

Plans for Financial Aid >> 2019 - 2020

Financial Aid CHC Student Services

Program Review 2019-2020

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Name :

2019 - 2020 Financial Aid CHC Student Services Program Review 2019-2020

Principal Preparer :

John Muskavitch, Veronica Lehman

Planning Participants :

John Muskavitch, Veronica Lehman

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Last Modified By: Veronica Lehman

State: Submitted (Finalized)

State By: Veronica Lehman

Instructions

Please respond to the following questions. Please consult the [Integrated Planning and Program Review Handbook](#) for detailed instructions, the [timeline](#) for due dates, and the [schedule](#) for the four-year plan schedule.

1. Mission

- a. Tell us your unit's mission: Provide a mission statement for your unit that clearly and succinctly describes your unit's purpose, idealistic motivations, and change it hopes to inspire.
- b. Alignment with the college Mission: **Rubric Item (Mission Alignment):** The Mission of Crafton Hills College is to advance the educational, career, and personal success of our diverse campus community through engagement and learning. **In what ways does your program advance the mission of the college?**

Program Mission

The mission statement of the Financial Aid Office at Crafton Hills College is to assist you in attaining your educational goal. Accessibility to higher education is essential to the development of human potential and the human condition; and financial aid is an essential access vehicle to higher education.

We align our mission with the college's mission of advancing education and success in a quality environment.

We are still considerably short staff with front counter assistance and this has been shown time and time again from our lines and are number of students we see on a daily basis. With the new paperless process due to start in March, 2020 we will only have a part-time person up front because our full-time front counter person will be continuously opening files online. Although this process is meant to expedite student files, due to insufficient staff, it will actually delay the process until we get sufficient staff to run the operation.

2. Description of Program

- a. Organizational structure and staffing
- b. Whom you serve (including demographics and representativeness of population served)
- c. Provide a list and a brief description of the services you provide as well as a minimum of three years of trend data for each identified service
- d. **Rubric Item:** Describe your [Pattern of Service](#) including standard hours of operation, alternative modes and schedules of delivery (e.g.: online, hybrid, early morning, evening services, etc.) and how that service meets the needs of students or clients

Crafton Hills College Financial Aid Office

Program Review 2019-2020

Name of Unit: CHC Financial Aid Office

Name of Person Preparing Document: John Muskavitch, Veronica Lehman

Mission Statement Developed by: John Muskavitch

Date of Unit Meeting to Review Document: 12/02/19

Reviewer Name: _____ Reviewer Position _____

Organization (staffing and structure):

Juanita Sousa - Financial Aid Office Coordinator - Primary function: Transmittals, Cal Grant, Reconsolidate grants awarded, Federal Work study program, & budgets.

Veronica Lehman - Financial Aid Coordinator - Primary function: Verification and awarding of files, in-reach & outreach coordinator, student appointments, workshops & presentations, front office support, back up transmittals.

Christin Moore - Financial Aid Specialist I - Primary function: Verification and awarding of files

Claudia Hayton - Clerical Assistant II - Primary function: Front counter, data entry, filing/student files, inventory of forms and supplies.

Manuel Villegas - Part time 19 hr. Clerical Assistant I - Primary function: Front counter, filing and labels.

Program Mission

The mission statement of the Financial Aid Office at Crafton Hills College is to assist you in attaining your educational goal. Accessibility to higher education is essential to the development of human potential and the human condition; and financial aid is an essential access vehicle to higher education.

Program History and Description:

Crafton Hills College (CHC) Financial Aid Office (FAO) is charged with: assisting students complete the necessary financial aid applications, process all student financial aid files, award grants to eligible students, disbursing financial aid in a timely manner, securing, maintaining all student financial aid records and report accountability to college administration and governmental agencies. The previous fall into two main functions, student related function and non-student related functions. However, all functions are carried out under strict state and federal laws and regulations.

The FAO serves existing students and the community at large. Services to current students includes then entire financial aid process from apply to disbursing funds. In addition, the FAO assists students with the FAFSA application even if they are planning to attend other higher education/vocational institutions. It is the position of the FAO to assist everyone seeking an education regardless if it is at CHC or elsewhere.

The FAO administers multiple Federal and State financial aid grants, and scholarships. Federal financial aid programs include the Federal Pell Grant, Bureau of Indian Affairs Grants (BIA),

Federal Work Study (FWS), and Supplemental Educational Opportunity Grants (SEOG). California funded grants include Cal Grants B & C, the California Promise Grant (Board of Governor's Fee Waiver - BOGW), Full Time Student Success Grant (FTSSG), San Bernardino Community College District Promise Program and the Chafee Grant for former foster youth. In collaboration with CARE & EOPS additional state grants are available based on unmet student need.

Students receive assistance in the filing of applications, corrections to the applications, reviewing, and completion of verification documentation. Students are assisted in person, letter correspondence, and through email. The financial aid process is complicated and requires personal and sensitive information from students and their parents for dependent students. The FAO staff is trained and dedicated to treating each individual with respect and courtesy while offering the best possible service in a timely manner.

The FAO must review and process financial aid applications in accordance with federal, state, and institutional regulations, guidelines, and procedures. Major office functions include:
Disburse and monitor all grants, scholarships, and work study awards.

Monitor and interpret all federal, state, institutional regulations, guidelines and policies.

