

To carry out these responsibilities the present professional regional BHE staff is composed of an Acting Officer-in-Charge, a Field Representative for the Division of Student Financial Aid, a Regional Representative for the College Facilities Branch, and a Program Analyst; a Secretary-stenographer and a Clerk-stenographer comprise the secretarial and clerical supporting staff.

Responsibility of this office for the administration of Federally-supported student financial aid programs in institutions in the Region, is a major one. As objects of primary responsibility, these SFA programs are: the National Defense Student Loan Program (Title II, PL 85-864), the College Work-Study Program (Title I, Pt. C, PL 88-452), the Educational Opportunity Grant Program (Title IV, Pt. A, PL 89-329), Contracts to encourage the Full Utilization of Educational Talent (Title IV, Sec. 408, PL 89-329), and the United States Loan Program for Cuban Refugee Students (PL 87-510, as amended). Concurrent with these SFA programs, and also in certain respects within the area of primary responsibility of this office, is the Guaranteed Insured Loan Program (Title IV, Pt. B, PL 89-329)—although the loan funds for this program are from private sources, Federal subsidy of interest benefits necessitates supervision by Federal officials of certain aspects of operation of the program.

In respect to these SFA programs, the regional BHE office is directly involved in the total process of participation in the programs by individual institutions in the Region. This involvement includes, (1) advisement and instruction of new, and also formerly participating, institutions preliminary to application for funds, (2) action on applications for funds, and negotiation as necessary, (3) special services for organization of the programs in new institutions, (4) continuing advisement of all participating institutions on special problems, and on changes in legislation and regulations, (5) quantitative and qualitative program reviews, and consultation with chief administrative officers on recommendations consequent to review and also audit by other Federal offices, (6) special action and follow-up on special problem areas, viz, NDSL collection, non-conformity with legal requirements or regulations, staff utilization, communication and records, etc.

It may be instructive at this point to elaborate on the practices being carried out by the regional BHE staff in connection with activity (5) noted above, "program review procedures". These procedures result from the experience of this office in reviewing institutional NDSL program operations over the past seven years, and the CWSP over the past two years. Although the present procedures are directly specifically toward SFA programs, it is hoped that this same approach could be adapted and applied for reviewing and promoting institutional management and administration of other Federally-supported programs in institutions of higher education. The steps in performing individual reviews of SFA program areas are as follows:

*Step 1: Intensive On-Site Program Review*, requiring on the average one man-day per program. This review proceeds point by point along orderly lines which are detailed in respective review outlines entitled, "Guides for Program Administration and Program Review" (sample copies of these "Guides" are available for examination). Institutional program and fiscal officers receive copies of these "Guides" for study and reference.

*Step 2: Program Review Report*, prepared in the regional office following each program review, describing the institution's administrative structure and practices for each program and detailing those practices which are found to be in need of improvement, and offering specific recommendations (copies of sample "Program Review Reports" are available for examination).

*Step 3: Post-review Conference* taking place approximately three or four weeks after the on-site review of the program(s). This important conference is held between the BHE Acting Officer-in-Charge and the following institutional officials: President (or his delegate), Program Institutional Representatives, Program Fiscal Officers. The Program Review Report(s) is (are) delivered to the President and his staff at this time and its (their) contents discussed point by point. The President is requested to summarize in a letter to the BHE Regional Representative the actions the institution plans to take, or has taken, to meet the recommendations made in the Report(s), including recommendations made in reports following earlier reviews performed by the Regional Office staff, or/and by other OE and HEW audit agencies.