

**From:** VP - Operations  
**Sent:** Friday, September 18, 2009 2:13 AM (GMT)  
**To:** Campus Employee  
**Subject:** RE: Ft Worth Verification Past Due

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**Adm. E'ee** brought it upon himself...you and I can't be wrapped up in being pressured to give someone a new job because his wife says so.  
So his job responsibilities are going to be not as tough as a DOO????

Redacted

Kaplan Higher Education Corporation  
Vice President of Operations-West Group  
16835 W. Bernardo Drive #205  
San Diego, California 92127

**Redacted**

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=====  
Have a compliance question?

Need compliance assistance?

Email: Redacted

Or call: Redacted  
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**From:** Campus Employee  
**Sent:** Thursday, September 17, 2009 6:56 PM  
**To:** VP - Operations  
**Subject:** RE: Ft Worth Verification Past Due

He will leave us then. His wife has threatened to leave him if he doesn't change positions. He understands that it would have high expectations too, but she is convinced that admissions is ruining their marriage.

Personal side of his life aside, he is burned out on admissions. He is close to Campus Employee and we discussed him in San Diego.

**Adm. E'ee** is drowning.

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**From:** VP - Operations  
**Sent:** Thursday, September 17, 2009 8:34 PM  
**To:** Campus Employee  
**Subject:** RE: Ft Worth Verification Past Due

Im not moving the DOA anywhere. Sales drives the business.

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KHE 233387

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Kaplan Higher Education Corporation  
Vice President of Operations-West Group  
16835 W. Bernardo Drive #205  
San Diego, California 92127

Redacted

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Have a compliance question?

Need compliance assistance?

Email Redacted

Or call Redacted  
=====

From: Campus Employee

Sent: Thursday, September 17, 2009 6:10 PM

To: VP - Operations

Subject: Re: Ft Worth Verification Past Due

He had a compliance audit, lost his DOE and ADOE, rebranched, had budget and reforecast, ACCSC annual report, and all on the heels of an ACCSC visit. He's completely overwhelmed. He came to me today for help. We need to move the DOA to DOO for two reasons: Adm. E'ee needs him and the DOA needs the DOO role.

From: VP - Operations

To: Campus Employee

Cc: Campus Employee

Sent: Thu Sep 17 21:00:54 2009

Subject: RE: Ft Worth Verification Past Due

Always copy the RVPO on any operational items concern schools.

Also Camp. E'ee if we gave him this lead two weeks ago and he just now interviewed the person. He must not think this is too important./

Redacted

Kaplan Higher Education Corporation  
Vice President of Operations-West Group  
16835 W. Bernardo Drive #205  
San Diego, California 92127

Redacted

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=====  
Have a compliance question?

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KHE 233388

Need compliance assistance?

Email **Redacted**

Or call **Redacted**

**From:** **Campus Employee**

**Sent:** Thursday, September 17, 2009 9:27 AM

**To:** **VP - Operations** **Finance Employee**

**Subject:** RE: Ft Worth Verification Past Due

I sent a DOF candidate **Redacted** ) a couple of weeks ago who interviewed with **Adm. E'ee** yesterday for a possible hybrid DOF/DOO combination role. I am awaiting **Adm. E'ee** response at this point. I will connect with him as soon as possible and focus on finding additional candidate with cash management/accounting experience if necessary.

Warmest Regards,

**Redacted**

Kaplan Higher Education Corporation  
Campus Recruiter, West Group  
16835 W. Bernardo Drive #205  
San Diego, California 92127

**Redacted**



**From:** **VP - Operations**

**Sent:** Thursday, September 17, 2009 8:29 AM

**To:** **Finance Employee**

**Cc:** **Campus Employee**

**Subject:** FW: Ft Worth Verification Past Due

We need to desperately get a DOF with some cash management/accounting background. Where do we stand on finding a like person?

**Redacted**

Kaplan Higher Education Corporation  
Vice President of Operations-West Group  
16835 W. Bernardo Drive #205  
San Diego, California 92127

**Redacted**

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Have a compliance question?

Need compliance assistance?

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KHE 233389

Email: [Redacted]  
Or call: [Redacted]

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**From:** James Blackburn  
**Sent:** Wednesday, September 16, 2009 8:00 PM  
**To:** [Fin. Aid Employee]; [Campus Employee]; [Fin. Aid Employee]; [Adm. Employee]  
**Cc:** [Fin. Employee]; [VP - Operations]; Lionel Lenz  
**Subject:** Ft Worth Verification Past Due

[Fin. Aid. Employee]

The campus has made substantial improvement in the past due over the previous weeks. Your plan below is solid and should continue to gain positive results. After reviewing the data and the current past due, I believe it is best we remain within current Kaplan policy and hold any disbursement of funds until the verification is complete. The \$50K in USUB/PLUS is a very small component of the past due.

I do recommend [Adm. E'ee] speak with each of the students who have not completed verification and encourage them to quickly complete the process.