Interpret and implement new federal, state, institutional regulations, guidelines and policies.

Review, develop, implement, or modify internal policies and procedures as necessary to ensure compliance with said regulations, guidelines, and policies.

Prepare accurate and timely submittals of a variety of federal, state, and institutional reports and participation agreement applications.

Represent CHC in responding to questions, findings, and recommendations from federal, state, and institutional auditors in regards to CCCC's compliance with regulations, guidelines, and policies.

Review and update the FAO Procedures Manual, Policies, Verification Manual which is used as a resource tool for staff and as a training tool for new staff.

A consumer information Student Handbook as required by the Department of Education to be posted on are web page at all times.

Self-evaluate office effectiveness on a yearly and three year basis (through Program Review).

Provide proof of financial aid received by a student as requested by state or county public assistance agencies.

Assist students with the financial aid process.

Conduct in-reach and outreach events to educate, familiarize, and assist students with the financial aid process.

Determine all eligibility for EOPS students attending Crafton Hills college

Assist Foster Youth, Homeless Youth and Undocumented students with identified department liaison (Veronica Lehman)

In-reach and outreach efforts to educate students and community on Financial Aid

Partnerships in the community include;

- High Schools in the are including, but not limited to Yucaipa High, Redland East Valley, Redlands High school, Citrus Valley, Beaumont High School, San Grogonio, Colton High School, Redland Adult School, and other local schools in the area as requested or needed.
- Mexican Consulate, Inland Empire Girl Scouts of America, Career Fairs for Moreno Valley, San Jacinto, Colton, and Ontario. San Bernardino transitional housing.
- San Bernardino County Superintendent of Schools (Homeless & Foster Youth divisions)

- Youth Hope
- Community Colleges in Region 9: San Bernardino Valley College, Chaffey College; Victor Valley, College of the Desert, Riverside Community College, Moreno Valley, Norco, Palo Verde, Barstow, Copper Mountain, Mt. San Jacinto.
- Limited due to not having a coordinator for outreach. Current outreach and in-reach responsibilities are executed by Veronica Lehman, Financial Aid Coordinator.

Beginning in the 2019-2020 school year the FAO has continued to process Promise Grants (BOG's) and we had an increase in Maintenance of Effort and BFAP allocations. The Financial Aid office working closely with San Bernardino Valley College finally was able to convince DCS not to use the student record but to use the class enrollment status of each student thus increasing our funding at both colleges. The formula used to calculate the allowance is based on 50% of the Promise Grant (BOGW) applications filed, 50% based on FTES, and the actual revenue from the Promise Grant (BOGW) fee waivers. This is a critical factor in the FAO's budget since a majority of the operational funds are BFAP. The BFAP funding is intended to enable the FAO to promote the availability of financial aid to current and prospective students, and increase staff to better serve CCCC students with their financial needs. In conjunction with California's state wide financial aid awareness campaigns (the icanaffordcollege.com) the FAO has leveraged their resources like television commercials, radio spots, newspapers articles, to promote outreach activities.

Applying for financial aid may be an intimidating process with the over 100 questions on the Federal aid application known as the FAFSA. As such student and parents can receive assistance on a walk in basis, scheduled appointments, workshops and classroom presentations available via the Financial Aid Coordinator.

The FAO provides services in various forms as a student progresses through the financial aid process. Completing the Financial Aid process at CHC involves several steps which are outlined on FAO's webpage. Step one is to complete a FAFSA. Students can receive one-on-one assistance completing this application and other applications (CalGrant GPA Verification, Chafee Grant, Promise Grant Application, California Dream Act Application, scholarships). After completion of the FAFSA a student must complete in an in-office file. This file contains supplemental documentation that supports the answers entered on the FAFSA as required by DOE, or information that is needed to resolve conflicting information. To facilitate this step, required forms for the in-office file are available on the web. If substantial corrections are required on the FAFSA, the office also provides assistance with this through the Coordinator. After a file is completed, it is processed, the office coordinator requests funds from the DOE, Chancellors' Office or CSAC and disburse funds at regular intervals. Students can obtain general information about financial aid resources and grant disbursements through a Twitter box or our Facebook page and on the FAO webpage. The FAO also sends various communications to students via student email.

Financial aid awareness is done by in-reach and outreach activities. In-reach is done by multiple in class presentations and participating in campus events by providing a financial aid information booth. Outreach activities focus on high school seniors at various high schools throughout the Inland Empire in partnership with icanaffordcollege.com, San Bernardino County Superintendent of schools events geared toward foster youth, homeless youth/students, Dream Act applicants, and graduating high school students.

The Financial Aid Office (FAO) is the middle agent between students and governmental and private financial aid entities. The FAO empowers prospective and enrolled students seeking

higher education by instructing them how to apply and complete the financial aid process. According to the CCCC Office, community college students that receive aid have higher retention rates, higher completion and transfer rates than students that don't receive aid. Students that are determined not eligible for public aid are directed to seek scholarships or if applicable the San Bernardino Community College Promise Program.

