fruit?
- Build personal credibility and create momentum with early decision-making
- Identify win-win situations & take action
- Carefully observe reactions and opportunities to help your staff grow and your campus colleagues to trust you
- Identify your up line's priorities & act in accordance
- Communicate!



Ensuring Compliance

- Be current, see trends, anticipate
- Update administration and legislators on the campus impact -
-be proactive
- Empower yourself to be an influencer
- Time management: preparing, testing, communicating, implementing, etc.
- Work on your core...professional network
- Secure an adequate training budget
- Have a communication plan

Assess Institutional & Peer Perception

- What do your stakeholders think?
 - Enrollment Management, Admissions, Business Affairs, Bursar, Students, Trustees, Chancellor/President, Provost, etc.
- How do you compare to your peers?
 - Who are your peers?
 - What are best practices in customer service, scholarships, social media, political influence, etc.

Building Your Team

- Professional development
 - Free on campus
 - Financial aid conferences
 - Classes, degree attainment
- Succession planning
 - For all levels of positions
 - Building your bench
- Individual and Team Meetings
 - Build and sustain a positive culture that will assist the team in becoming a highly effective and thriving group



Hiring and Evaluating Your Team

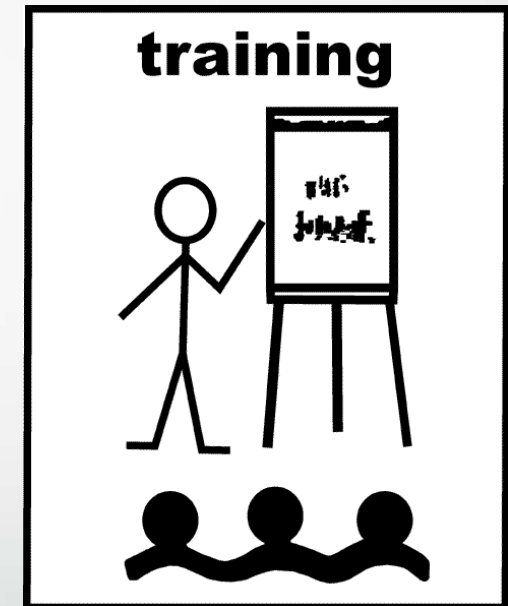
- In hiring, be mindful about what you're looking for, consider fit and diversity
- Personnel Attributes and Knowledge
 - Personality Styles and Productivity Styles
 - General Knowledge versus Program-Specific
- Performance Evaluations
 - Create a performance-based culture
 - Build clear, specific goals that align with office

Staff Meetings

- How often do you meet?
- How much do you share?
- Communication
- Training/Professional Development
- Industry Updates, Campus Updates
- Positive thinking

Staff Training

- Training
 - On-boarding: new and promoted employees
 - Calendar: annual vs. JIT
 - Who trains: subject matter expert or you?
 - Record and archive? Any Meeting
 - External Sources
 - NASFAA
 - Human Resources
 - Vendors
 - Staff Professional Development



Managing the Office Budget

Make the most of your office budget

- Know how much flexibility you have
- Determine need for future funding
- Compare to past year expenses monthly
- Prepare for budget reductions or infusions
- Budget for replacement equipment
- Creatively share costs with other units
- Remember that everything has a cost

Managing Institutional Aid Budgets

- How is your institutional aid allocated?
- How do you request more?
- Know your yield rate on offers
 - New vs. continuing students
 - Can you re-award unused funds?
- How is FWS managed?
 - By students
 - By employee units
- Always reserve a portion for boo-boos!

Management Tools

- Policies and Procedures
 - Who prepares?
 - Are they comprehensive?
 - NASFAA tool: Self Evaluation Guide, P &P Builder
- Office Calendar
- FISAP, PPA/ECAR, IPEDS, CDS, state reports
- Personnel Policies

Positioning Yourself and Your Office





- Internal promotion vs. new hire
- Starts during the interview
- Information really is power
 - Benchmarking
 - Annual report
 - Presentations
 - State agency
 - Forwarding articles up reporting line



Positioning Yourself & Your Office (cont.)

