

DIRECTIONS

Volume 12, Number 1 Winter-Spring 2001



Inside

QUIPS

Welcome to
Financial Management

GCA Strategic Plan

Recognition Review

Kudos

Cash Management Training Goes High Tech

Diane Cooley, Student Fiscal Services

For some time now, Financial Management has offered a class through Training & Development titled “Managing Your Department’s Cash and Avoiding Audit.” It has always been a challenge for the trainers to make the course material interesting and, in the past, taking the course meant sitting through five to six hours of lectures with exercises interspersed to keep people awake. Now staff can work through the information online at their own speed, take a short quiz at the end of each section and then spend a couple of hours with the instructors.

We asked Financial Management staff who participated in the first online training to give us some feedback. The training team appreciates their comments and will use them to improve our communication to the next group of students. Here are their responses:

“I found the online class to be extremely valuable. As a new leader in Payables Administration, it was a great way to jump start

my learning curve in payables processes. The online learning method of reviewing material and then answering questions based on the topic you just read was a great way to get instant feedback on comprehension. And now all of the web pages are online in the Faculty and Staff Guide! This is a

wonderful resource for both new and experienced employees.” *Karen Long*

“I think the concept of offering classes online with an in-class follow up is an excellent idea for those who learn efficiently by this method. One can study at their convenience and contact persons (who are expert in their field) are listed if more information about the topics being discussed is required. An overview class is provided with each expert in their field in attendance providing a summary on each topic and being available for questions. In addition, time away from the workplace is minimized. However, I can also see this as a disadvantage because of the many interruptions that go on in the office. It is essential that students’ supervisors know what is expected to pass the class and allow students an appropriate amount of release time (uninterrupted) for this activity. Also, it would be very tempting, in some cases, to do the homework at home because time is not allotted by the student during the working hours. This goes against the concept of allowing release time, if release time has been approved. However, these problems can be managed and worked out before signing up for the class to make the overall experience a positive one.

There is a downside to these types of classes for those who learn better in a classroom situation. Although a brief in-class overview of each topic is provided and plenty of time is available for questions, learning the material online may cause problems for those who are listeners or writers. Meaning, some



QUIPS

Quality Improvement
Program Shorts

An update on the
Quality Improvement Program
from the
Senior Quality Improvement Specialist,
Kate Riley



New Employee Orientation Process in FM

The Inciters Team (Kate Riley, Libby Graham, Denise Lim, Heather Norberg and Sam Senturia) recently released Version 1.0 of the New Employee Orientation Process (NEOP). A month-long pilot test at our beta sites (GCA, MAA & Payroll) worked out several of the bugs and smoothed the way for a grand release. The Inciters conducted training on the process during the week of June 25th for all leaders in Financial Management. The program is now fully operational across the division. If you are a new employee within the last two months, hopefully you have had direct contact with NEOP and its features. If for some reason you missed out, be sure to ask your supervisor for a preview. Beginning next quarter, we'll be evaluating reaction to the process each quarter and reporting back to supervisors.

Why a new employee orientation process? When the Inciters determined last spring to develop an orientation program, we sought input from the two groups most interested in new employee orientation: supervisors and new employees. From supervisors we heard strong support for a standardized process. We also heard they wanted the program to be web-accessible and loaded with tools they could use with their new employees. New employees also wanted an orientation process, one that would provide answers to questions like, "What's my job?" "What training am I required to attend?" "Who are the leaders in Financial Management?" "What is Financial Management?"

There was clearly a need for product development. The Inciters team faced many a blank sheet of paper over the past year as we each took responsibility for developing aspects of the NEOP. Heather Norberg took on project manager duties for managing the pilot study as well as leading the training efforts during the rollout week. Sam Senturia's skill in HTML programming grew significantly as a function of creating the web site. Denise Lim and I developed the checklist and Libby Graham saw to it that organizational charts that never before existed were put to paper.

We also brought in others for expertise beyond what we had. One need we recognized was for a simple graphic that conveyed the breadth of the quality program in Financial Management. Bridget Yacker, GCA, was instrumental in helping develop the QI Pyramid concept; Michael Fero produced the artwork and HTML for the pyramid.

Once we had developed the material, we realized we needed to know how to create a web site. Thanks go to Alexis Raphael and Ginger Brower (C&C), for their assistance in design, layout and site testing. Thanks also to the supervisors in GCA, MAA and Payroll for being guinea pigs throughout the start-up phase.

