

## FINANCIAL AID PROGRAM REVIEW

### 1. Program Description

#### 1A. Description

The Financial Aid Office is a unique team that is comprised of individuals who are willing and committed to ensuring student success. Our office administers a variety of federal and state financial aid programs to assist students with their educational costs at Ventura College. We also provide a variety of in-reach and outreach financial literacy information. The staff aims to educate and update current and potential students with ever-changing financial aid processes and regulations. The financial aid staff provides one on one and/or group counseling on a variety of financial aid topics including, but not limited to, assistance with completing the application for financial aid, loan counseling, student portal navigation, Higher One disbursement requirements, and general financial aid literacy or resources.

The Financial Aid Office is funded by General Fund dollars and State Categorical Funds (BFAP). The amount of General Fund dollars spent on the operation must be equal to or greater than the established State Maintenance of Effort (MOE).

#### 1B. Services Provided by the Program

The financial aid office processes and determines eligibility for various types of federal and state aid:

- Board of Governors Fee Waiver (BOGW)- Waives a student's enrollment fees (\$46/ unit)
- Pell Grant- Maximum amount of \$5550 to help cover a student's educational costs
- Federal Supplemental Educational Opportunity Grant (FSEOG)- Maximum of \$600, awarded to students who demonstrate exceptional need.
- Federal Work-Study (FWS)- On-campus employment, awards may vary.
- William D. Ford Federal Direct Loans (Subsidized, Unsubsidized) Loans- Loans that must be repaid to the Federal Government.
- Parent PLUS loans- Credit-based parent loans that must be repaid to the Federal Government.
- Cal Grants (B and C)- State grants based on merit and need as determined by the state of California.
- California Dream Act Grants- Effective Spring 2013 for AB 540 students.
- Chafee Grant- State grant provided to foster youth. Awarded based on funding availability with a maximum amount of \$5000.
- Alternative/Private Loans- Non-federal student educational loans borrowed through private lending institutions.
- AmeriCorps- Education Award to pay for college or to pay back qualified student loans.
- Other- Process EOPS/CARE grants and book vouchers, incoming scholarships, California National Guard Grants, and any additional resources in an effort to ensure adequate awards without exceeding Cost of Attendance.

Other services provided include:

- Outreach and In-reach financial aid education and literacy
- Hands-on Free Application for Federal Student Aid (FAFSA) workshops

- Hands- on California Dream Act Application workshops
- Financial Aid Loan Counseling- indebtedness, repayment options, types of available loans
- Assistance with online loan entrance and exit counseling, along with completion of the Master Promissory Note (MPN).
- Financial Aid Satisfactory Academic Progress (SAP) Standards counseling
- Assistance with Higher One services
- Individual hands-on assistance navigating the MyVCCCD student portal

### **1C. College Vision**

Ventura College will be a model community college known for enhancing the lives and economic futures of its students and the community.

### **1D. College Mission**

Ventura College, one of the oldest comprehensive community colleges in California, provides a positive and accessible learning environment that is responsive to the needs of a highly diverse student body through a varied selection of disciplines, learning approaches and teaching methods including traditional classroom instruction, distance education, experiential learning, and co-curricular activities. It offers courses in basic skills; programs for students seeking an associate degree, certificate or license for job placement and advancement; curricula for students planning to transfer; and training programs to meet worker and employee needs. The College is a leader in providing instruction and support for students with disabilities. With its commitment to workforce development in support of the State and region's economic viability, Ventura College takes pride in creating transfer, career technical and continuing education opportunities that promote success, develop students to their full potential, create lifelong learners, enhance personal growth and life enrichment and foster positive values for successful living and membership in a multicultural society. The College is committed to continual assessment of learning outcomes in order to maintain high quality courses and programs. Originally landscaped to be an arboretum, the College has a beautiful, park-like campus that serves as a vital community resource.

### **1E. Core Commitments**

Ventura College is dedicated to following a set of enduring Core Commitments that shall guide it through changing times and give rise to its Vision, Mission and Goals.