Take care,

[x]

James Blackburn  
Vice President of Financial Aid

1015 Winward Ridge Parkway  
Alpharetta, Georgia 30005

Tel: [Redacted]  
Cell: [Redacted]  
Fax: [Redacted]  
www.khec.com

Building Futures

=====  
**From:** [Fin. Aid Employee]  
**Sent:** Saturday, September 12, 2009 3:35 PM  
**To:** [Campus Employee]; James Blackburn; [Fin. Aid Employee]  
**Cc:** [Fin. Employee]; [VP - Operations]  
**Subject:** RE: Ft.Worth Verificatoin

There is a total of 56 students pending verification which accounts for 174K in past due funds.  
o 88 K Grants / 86 K loans of which 50 K is PLUS & Unsub

**FA E'ee** only indicated 42 students pending verification on her last report so they may have resubmitted some docs this week, but I am going to send her the list I have so she can confirm. The PLUS & Unsub. held up for verification is not a huge amount but it could help reduce student balances in the event they drop & which could reduce the bad debt impact.

All students have been notified, multiple times in many cases, so they are pulling them from class this week & if they do not bring the required docs the next day, they will be sent home to get the documents. [Adm. E'ee] has approved restricting their attendance as a means to obtain the documents. The goal is clear a minimum of 75% of these cleared this week (42 students - 8 students per day) with any remaining students completed next week which allows for those students needing

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documents from parents that may live out of town.

Issues creating back log:

1. Not reviewing documents while the student is present:
  - a. The staff has been trained on verification & the need for reviewing documents while the student is present so they can determine at that time if signatures are missing or conflicting information exists so this can be addressed immediately vs. having the pull the student to discuss at a future date.
  - b. In the past, they have simply collected the documents & sent the students back to class without "reviewing" the documents & subsequently found discrepancies when completing verification. I attribute some of this to the newness of the staff, however, they now know to review everything while the student is present.
2. Lack of consistent follow up
  - a. Students are contacted in class & via phone regarding the verification documents needed, but the staff needs to be more diligent in their follow up to pull the next day etc. if the student does not bring the requested docs.
  - b. [FA Employee] is working with the staff to improve follow up skills by having them prepare a daily pull list so she can monitor who needs to be pulled & follow up with the staff during the day to make sure it was completed.
3. Verification rejects
  - a. The campus is now utilizing the HO verification check list & a second person is reviewing the documents prior to submission to HO so this should improve.
  - b. They still struggle in determining when an asset statement is required so they are asking questions more frequently to ensure they have what they need so this is improving.
4. Slow Packaging
  - a. The campus has struggled with packaging and had poor "Complete - RTP)" packaging rates on start day.
  - b. I have seen improvements in the start date RPT % (July-26%, August-38%, Sept-63% as of 9/11) but they are still below metrics.
  - c. They have regular accountability meetings to discuss the status of the students but admissions & FA need to improve stressing a sense of urgency with students.

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**From:** [Campus Employee]  
**Sent:** Friday, September 11, 2009 7:55 PM  
**To:** James Blackburn; [Fin. Aid Employees]  
**Cc:** [VP - Operations]  
**Subject:** RE: Ft.Worth Verificatoin

And it would be helpful to know whether the campus has fallen down on anything. I know the team is new, but could they have fixed this sooner? How much longer will this drag on?

Thanks for your help! [FA Employee]

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**From:** James Blackburn  
**Sent:** Friday, September 11, 2009 6:34 PM  
**To:** [Campus Employee]; [Financial Aid Employees]  
**Cc:** [Fin. Employee]; [VP - Operations]  
**Subject:** Re: Ft.Worth Verificatoin

[Fin. Aid Employee]

Please provide a plan with details (benchmarks and timeframes) for the cleanup. It should include number of students affected and the \$ past due and the amount of unsub/plus.

I will look at it.

James Blackburn

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KHE 233391

Vice President of Financial Aid  
Kaplan Higher Education  
Office [Redacted]  
Cell [Redacted]

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**From:** [Redacted] Campus Employee  
**To:** [Fin. Aid Employee] James Blackburn  
**Cc:** [Finance Employee] VP - Operations  
**Sent:** Fri Sep 11 19:21:26 2009  
**Subject:** RE: Ft.Worth Verificatoin  
Thank you! That would be a big help.


[FA Employee], Do we need more hands on deck again?

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**From:** [Redacted] FA Employee  
**Sent:** Friday, September 11, 2009 5:49 PM  
**To:** James Blackburn  
**Cc:** [Fin. Employee] Campus Employee  
**Subject:** Ft.Worth Verificatoin

James, Ft. Worth has a lot of funds past due because of pending verification – the campus is working on collecting the docs but I wanted to see if we can release Plus & Unsub funds for these students since they are not subject to verification rules. I know this is not KHE policy, but many of these students have been in school > 30 days & I'm concerned we will have no funding in the event the students stop coming to class which will impact the bad debt for the campus.

Can we make an exception until we get things under control?



**Redacted**  
Sr. Regional Director of Financial Aid  
711 E. Airtex Dr.  
Houston, TX 77073

Tel: [Redacted]  
Fax: [Redacted]  
Cell: [Redacted]  
www.kaplan.edu

Building Futures

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image001.png (15.3KB)  
image002.jpg (9.1KB)  
image003.jpg (4.0KB)  
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