STAFFING

John Muskavitch, Director of Financial Aid

1 FTE Financial Aid Coordinator, Juana Sousa

1 FTE Financial Aid Coordinator, Veronica Lehman

1 FTE Financial Aid Specialist I, Christin Moore

1 FTE Clerical Assistant II, Claudia Hayton

.475 FTE 19 hour position, Manuel J. Villegas

Based on our National associations' recommendation below, I should have a staff of 11.5 and myself. Instead I have a staff of 4.5 and myself. I am running this department more than 50% below the recommended staffing.*

*= Staff Size (according to a 2018 report) by the National Association of Student Financial Aid administrators association.

The average financial aid office has the equivalent of 12 FTE staff or four FTE per 1,000 applicants. However, specific staffing levels varied greatly between institutions and institution types.

Location: Building 6 / CCR-121 CCR-125 (Outreach)

Hours: (normal school year)

Monday - Thursday 9:00 am to 6:00 pm

Friday - 9:00 am to 1:00 pm

Summer Hours:

Monday - Thursday 8:00 am to 5:30 pm

Friday Closed

3. External Factors with Significant Impact

What external factors have a significant impact on your program? Please include the following as appropriate:

- a. Budgetary constraints or opportunities
- b. Competition from other institutions
- c. Requirements of four-year institutions
- d. Requirements imposed by regulations, policies, standards, and other mandates
- e. Job market
 - i) Requirements of prospective employers
 - ii) Developments in the field (both current and future)

Budgetary constraints/ opportunities:

Each year the Federal Government has increased the amount of PELL a student receives. The California Student Aid Commission has also increased the CAL Grant B and C awards which are given to our students at Crafton Hills College. Also, with the implementation of the new FTSSG grant, this gives the students an additional \$4000.00 per year extra towards their costs related to Financial Aid.

Developments in the field:

After 54 years of the implementation of the Federal Pell Grant, the federal government decided to use prior-prior year taxes when students and parents are filling out the FAFSA and also

moving back the start date to fill out the FAFSA. Example: Beginning October 1, 2016 the 2017-2018 FAFSA became available and again parents and students will use their 2015 Federal Tax returns for the 2017-2018 year. On October 1, 2017 the parents and students will use their 2016 Federal Tax returns for the 2018-2019 award year and so on. This has greatly helped many students who would normally have to wait for their parents to fill out their tax returns by April 15 in order to complete the FAFSA. Although they were allowed to estimate, this caused much confusion. Now students and parents will have an actual "filed" tax return with the IRS by April and fill out the FAFSA later in the year beginning October 1 annually.

Requirements imposed by regulations, policies, standards, and other mandates:

Each year the single most significant factor that affects the FAO are regulatory changes made by the state and federal government.

Federal changes: Since the last Program Review the DOE has moved to strictly enforce Satisfactory Academic Progress (SAP) rules. SAP comprises of a qualitative measure of a minimum 2.0 GPA and a quantitative measure of 67% successful completion of all units attempted allowing students to complete their program objective within a 150%-time frame. For example, a student seeking an A.A. degree completes 60-units ($60 \times 150\%$) = 90 which equals the numbers of units to complete a 60 unit degree within the maximum time frame allowed by the DOE. Therefore, students out of compliance with either requirement are no longer eligible for federal aid. In itself it may not seem like a dramatic change but in order to keep up with federal regulation compliance with this requirement the FAO has to review student progress at the end of every term instead of once a year. This has added a significant workload in determining eligibility and appeals from students seeking special circumstances.

The FAO minimized the impact on students by having them see a counselor at the 72 units attempted mark. Once they complete a student education plan and then appeal with the committee, a determination is made for the approval of required classes needed to fulfill their requirements for an AA/ AS certificate/ or transfer respectfully.

The DOE has continued to create consumer information disclosure requirements. There are numerous facts/information that must be readily available to consumers like completion, transfer, and employment rates just to name a few. While the FAO is not responsible for the reporting or accuracy of such data, failure to disclose will result in the loss of Federal Financial Aid funding for the institution.

The new San Bernardino Community College District Promise Program has two requirements that impact the FAO. One, a student must complete a FAFSA or Dream application. This impacts front counter and coordinator position by seeing an increase in students applying. Students are seen at the front counter and reports are run continuously to import applications. Second, determine financial aid eligibility for students for first dollar.

Job Market/Competition from other institutions:

The state of the economy, as well as, the impacted enrollment at the surrounding universities has contributed to a surge in demand for financial aid at CHC. With decreasing household incomes and rising tuition costs at UC, and CSU, middle income and lower income students are seeking an education at a community college. Compounded with unemployment in the area people seeking to retrain for a new career are also seeking financial aid services. These factors have attracted non-traditional community college students to CHC but due to budget cuts and subsequent class section cuts, there is a sizable number of student files that are processed and awarded yet the student is unable to enroll in classes. This impacts our Specialist I or Coordinators position using unnecessary time processing students who don't show or enroll when

they can be focusing on students who are enrolled. This also impacts the front counter staff by serving not just our students but the community regardless if they are attending Crafton Hills College or decide to attend a 4 year. We still provide them with FAFSA assistance because we are required to assist the community.

This does not include the Promise Grant (BOG) program which is a separate program from the Federal Programs. Even though many students may receive a Promise Grant by completing the FAFSA or Dream application, at the beginning of each semester students seeking to expedite a Promise Grant immediately before registering for classes submit a paper Promise Grant application. In the 2018-2019 school year we issued 8149 Promise Grants. This number has doubled from 2017-2018. The purpose of the Promise Grant is to provide immediate access for a student to enroll at any community college and not worry about having to pay for their education. (no student left behind).