The end result of our work is:

- 4-step orientation process
- NEOP web site
- Supervisor's checklist for each step
- "The QI Pyramid"

So even if you've been in Financial Management for more than a few months, check out this new site: www.washington.edu/admin/finmgmt/ncop/ for the 1.0 version of the NEOP.



Visit the QI Pyramid at www.washington.edu/admin/finmgmt/qi/pyramid/

Welcome to Financial Management

Heather Norberg, Payroll

There is a great new tool for all Financial Management employees, the “Welcome to Financial Management” website, available at www.washington.edu/admin/finmgmt/neop/.

This great new site contains links to the departments in FM, organization charts and even maps to the offices. Do you ever wonder what EIT or PAF means? There is a handy list of acronyms to help you out. From the main page, you can find out how to change your direct deposit account, look up classes available through QI and even go on a scavenger hunt. Explore the QI Pyramid and check out the links to staff qualities and the FM Vision.

What’s in this for the supervisors? The “Welcome to Financial Management” website has a section just for you. The entire NEOP process is outlined and the checklist for hiring new employees is easy to find and use. Have you ever struggled with how to conduct

an interview? The page has links to all kinds of hiring tools including a one-page summary of QI. Quick links to confirmation letters makes hiring a new employee a snap. Unsure about who is a new employee – there is a definition to help you get started with the NEOP.

The “Welcome to Financial Management” website has brought together disparate resources in one place. Take time to explore the many links and information available. Once you utilize this tool, you’ll wonder how you functioned without it!

Four Steps of the NEOP

- I** — iNtroduce applicant to quality improvement in Financial Management
- E** — Ensure everything is ready for the employee’s start
- O** — Orient new employee on first day
- P** — Pfollow-up with the new employee at end of the 2nd week

Remember

- Start at the interview
- Do every step
- Don’t overwhelm on the first day
- Check in regularly

GCA Strategic Plan

Heather Norberg, Payroll

In February 1998, the Grant and Contract Accounting leadership team invited Ruth Johnston to facilitate a strategic planning effort in GCA. The purpose of this effort was to better our organization by establishing methods of implementing change and improving processes.

We began by developing an agreement on shared organizational values and establishing vision, mission and goal statements. These identify our primary service/function, our customers and an understanding of our overall purpose at the University of Washington. Next, we identified all internal and external influences and constraints which will affect GCA in the future, and identified our organization’s strengths, weaknesses, oppor-

tunities and threats. We also established Critical Success Indicators which will measure the effectiveness of strategic actions taken. These indicators consist of twelve measures and targets for our four established essential outcomes—based on the goals formulated during our mission and goal development.

Our latest efforts include an action-planning phase in which we have examined our top three goals, or initiatives, to find ways to reduce existing performance gaps. With the assistance of Kate Riley, we brainstormed facts, opinions, beliefs and assumptions we had about the initiatives to create a full, comprehensive and shared perspective of the situation. Then we devel-

Cash Management (cont'd)

may learn better by hearing and taking notes and then referring to written material as needed. This is something a student should be aware of when signing up for classes.

The disadvantage for me and others in this particular class was that it was not communicated that the class was being taught online. For me this caused a great deal of confusion. I skimmed the reading assignments enough to do the homework assuming that I would be going over the materials again during the class session. Therefore, I didn't get as much out of the class as I hoped. The good news is that I can now reference the material on the WEB and consult the experts as needed.

Claire Colson

It was nice to have a shorter session and receive all the information online. It was much easier to wade through what was relevant to our department and our processes. Having the URL's also will provide a great point of reference. *Heidi Anderson*

I really liked the new format -partial online and 1 short session in person. Having multiple presenters (topic experts) was also nice for some variety. I especially enjoyed the exercise that Ruth distributed because it encouraged us to apply what we learned.

For me, it was beneficial learning more about the petty cash process, the purchasing options (including the ProCard), and the billing for receivables. Working at GCA in Fiscal Reports, I only see budgets when they are expired and all activity has ceased. Having a better understanding of the cash management process enables me to assist departments with expenditure discrepancies, thus improving customer service.

I personally don't like WEB reading, so I printed a majority of the material. The person-to-person session was good because it allowed the students to ask questions and provide feedback.