- Responding to complaints
- Networking
- Media experience
 - Student newspaper
 - Print media
 - TV- live and taped
- Management style of your boss

“The Boss”

	MICROMANAGER	MACROMANAGER
LOW KNOWLEDGE	<ul style="list-style-type: none">• High level of oversight• Spend lots of time earning trust• Acts, asks later• Moderate autonomy 	<ul style="list-style-type: none">• Absent unless asked• Trusts decisions• Indecisive due to lack of knowledge• Maximum autonomy 
	<p>The best choice may be somewhere in the middle!!</p>	
HIGH KNOWLEDGE	<ul style="list-style-type: none">• High level of oversight• Can't hide from• Makes decisions for you• Low autonomy 	<ul style="list-style-type: none">• Absent unless asked• Trusts and understands• Lets you make decisions, but knows when you are wrong• High autonomy 

Factors Influencing Your Plans

- Internal vs. external hire
- Reporting line
- Staff size
- Staff experience
- Leadership style of predecessor
- Resources
- Institutional goals
- Current office perception

Challenges in Enrollment Management

- Closer alignment with Admissions dates
- Management of admissions scholarship budgets
- Packaging policies
- Collaboration with other scholarship awarding units
- Satisfactory Academic Progress
- Scholarship renewals
- Data, data, and more data
- Lots of new initiatives – alternative calendar courses/programs, special populations
- Conflicts with areas who are accountable (Admissions) for new student enrollment
- Ethical situations that you may need to work through

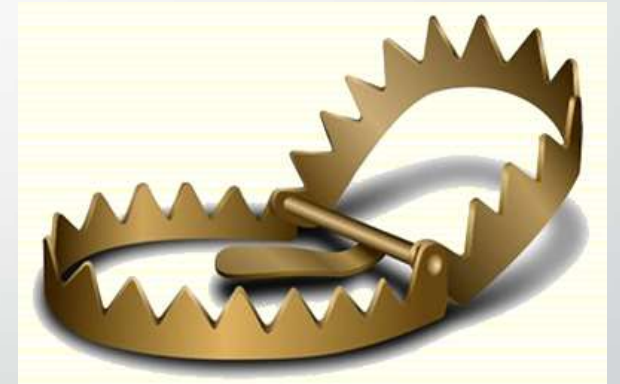
Tips for your First Director Role

- Maintain a core group of professional contacts
- Hire and train staff well
- Learn how to delegate
- Lead by example
- Secure adequate training budget
- Proactive versus reactive
- Be confident



Avoid These Traps

- Set unrealistic expectations.
- Make rash decisions *or* suffer from analysis paralysis.
- Be a know-it-all.
- Fail to let go of your past identity.
- Stifle dissent.
- Succumb to the “savior syndrome.”
- Misinterpret the *true* influencers.
- Pick the wrong battles.
- “Dissing” your predecessor.



Qualities of a Good Leader

To generate trust, leaders need to exhibit:

- 1. Consistency** for those who follow them.
- 2. Congruency.** No gap between the theories they espouse, the words they say, and the lives they lead.
- 3. Reliability.** They are ready to support co-workers when it counts.
- 4. Integrity.** They honor their commitments and promises.

Characteristics of Leaders

Leaders are:

- Positive
- Decisive
- Intuitive
- Visionary
- Ambitious
- Knowledgeable
- Persuasive
- Competitive



Ethical Leadership

- Put the good of the organization and the general good before your own interests and ego.
- Encourage the discussion of ethics in general and of the ethical choices involved in specific situations and decisions as an ongoing feature of the organizational culture.
- Consider the consequences to others of your decisions, and look for ways to minimize harm.
- Treat everyone with fairness, honesty, and respect all the time.
- Never stop reexamining your ethics and your leadership.
- Review NASFAA's Code of Conduct

What Else Do You Need to Know!