4. Progress on Outcomes Assessment

Rubric Item: [Service Area and Student Learning Outcomes Process](#).

- a. Please summarize Service Area Outcome (SAO) assessment results. Include a discussion of whether or not the program met its target for each SAO.
- b. Please describe any service area improvements you plan to make as a result of the SAO assessment(s).
- c. What objective(s) or action step(s) will you add to Question 10 as a result of the SAO assessment(s)? If none, please explain.
- d. If your program has SLOs, please address b and c above in relation to the SLO assessment results.

Outcomes: 2019-2020

Students will report satisfaction with Financial Aid service.

In Fall, 2019 the Financial Aid department sent out a survey to our students by way of the Research and Planning department. There were a broad range of questions asked in relation to financial aid and to give us some guidance for future planning. We discovered the following:

1. 86.3% of the students were able to resolve issues or questions on their visit.
2. 88.04% of students stated staff was helpful.
3. 91.67% of students stated staff was friendly.
4. 88.73% of students stated staff was knowledgeable.
5. 86.11% of students felt comfortable asking the staff any questions they had.
6. 86.11% of students stated their time meeting with staff was productive.
7. 87.32% of students felt better about their issue(s) or question(s) after their visit to Financial Aid.

This survey will help us in determining the FAO customer service provided.

Students who receive financial aid and/or work study will be more likely to remain continuously enrolled and reach their academic goal than similarly situated students who do not receive financial aid.

*****For the 2018-2019 year, we had 36 students approved for Federal College Work Study. On our campus 17 departments utilize the program and hire students. Despite the increase in pay to \$11.50 during the 2018-2019 and now \$12.00 per hour during 2019-2020 year. Students also receive sick time. One hour for every 30 hours worked but this money cannot come from the Title IV funding and must come from the district.

Financial aid will improve student satisfaction by reducing financial aid processing time. The Financial Aid department will increase the number of students who complete their files by priority deadline.

We publish our priority deadline to be the end of May each year. Students that complete their files by the priority deadline are guaranteed a disbursement within their first two weeks of school. We successfully accomplish this goal for the past 20 years. This year we not only met our goal, but we were able to exceed it by disbursing funds to students that completed their file up until early August. In the past students who completed their files June 1 through July would not receive their disbursement until very late September or October for the Fall semester. We have gone back down to one full-time Financial Aid Specialist I and our second Financial Aid Coordinator assists during peak times. Students will begin to open files by late March 2019 for the 2019-2020 school year which will increase our waiting time since we will have two academic school years to process at one time. In the past, one school year was worked on at a time. Improvements made by our department beginning in Fall, 2018 our processing time has been reduced from 10 to 8 weeks. Our goal is to maintain processing time at 8 weeks or under during the 2019-2020 school year.

Changes in State regulations:

1. The Chancellors office now offers an additional \$4000 annually to all students who have been awarded a Cal Grant B and are enrolled in 15 or more units. The LAO passed this law in 2018 and we had to have it implemented by Fall, 2018. This required additional work load for the office. We have seen an increase in the number of students at our counter and we have only one full-time clerk. We still have a need for an additional full-time clerk and one-part time clerk to keep up the demands of the students and their wait time to a minimal. The more students we can assist early in the process will assist the college in increasing FTES because students will have their money prior to the start of the semester or the first week of the semester.
2. In 2017-2018 we issued 8090 Promise Grants. As of 11/25/19 we have already issued 8149 Promise Grants. We offer both paper Promise Grants and from the FAFSA. The Promise Grant from the FAFSA are auto-packaged through our computer system and are uploaded automatically. This provides these students with a fee waiver to enroll for FALL, SPRING and SUMMER and only pay mandatory fees. This is an on-going daily process and these numbers increase each week.

5. Unit's Performance on Institutional Quantitative Effectiveness Indicators

Please discuss your program's performance on each data item below.

a. Non-Instructional Program Effectiveness Evaluation Rubric

- i) **Rubric Item:** Describe a significant [innovation or enhancement](#), and the data collected and analyzed that has helped to determine the efficacy of the innovation.
- ii) **Rubric Item:** Describe at least three external and internal [partnerships](#) that substantially affect the quality of services to students or clients.

The effectiveness of the functionality/output of the financial aid office is best observed by comparing the aggregate federal and state aid program's yearly totals. Our Data shows our service to students is increasing. We have served 54.9% of 2018-2019 students with some form

of aid at Crafton Hills College. This does not include scholarships. Our goal is to reach 66% of Crafton Hills College students receiving some kind of Financial Aid. This is based on the recent research provided by our campus research office.

A good indicator of efficiency and effectiveness is the turnaround time from the time a file is completed to the time funds are disbursement to the student. The FAO takes six to eight weeks to process a completed file is in sync with similar colleges in Region IX. The FAO uses priority deadlines to establish a guarantee that students who complete the financial aid process by the priority deadline will receive a disbursement at the beginning of the semester. The turnaround time could be greatly improved with our paperless process. Students who complete their file by the priority deadline will receive funds in the first disbursement.