Thanks for having the class and doing such a great job presenting! *Tanya L. Eng*

GCA Strategic Plan (cont'd)

oped targets to represent our vision, goal, desired outcomes and/or ideal situation for the initiatives. Finally, we established proposals which listed the steps that, when taken, would close the gaps between the present situation and established targets. This led to a development of an action plan and associated timeline for each of the three initiatives. The action plans were then sent to the staff for review and feedback.

Subsequent to the staff review, the team moved to implement the action plans. Critical to this step was a resource assessment made by the strategic planning team—a review of the most judicious use of our staff's limited resources in the implementation of the action plans.

The action plans now being implemented in GCA are: Timely completion and submission of fiscal reports, timely invoicing and timely cost-share reporting and follow-up.

Training Schedule

RECOGNITION REVIEW



Janice Mercer, Financial Management

LINO

Frannie Gladney (Student Loans and Receivables) was recognized for the quality of Trusting of Others on January 10. Interviews revealed that Frannie is genuinely interested in others and respects their individuality. “She values input from others, whether positive or negative. I have rarely met such a courteous supervisor. She always thanks her employees for work well done. She maintains confidences—is able to discuss and resolve a problem with affected parties without revealing who initially raised the issue.”

Sandie Rosko (Student Loans and Receivables) was honored for the quality of Approachable on January 12. Some comments from the nomination include, “She sets a supportive climate where others can do their best—gives us freedom to use our own judgment regarding collections. Her door is always open—she finds time to assist and answer our questions. She’s a good facilitator and leader—points us in the right direction.”

Cindy Gregovich (Equipment Inventory) was recognized for the qualities of Inspiring and Approachable on April 11. Cindy “brings pizzazz to the job—makes a dull job seem prestigious.” “She has a genuine interest in others and encourages them to reach their full potential. She is excellent about helping us see the big picture, which can be challenging in our specialized niche jobs. She removes barriers in the workplace by keeping staff informed and involved, and holds regularly scheduled staff meetings.”

Doug Breckel (Treasury Office) was recognized for the qualities of Trustworthy and Approachable on May 24. “He is genuinely interested in others both internally and

externally, and listens in a non-judgmental and nonthreatening way. He seeks to build consensus in the groups he works with. He is often sought out by senior administrators to provide support on matters that span beyond his everyday responsibilities. He doesn’t jump to conclusions and is very thoughtful when ‘fires’ need to be put out during bond transactions. The professional quality of his work sets a standard for the office, yet his easy going manner and light hearted humor reduce the level of stress often associated with a finance office.”

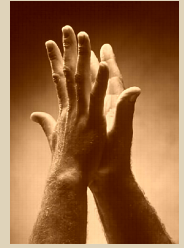
Diane Harker (Travel Office) was honored for the qualities of Inspiring and Approachable on June 6. One of Diane’s outstanding qualities is that “she likes what she does.” “She cares about the reputation of the Travel Office and its staff. She sets a supportive climate where others can do their best—encourages, recognizes and supports the contributions of others in the organization. She is consistently proactive and motivated when working on special projects.”

QSTEP

Mark Landis (Student Loans and Receivables) was awarded a QSTEP on February 2 for the quality of Committed. Mark is described as being very dedicated to his job. “He assumes responsibility and works diligently to solve customer problems. He went beyond the call of duty in assisting with the renovation of the 5th floor, allowing the SLR Office to function as close to normal as possible. He has a CAN-DO attitude! He welcomes change—jumps right in without hesitation. He is the first one to raise his hand to volunteer for something.”

KUDOS

Compiled by Diane Cooley, Student Accounts,
from e-mails & notes received by FM staff



This email is to inform you that **Donna Andreason** from your Customer Service team has done an outstanding job of assisting me not only resolving, but expedited payments for several problematic invoices. *Raymond Hsu, Senior Contracts Manager, UW Purchasing/Housing & Food Services*

Mark Landis, you have made this Christmas the best Christmas I have ever had. You are the best because you didn't have to do this for just one student, but you did.