6. Other Unit-Specific Quantitative and Qualitative Results (Student Services Only)

a. **Rubric Item:** How do your [program student demographics](#) relate to the college demographics? What are the discrepancies? – Click [HERE](#) to view program and college demographics by year.

b. Summarize the results of any quantitative or qualitative measures not provided in any previous question that you have chosen to gauge your program's effectiveness (e.g.: number of transfers, degrees, certificates, student contacts, students serviced, student and faculty satisfaction, equity data, correlation data on the relationship between program participation and student outcomes, Perkin's data, equity data, student research experience, student clubs, etc.) Click [HERE](#) to access your program specific data on degrees and certificates.

c. What improvements/changes have you implemented or do you plan to implement as a result of your analysis of the measures illustrated in 6a and 6b?

It is inappropriate to set a percentage for growth for any financial aid program as a measure of effectiveness. For example, the award rate of aid is highly dependent on a student actually completing their file. A great deal of time and effort is spent going through incomplete files, reviewing what are the missing items, sending a tracking letter reminding the student what items are missing to complete their file. Throughout a school year a pending file will be revisited at least two times before it is closed out for non-completion. It is estimated that 5% of all files opened are not completed within a given award year. As such many hours are spent in attempting to have a student complete a file and it may ultimately yield no measurable results. As mentioned earlier, even students that complete a file and are awarded may not be counted if they are unable to enroll in classes. Since there isn't a Pell disbursement, that file is unaccounted for, and thereby giving the impression that the FAO is not improving efficiency or quantity. This happens when only end of year total grants are compared.

Another drawback to setting a growth percentage benchmark for measuring the effectiveness of the FAO is the fact that enrollment fluctuates. Therefore, if a 5% growth in Pell Grant is established and enrollment drops by five hundred students, then 5% growth will be highly unlikely since total Pell awards tend to be a percentage of total enrollment. This trend in the increasing percent of students receiving a Promise Grant is attributed to the economic crisis and efforts made in-reach through numerous in class presentations.

The FAO provides financial aid in various forms to approximately 54.9% unduplicated Crafton Hills College students. The anticipated enrollment trends for CCCCO suggests that the FAO staff workload will continue to increase during the coming years.

The FAO takes a position of increasing all financial aid program awards each year without setting a minimum growth rate for each. The most recent figures available for the Promise Grant are 8149 in 2018-2019. As should be expected there is an increase in the award amount since fees have doubled.

The FAO is concerned with the number of Chafee eligible students. There may be several external factors barring students from enrolling in higher education. All efforts are being made to follow up with potential Chafee students. Often students mark on their FAFSA that they were in foster care but in fact were, a ward of the court, or were in legal guardianship, or an emancipated minor. Students believe these are all the same, and once they visit the FAO they are deemed Chafee ineligible.

A good indicator of efficiency and effectiveness is the turnaround time from the time a file is completed to the time funds are disbursement to the student. The FAO takes six to eight weeks to process a completed file is in sync with similar colleges in Region IX. The FAO uses priority deadlines to establish a guarantee that students who complete the financial aid process by the priority deadline will receive a disbursement at the beginning of the semester. The turnaround time could be greatly improved with the addition of a second financial aid specialist. Each year a new in office file can be started in mid-March and a priority deadline is set each year. Students who complete their file by the priority deadline will receive funds in the first disbursement. The table below shows the number of students who received a disbursement in the first Pell disbursement has increased dramatically this year in comparison with previous years, showing that only has the speed of packaging increased, student need has increased as well.

Number of Pell Awards in:

As of today: 2019-2020 #726

2018-2019 #1073

7. Evaluation

You have already provided a description and analysis of the program in questions 1-6, please provide an analysis of what is going well/not well and why, in the following areas:

- Alternative modes and schedules of delivery (e.g.: early morning, evening services, etc.)
- Innovation and Implementation of best practices
- Efficiency in operations
- Efficiency in resource use
- Staffing
- Participation in shared governance (e.g., do unit members feel they participate effectively in planning and decision-making?)
- Professional development and training
- Group dynamics (e.g., how well do unit members work together?)
- Compliance with applicable mandates

We are working hard to meet the needs of students when coming to Crafton Hills College. We publish priority deadlines well in advance and we guarantee if a student meets the priority deadline they will have their funding by the first week of class. We have been successful in meeting this goal consecutively since 1999. To apply for aid at CHC, a student needs to go to the CHC web-site's Financial Aid page and follow 3 easy steps. Step 1 is to fill out the FAFSA. (Free Application for Federal Student Aid) This step is required for any student at any college applying for Financial Aid. Step 2 is to fill out the forms required for the up-coming year. Step 3 is to come into the office and activate the file.

Staffing has been an issue for some time and we need to look at and possibly re-organize the office to keep up with the ever changing rules and regulations. Since utilizing the current CHC web-site we have made it easier for students to navigate and complete the process by offering forms to be printed on line and brought into the office. We have created accounts on Twitter and Facebook to send out announcements, deadlines and changes. We have had more success with Facebook than Twitter, but are still unsatisfied with the results. Our next step is to look into mass text messaging for students.

We have been very successful hiring Federal Work-Study students who play an important role within the office. They are here to assist us in the processing of students. Students that work with incoming documents are required to have a "live-scan" and all students on the FCWS program must sign a confidentiality statement prior to begin working in our department.

Staff is encouraged to participate in shared governance and on occasion they do participate when something peaks their interest. Many times the staff also participates in non-financial aid related professional development and training. Within the office, the staff has a very strong voice on the policies and procedures to be used in the next award year based on the upcoming changes to financial aid. We meet in early Spring to discuss the changes processes for the upcoming award year and to make sure we all have a clear understanding before we start processing. One area that needs improvement would be the IT department to have our new patches uploaded early. Many schools are ready to process by January and we normally start in March. Early February would be ideal however, since we do not have a dedicated full time IT financial aid person, we rely heavily on shared help within IT.

Part of the requirements of the BFAP funding is to allow staff to attend training and conferences throughout the year. We are kept restricted from attending conferences but we are allowed to attend at least one or two out of the six major conferences that are required. Lack of attending the conferences and training can result in large fines and penalties for incorrectly awarding students Federal and State awards or misinterpreting the regulations. We have sufficient funds to cover the costs of attending but instead we reallocate the funds to other necessary areas where allowed by regulations. Every position within the Financial Aid office is critical and this limits us from having all the "key" people attend because we are understaffed. Since we only have one full time front counter person, it is sometimes difficult to allow that person to attend the conference and attend workshops related to that area. It is now a bit easier for other staff members because the information can be shared, they are more apt to attend the sessions that would relate directly to their job duties. Ideally our part-time counter person would greatly benefit from attending a conference for valuable training and informative information for the upcoming year.

Overall the staff contributes heavily to the operations of the office, office policy and procedures. Each year we maintain a file with all the forms currently being used and as suggestions come in from staff, students and staff outside of the office we meet prior to establishing the guidelines and forms for the following year in early Spring to see how we can enhance or streamline the process. Certain individuals have heavier peak times throughout the year and the staff shifts their duties to contribute accordingly.

We continue to be in compliance each year with all federal and state mandates. This has been proven by our annual audits and state audits performed by the California Student Aid Commission. Our last audit from the state showed all awards were in compliance with state regulations and no awards had to be paid back. We were the only college in the area that did not have to pay back any awards. Over the past 20 years, every annual audit has shown we have been in compliance with all State and Federal rules and regulations. This has been achieved by

constant input and communication from the entire Financial Aid staff. We have never had to payback any type of funds State or Federal for findings from our audits.

Within the Financial Aid office we have never lost a student's file or documentation. We are the only Community College in California that provides students with a receipt of items turned into the office and we give each student the original copy. We are always consistent with the information provided to students/ parents and all information is well documented within the students file or noted in DATATEL.

8. Vision

a. Tell us your unit's Vision: Where would you like your program to be four years from now? Dream big while considering any upcoming changes (e.g.: new buildings, growth, changes to the service area, etc.).

b. Alignment with the college Vision: **Rubric Item ([Vision Alignment](#))**: The Vision of Crafton Hills College is to be the college of choice for students who seek deep learning, personal growth, a supportive community, and a beautiful collegiate setting. **In what ways does your program advance the vision of the college?**

Program Mission

The mission statement of the Financial Aid Office at Crafton Hills College is to assist you in attaining your educational goal. Accessibility to higher education is essential to the development of human potential and the human condition; and financial aid is an essential access vehicle to higher education.

We align our mission with the college's mission of advancing education and success in a quality environment.

Being in the new area for over 5 years and the implementation of Q-LESS has helped the operation of the Financial Aid office. However, we are still considerably short staff with front counter assistance and this has been shown time and time again from our lines and are number of students we see on a daily basis.

9. Progress on Prior Goals

Briefly summarize the progress your unit has made in meeting the goals and objectives identified in your last Four-Year Action Plan.

- **1 - Goal - The financial aid office will be more efficient and convenient in the process of completing a file.**

Creating a more efficient and convenient process for a student to complete a file for financial aid.

Priority Rank:

1

Objectives:

- **1.1 - Objective - Provide electronic forms on-line and one-on-one contact with Specialist to speed the Financial Aid file process. Avoid mail service unless necessary.**

Financial Aid forms will be made available on-line to help speed the process of completing a file. Specialist will utilize the phone, on-line forms, and e-mail to notify student of any missing or needed information and avoid USPS mail service when possible.

Priority Rank:

2

Original Start Date:

03/31/2018

Original End Date:

12/31/2018

Revised Start Date:

06/01/2018

Revised End Date:

12/31/2018

Responsible Person:

Veronica Lehman, Christen Moore

Strategic Direction:

9. Optimize Resources

Impact Type:

Department

Institutional Learning Outcome:

-- Pick One --

Actions/Activities:

- **1.1.a1 - Establish a process in which a student may quickly return paperwork or ask questions during high peak times.**

Implement a process to allow students that are only returning paperwork or have quick questions to be seen in a more time efficient manner.

Start Date:

05/31/2018

End Date:

12/31/2018

Responsible Person:

John Muskavitch, Juanita Sousa, Veronica Lehman

Status Code:

Work is Completed

Progress Description:

We are currently not mailing out award letters or document tracking letters for missing paperwork. The student is notified by email to return any missing paperwork. This has expedited the processing time. It has also reduced the number of times the student has come into the office.

Measurements/Documentation of Progress:

Our processing time has been reduced. The specialist is on average only 2-3 weeks out.