Esther Kim, student

I would "officially" like to extend my appreciation to **Donna Andreason, Kristie Dunne** and **Shawn Williams** in Payables Administration for their exceptional performance in assisting me with invoicing issues this year. They continually provide me with professional, friendly and timely service even in difficult situations. In addition, I would like to extend my appreciation to **Pramilla Chand** who has provided exemplary client service to me this year. *DeAnn Wells, Manager, Purchasing Operations, Purchasing Department*

Student Fiscal Service: Thanks for this GREAT letter. Never have I seen such a clear and helpful document about TA/RA/GSA's and tuition. Stars in your crown!! *MaryEllen Anderson, Art History Whatever*

Gordon - I wanted to thank you for putting me in contact with **Shawna Litterski**. She was extremely knowledgeable and very helpful to me this morning. I wanted to let you know that I appreciate the help. *Lisa A. Ricci, Director of Finance, Children's University Medical Group*

I am writing you this note to let you how much I appreciated **Ginny Montgomery's** help in processing Dr. Julia Parrish' retro pay. Not only was she a big help to me but she

was also very efficient and productive on how she did the job. I could not have done it without her. *Mila Sarmiento, Ocean Payroll*

I wanted to congratulate you on the great and efficient crew you have at A/P. A potentially politically explosive situation was unraveling with our department (Dean of Medicine) about a reimbursement that the payee felt was late in coming. I called **Bill Tolbert** at Mary Fran Joseph's suggestion and he took care of the matter in record time. Also, **Sue Vadman** called me and explained extensively the situation and helped me word an answer to the angered payee. She took time to look things up in this manual order. *Kia Kornas, Fiscal Specialist Supervisor, Dean of Medicine*

V'Ella, thanks for sharing the results of this term's direct deposit of aid \$ for students. **Ruth Johnston** and her team (**Student Fiscal Services**) have done an outstanding job of creating a new service for our students so that they can get their aid \$ using modern banking techniques. The numbers are significant. Great job. *Weldon Ihrig*

A student just brought **Lindsay Hendrix** in the most beautiful vase of fresh flowers. Lindsay helped the student with some questions she had. Once again Lindsay thank you so much for going above and beyond.

Joni McDonald has been a real trooper making the service center a "go." She's been the constant presence throughout. *Patricia Woehrlin, USER Project*

As you may know, **Shawn** answers the telephone in Payables Administration. Ever since I began working at the University in June, Shawn has presented a professional, congenial and pleasant disposition. Each time I call with a question or concern, Shawn has

Ruth Johnston and her team:

...have done an outstanding job of creating a new service for our students so that they can get their aid \$ using modern banking techniques

Weldon Ihrig

been very helpful Payables Administration has a good person and employee in Shawn Williams. *Kris Burleigh, Secretary Senior, UW – Cardiology*

On behalf of the College of Arts & Sciences administrators, thank you for the *excellent* presentation this morning on international hiring. It was a lot of material to cover and you presented it so efficiently you probably noticed that you could hear a pin drop! We really appreciate the time you spent answering all of our questions and going through the materials and giving us a real insight to many of the intricacies involved. *Mary Melanson*

I just wanted to drop you a note and tell you what a great job one of your employees does. I'm referring to **Kristi Dunne**. Kristi is always very professional, courteous and friendly. When I have a problem or concern, she always finds a solution to it in a very timely manner. I commend you for having such excellent employees on staff. *Karen Orders, Karen Orders Photography*

Your staff is great! IF, you only knew how happy we all are that your staff stepped up to the plate and took ownership of this situation; that might have been a huge problem for all parties involved, and minimized it with quick action. Your follow up is greatly appreciated. Kudos to **Lindsay Hendrix** for being a major player in this. It was a pleasure working with her. *Chris Riley*

Mary Jo Hershly & Tami Sadusky: Thank you! Nobody could ask for better, faster help than I just got. Malcolm R. (Mac) Parks, Ph.D., Asst. Vice Provost for Research

This is a Kudos to **Diane Cooley** in Student Accounts who was so helpful in rectifying my tuition statement questions! Thanks so much for your great customer service. *Pam Pineda Hect, Accounting Manager, UW Physicians Network*

V'ella, I wanted to thank you for taking the time out to prepare and present to our group on Monday. It was probably one of the best and most informative presentations we have had this year. The topics and material

were right on target for the group. We look forward to having you back for future updates! *School of Medicine Administrators*

Karen Long: My personal "thank you" for your speedy action in assigning this budget number (advance). This is our first test of the new system, and if it always works this well, it will prove very popular. Dr. Halleran's request was somewhat unusual, and we are very appreciative of your very efficient service. Kudos! *Vicky Palm, A&S Dean's Office*