- **1.1.a2 - Improve QLess wait times to under 4 hours during high peak times.**

Improve wait times by hiring and training a full-time counter person. In addition, hire and train a minimum of 3 student workers to assist. Maintain at least 3 student workers, one available per shift; morning, mid, and closing.

Start Date:

07/01/2018

End Date:

01/01/2019

Responsible Person:

John Muskavitch, Juanita Sousa, Veronica Lehman

Status Code:

Work is Underway

Progress Description:

We have not been able to hire a full time counter person. Our student workers have also been reduced to one. Students are not applying for jobs the way they used to because there have been additional programs to fund them. The hours are limited and they feel it is not worth their while.

Measurements/Documentation of Progress:

Very few work study applicants apply. Those that do apply have their needs met and are not eligible for any additional funds.

- **2 - Goal - The financial aid office will maintain a disbursement period of 5 weeks or under from the time the student completes their file with timely corrections.**

Priority Rank:

2

Objectives:

- **2.1 - Objective - To maintain disbursements 5 weeks or under from the time the file is complete. Awards to be entered at least 2 weeks prior to disbursement to allow students to see their disbursement rather than waiting in line to ask.**

Priority Rank:

10

Original Start Date:

07/01/2018

Original End Date:

01/01/2019

Revised Start Date:

07/01/2018

Revised End Date:

01/01/2019

Responsible Person:

John Muskavitch and Financial Aid Staff

Strategic Direction:

6. Promote Effective Decision Making

Impact Type:

Department

Institutional Learning Outcome:

-- Pick One --

Actions/Activities:

- **2.1.a1 - Establish a disbursement schedule.**

Establish a schedule of disbursements occurring every 2 weeks to ensure students receive funding within 5 weeks and decreases the amount of

confusion on disbursement dates, awarding cut-off dates, and last date to enter awards.

Start Date:

02/09/2018

End Date:

02/09/2018

Responsible Person:

Juanita Sousa

Status Code:

Work is Underway

Progress Description:

Once we become a paperless office, we will be able to post our disbursement schedule.

Measurements/Documentation of Progress:

Once up and running, we will determine set schedules.

▪ **2.1.a2 - Designate times to enter awards.**

Establish a schedule for awards to be entered to ensure the student sees their award on web-advisor at least 2 weeks before disbursement.

Start Date:

04/15/2018

End Date:

12/31/2018

Responsible Person:

John Muskavitch, Claudia Hayton

Status Code:

Work is Completed

Progress Description:

Students are currently able to see their awards on WebAdvisor at least two weeks before disbursement.

Measurements/Documentation of Progress:

On WebAdvisor.

• **3 - Goal - The financial aid office will advance efforts to increase financial aid enrollment and literacy both on and off campus.**

The financial aid coordinator will implement more classroom presentations, workshops, on-on-one appointments and local high school visits.

Priority Rank:

5

Objectives:

- **3.1 - Objective - Develop a plan to increase efforts both in-reach and outreach. Increase classroom presentations throughout campus. Advertise workshops and appointments in a more efficient and student/faculty friendly manner. Increase accessibility to Financial Aid coordinator-outreach for faster FAFSA completion time for students.**

Priority Rank:

4

Original Start Date:

03/01/2018

Original End Date:

12/01/2018

Revised Start Date:

03/01/2018

Revised End Date:

12/01/2021

Responsible Person:

John Muskavitch, Veronica Lehman, Carrita Morales

Strategic Direction:

1. Promote Student Success

Impact Type:

Site

Institutional Learning Outcome:

-- Pick One --

Actions/Activities:

▪ **3.1.a1 - Implement Financial Aid "open" hour**

Implement a "Financial Aid Now, Ask Me How" open hour once a week for questions, help with FAFSA or Dream Application. The computer area would be open for students to walk-in and be assisted in these areas without making an appointment.

Start Date:

04/30/2018

End Date:

06/30/2018

Responsible Person:

Veronica Lehman

Status Code:

Work is Completed

Progress Description:

We hold an open hour every Wednesday from 12-1.

Measurements/Documentation of Progress:

Students come in on Wednesdays from 12-1 for help with their FAFSA's or Dream applications.

▪ **3.1.a2 - Effectively advertise events**

Create a Google voice account to text students information. Connect with students, staff, and faculty through mass emails, posters, flyers, and website to advertise upcoming financial aid events.

Start Date:

04/30/2018

End Date:

06/30/2018

Responsible Person:

Veronica Lehman

Status Code:

Objective was Removed

Progress Description:

Google Voice accounts have been created but do not seem to work properly. Phone numbers are then deleted and our account is asked for a service fee.

Measurements/Documentation of Progress:

Our office has been unable to implement this successfully. When it was working, texting students was a very efficient way to communicate.

- **4 - Goal - Financial Aid to streamline and effectively communicate financial aid information to students, staff, faculty, and outside organizations.**

Priority Rank:

3

Objectives:

- **4.1 - Objective - Utilize all social media and communication resources to effectively communicate financial aid information. These sources would include Facebook, Twitter, web-page, telephone recordings, and television prompts.**

Priority Rank:

3

Original Start Date:

07/01/2018

Original End Date:

12/31/2018

Revised Start Date:

07/01/2018

Revised End Date:

12/31/2021

Responsible Person:

John Muskavitch, Christin Moore, Veronica Lehman

Strategic Direction:

9. Optimize Resources

Impact Type:

Site

Institutional Learning Outcome:

-- Pick One --

Actions/Activities:

- **4.1.a1 - Obtain training on web-site, telephone, and television prompt program for creating and editing.**

Complete training to allow us to update and maintain the financial aid web-page, telephone recording, and Q-Less prompt ourselves.