I just wanted to let you know that we have a great team of workers! **Libbie Graham** was the only one in the Check Processing area at 3:20 when I had a hand-type check for a Nonresident Alien from Columbia moving to Switzerland, but temporarily in Portland, Oregon until Friday or Saturday. She typed the check, got it approved for signing, **Aris** got it signed, **Susan** got the UPS paperwork done and Aris walked to the box on campus for delivery (it was too late for a pick up here). *Carolyn Adams Thank You All! Dr. Villaveces* helped us out in a very difficult situation and we're extremely pleased he'll get the check in time to avoid the bill collectors and before he leaves for Switzerland. This took some tremendous work on your part and we're oh-so-thankful. Bravo to you all! *Laura Feola, Research Coordinator, Harborview Injury Prevention & Research Center*

I just received a very nice call from Diane Schulstad in Pharmacology who wanted to thank the **GCA staff** for the excellent job they do with turn arounds on termination notices.

Dick Simmons: By the way, I knew that we lost funds for one year due to the "penalty" year we had, but I didn't know that based on the AOR numbers we should expect to see some PCL contributions this year. As always, your sharp eye on these loan programs really help our students. Even if we aren't able to get any funds this year (and we'll keep trying) I really appreciate your efforts and alerting me to this problem. Thank you! *Kay Lewis, FAO*

V'ella:

I wanted to thank you for taking the time out to prepare and present to our group on Monday. It was probably one of the best and most informative presentations we have had this year.

School of Medicine Administrators

Recognition (cont'd)

Arlene Lalas (Student Accounts) was recognized with a QSTEP for the quality of Collaborative on February 27. Examples cited in support of Arlene's award are: "She always takes the initiative for learning, sometimes asking more than one person to explain something until she understands. She works well with people in her unit to meet customer needs. She is a good listener and makes sure customers are satisfied before moving on. She is diplomatic and patient even when problems and disagreements present themselves at work."

Young Kim (Payroll) was awarded a QSTEP on March 23 for the qualities of Trustworthy and Committed. Interviews revealed that Young believes in, shows excitement and dedication to his job. "He is dedicated to personal and professional growth. He initiates self-development to increase his knowledge and abilities. He always has new ideas for process improvement. He volunteers to help coworkers when they are busy. He is a true teammate!"

Caroline Feng (Student Loans and Receivables) was honored on May 8 for the quality of Committed. "She is responsible and accountable for her work. She is giving up her flex schedule to assure office coverage when she returns to school to earn her CPA. She is gracious and accepting when new ideas or challenges are presented. She strives for a positive work environment."

Janice Mercer (Financial Management) was recognized for on June 18 for the qualities of Trusting of Others and Trustworthy. Some comments from the nomination include, "We all have weird, quirky things we do at times, but she sees past that to find some redeeming quality in everyone. Her insight has helped me many times to see beyond my perceptions of others. She is always willing to help and I can trust the information she gives me is accurate. She is very honest and straightforward."

TOPS

The **NIH Salary Cap Process Improvement Team** (Suzette Ashby-Larrabee, Sam Senturia, Brion Norton, Mary Jo Hershly, Ben Gines & Supremo Manabat) was recognized for a TOPS award on April 16. The NIH Salary Cap team was created to improve the process of complying with Federal policies regulating salaries paid from NIH awards. The old process involved a great deal of manual data entry and calculation for both GCA and fiscal contacts in research departments. The team devised a way to download the information automatically. The results are a long-term improvement, significant time/cost savings, more accurate reporting and it lessens our audit risk.

EXPRESSES

12/19/00—Payroll, 1/11/01—GCA Space Team, 1/30/01—Travel Office, 3/30/01—ESL Pilot Class, 5/29/01—Traveling Treats, 6/7/01—GCA Fiscal Report Team Express and 6/21/01—Distinguished Staff Award Nominees/V'Ella Warren's title change

Editors

Diane Cooley
543-8682
dianec@u.washington.edu

Kate Riley
543-8766
kater@u.washington.edu

Design • Production

Michael Fero
543-4058
mfero@u.washington.edu

This newsletter is published seasonally by the Office of Financial Management, University of Washington. On-line editions, in pdf format, are available at <http://www.washington.edu/admin/finmgmt/qj/forms.html>.

Kevin Wald has been so very helpful in assisting me with questions on the VP for Development search I have been running for the President's office. He always goes the extra mile and keeps me from having my work paralyzed. I really appreciate him, and also Diane Harker and everyone else over there. You are all the greatest! Your polite attitudes really make my day. *Mary K. Pullen, Assistant to Divisional Dean Jeffords and Special Projects for Dean David Hodge*

Tami Sadusky: Thank you very much - you are very helpful and quick to respond!