Start Date:

07/01/2018

End Date:

12/31/2018

Responsible Person:

Kristi Simonson, Larry Aycock

Status Code:

Work is Underway

Progress Description:

Still in progress.

Measurements/Documentation of Progress:

Still in progress.

▪ **4.1.a2 - Revise and update sources in a timely manner**

Revise and update social media, web-page, phone recordings, and television prompt as new events and changes occur. This will ensure students and anyone coming into contact with our financial aid information will be provided with up-to-date and accurate information.

Start Date:

08/01/2018

End Date:

12/31/2018

Responsible Person:

John Muskavitch and financial aid staff

Status Code:

Work is Completed and Ongoing

Progress Description:

We are currently using CHC Facebook for quick updates. We update our financial aid web-page in-house.

Measurements/Documentation of Progress:

We are receiving less questions from students.

10. Four-Year Action Plan (Goals, Objectives, Resources, and Actions)

Rubric Item: Reflect on your responses to all the previous questions. Complete the Four-Year Action Plan, entering the specific program goals ([goal rubric](#)) and objectives ([objective rubric](#)) you have formulated to maintain or enhance your strengths, or to address identified weaknesses.

In writing your objectives and developing your resource requests, take into account student learning and program assessment results. Assign an overall priority to each goal and each objective. In addition, enter any actions and/or resources required to achieve each objective. (Click here to see a definition of [goals](#), [objectives](#), [actions](#), and how they work [together](#).)

- **1 - Goal - To run the financial aid office student process 100% paperless.**

Priority Rank:

1

Objectives:

- **1.1 - Objective - To hire 1 1/2 front counter staff to assist students returning paperwork and questions. The current front counter staff will be opening files online as per the new paperless process.**

Priority Rank:

1

Start Date:

03/01/2019

End Date:

04/01/2019

Responsible Person:
John Muskavitch
Strategic Direction:
7. Develop Programs and Services
Impact Type:
Department
Institutional Learning Outcome:
4. Society and Culture
Actions/Activities:

- **1.1.a1 - Training for the paperless process**
Ensure our staff is fully trained to change our current process to paperless.
Start Date:
12/01/2019
End Date:
02/28/2020
Responsible Person:
John Muskavitch, Veronica Lehman, Tess

- **2 - Goal - The financial aid office be fully trained and staffed to offer loans to students.**

Priority Rank:
2

Objectives:

- **2.1 - Objective - To hire a person in charge of loans. Train staff in answering questions and process of loans. Establish Financial literacy workshops, entrance and exit interview processes.**

Priority Rank:
2

Start Date:
04/15/2020
End Date:
08/01/2020

Responsible Person:
John Muskavitch
Strategic Direction:
7. Develop Programs and Services
Impact Type:
Department
Institutional Learning Outcome:
1. Critical Thinking

- **3 - Goal - The financial aid office will maintain a disbursement period of 5 weeks or under from the time the student completes their file with timely corrections.**

Priority Rank:
3

Objectives:

- **3.1 - Objective - Awards to be entered at time of awarding once we go paperless.**

Priority Rank:

3

Start Date:

03/01/2020

End Date:

05/01/2020

Responsible Person:

John Muskavitch and Financial Aid Staff

Strategic Direction:

1. Promote Student Success

Impact Type:

Department

Institutional Learning Outcome:

5. Information Literacy

Actions/Activities:

- **3.1.a1 - Establish a disbursement schedule.**

Establish a schedule of disbursements occurring every 2 weeks to ensure students receive funding within 5 weeks and decreases the amount of confusion on disbursement dates, awarding cut-off dates, and last date to enter awards.

Start Date:

07/01/2020

End Date:

06/30/2021

Responsible Person:

Juanita Sousa

- **4 - Goal - Increase point of service survey to 90% or above on all questions for agree and strongly agree. Reduce disagree and strongly disagree to under 10%. See attachment.**

Priority Rank:

4

- **5 - Goal - The financial aid office will advance efforts to increase financial aid enrollment and literacy both on and off campus.**

The financial aid coordinator will implement more classroom presentations, workshops, one-on-one appointments and local high school visits.

Priority Rank:

5

Objectives:

- **5.1 - Objective - Continue to increase efforts both in-reach and outreach. Increase classroom presentations throughout campus. Advertise workshops and appointments efficiently and in a student/faculty friendly manner. Increase accessibility to Financial Aid coordinator-outreach for faster FAFSA completion time for students.**

Priority Rank:

4

Start Date:

12/01/2019

End Date:

12/01/2021

Responsible Person:

John Muskavitch, Veronica Lehman, Carrita Morales

Strategic Direction:

1. Promote Student Success

Impact Type:

Site

Institutional Learning Outcome:

Not Applicable

11. Comments

This space is provided for participants and managers to make additional comments. Comments are not required.

There are no comments for this plan.

12. Supporting Documents

This question is for attaching supplemental materials. Supporting documents are not required.

- [RRN 2070 - FA POS Preliminary Report-11-18-19.pdf](#)