Appreciate your efficiency! *Myrna Izidor, Administrator, Allergy & Infectious Diseases*

Kristie Dunne: One of the voice mail messages I answered this morning was to tell a vendor I processed their invoice and it would be mailed out tomorrow. Lucy told us that she (and she said almost everyone at Popper & Sons) was very pleased with the University. She said that they have a lot of accounts with us and we are nice to deal with. Our department pays promptly – it is usually in about 36 days. She thanked me for calling so promptly in response to her message.

Randy Parsons: Through it all, he was patient, calm, courteous, organized, professional, and service-oriented. I noted this both at a slack time of the Winter quarter and at a very busy time this Spring. I noted it talking to him in person and observed it when he was talking to someone on the phone. Dealing with Randy, you really get the sense that he truly cares about each individual student's situation. That's quite exemplary for a campus that big. *Tom Aldrich, Director, Academic Computing Office of Information Services, U. of Puget Sound*

Thank You **Lindsay Hendrix!** You just made my day and restored my hope in the system! *Sabrina Peterson, student*

UW Travel Office: It's been a while since I've traveled for work and I was worried about reimbursement since I remember it used to take up to a month to receive a check back. I was pleasantly surprised to receive my

check today, and even in time to pay my UW Visa bill before the due date. Also, having the TEV online makes a HUGE difference. Those carbon forms were awful for anyone to complete, especially at a typewriter. It definitely seems like your processes have improved, thanks! *Tara Cannava, MHA, SCCA UWMC Project Manager*

Jocelyn Bautista: "Thank you for your PATIENCE AND ASSISTANCE as you helped me to understand the forbearance process." *Student*

Caroline Feng: Again, thank you for your help. You are the first person I felt who was both SINCERE AND TOOK THE TIME throughout my ordeal with this subject matter. Your efforts are greatly appreciated. *Student*

I just want you to know how helpful **Monique Bradley** was last week when I had to provide information to her on a short deadline. She was always available to answer questions, guide me to the correct resources, and tell me we would make the deadline. I'm sure this last minute job interrupted her normal work schedule, as it did mine. It was a pleasure to work with her to get this task completed. *Jean Garber, Administrator, Department of Environmental Health*

Lindsay Hendrix: You are Muhammed Ali The Greatest!! Thank you so much, I promise never again to have my miserable, late, whining self and name come across your sparkling clean desk. You are building Karma points of course; may the next 2 fees you incur for any reason be dismissed with due haste. *Seth G. Felix, Business Banker and Client Manager at Bank of America*

Mary Jo Hershly: I want to express my appreciation for the very valuable help you gave me in preparing my Access Bank Card reports. They will help make my processes go a lot smoother and faster considering the volume and complexities of Bank card transactions. The knowledge that I learned from your guidance will also help in any of our future needs. *Vic Lim*

Sandy Rosko: You and your team have done a super job to get under 3%. That is wonderful results, which takes a strong commitment by everyone, with your vision and leadership. *Weldon E. Ihrig*

The Freight Company, UPS is treating us a bagels & cream cheese. It should be said, these treats are also because Alvin Chau is doing a wonderful job on UPS. Even UPS admits, with less complaints, it makes them look really good.

Just wanted to write to tell how helpful **Carolyn Adams** has been with our various international visitors in recent months. *Alex Aho*

Congratulations on your superb web site, with the **Financial Management Quality Improvement program!** In summary, the contents of this site make me proud to be a member of the UW community. Hopefully, as our Fiscal Employees Web Site comes together, we can incorporate some of these principles. *Mark Ondrake, Fiscal Specialist*

I wanted to thank **Heidi Anderson** of your staff for helping me with my overdue account. She was very kind to me and was very patient through the whole mess that I was going through. I appreciate the work she did. *Student*

My experiences with the UW Financial **Student Fiscal Services** have all been very good. All the people who've serviced my loans and payments have been efficient, courteous and caring and very professional. Thank you for all that you've done for this student. Jaeson is fabulous!!

I am very grateful for the extra effort that was done by **Teresa and Kevin** on a travel requisition. They took the time to discuss with me on what they could do to get a check to me. As of this morning I have the check in hand and will forward it on to the vendor by Federal Express. *Thomas Kerrigan, Fiscal Specialist I, Applied Physics Lab*