- |                   |                          |
|-------------------|--------------------------|
| • Student Success | • Innovation             |
| • Respect         | • Diversity              |
| • Integrity       | • Service                |
| • Quality         | • Collaboration          |
| • Collegiality    | • Sustainability         |
| • Access          | • Continuous Improvement |

## **1F. Program Significant Events (Strengths and Successes)**

The strengths of the financial aid program are the number of students served and the dedication of the staff. Staff works diligently year round to process the ever increasing numbers of applicants. In addition for nine months of every calendar year, staff must process two separate financial aid cycles simultaneously.

<b>Academic Year</b>	<b>Number of FAFSA Applications Received</b>
2009-2010	10230
2010-2011	12166
2011-2012	11793
2012-2013*	10361

\*Application cycle ends June 30, 2013

With the implementation of Banner Financial Aid in 2011-2012, a financial aid channel was created within the student portal. The channel gives each financial aid applicant access to his/her financial aid status, documentation requirements, and award/disbursement information. The financial aid channel is live, up-to-date information and gives students the capability to access their financial aid status at any time.

Also, the Ventura County Community College District (VCCCD) partnered with Higher One in 2011-2012 to disburse financial aid refunds directly to the student. Financial aid applicants receive a Higher One debit card, which the student activates. Because financial aid disbursements are automatically applied to the student's account, financial aid disbursements are more readily available. Prior to Banner Financial Aid, students were required to clear balances of \$25 or more before financial aid could be issued. With the combination of Banner Financial Aid and Higher One, the delivery of on-time refunds has increased. These changes have also decreased issues such as lost or returned checks, reissued financial aid disbursements, and delayed delivery of financial aid due to account balances. The reliability and predictability of the disbursement process has increased for both staff and students.

A financial aid computer lab was established in July of 2011 to facilitate access to online financial aid processes and provide a means for students to complete all of the following services:

Hands-on assistance is provided for:

- FAFSA applications/corrections
- IRS Data Retrieval
- Ordering of IRS Tax Transcripts
- Board of Governor's Fee Waiver (BOGW) applications
- California Dream Act Applications
- Higher One card activation
- Higher One courtesy phone
- Check financial aid status
- Assisting students in learning portal navigation
- Completion of necessary forms (I.e. appeals, verification worksheets)
- Satisfy online requirements
- Loan counseling/Master Promissory Note assistance

- Website Access to federal and state sites (NSLDS, Webgrants, Selective Service, etc.)
- Student employment applications for Federal Work-study requirements
- Workshops on a variety of financial aid topics

### **1G. Organizational Structure**

President: Robin Calote

Executive Vice President: Ramiro Sanchez

Dean: Victoria Lugo

Supervisor: Alma Rodriguez

#### Instructors and Staff

<b>Name</b>	Alma Rodriguez
Classification	Financial Aid Officer
Year Hired	1997
Years of Industry Experience	15
Degrees/Credentials	A. A. General Liberal Arts and Sciences B.S. Organizational Management

<b>Name</b>	Daniel Aguilar
Classification	Financial Aid Specialist
Year Hired	2009
Year of Industry Experience	3
Degrees/Credentials	B.A. History/Chicano Studies M.Ed Student Affairs

<b>Name</b>	Janette Amador
Classification	Financial Aid Technician
Year Hired	2008
Years of Industry Experience	4
Degrees/Credentials	Juris Doctorate

<b>Name</b>	Janeen Beard
Classification	Financial Aid Specialist
Year Hired	1984
Years of Industry Experience	28
Degrees/Credentials	Associate in Arts, Liberal Studies Associate in Science, Administrative Aide

<b>Name</b>	Cristobal Bohorquez
Classification	Financial Aid Specialist
Year Hired	2006

Years of Industry Experience	6
Degrees/Credentials	Associate's Degree

<b>Name</b>	Eva Gallardo
Classification	Financial Aid Specialist
Year Hired	1996
Years of Industry Experience	16
Degrees/Credentials	None

<b>Name</b>	Danielle Rodriguez
Classification	Financial Aid Technician
Year Hired	2011
Years of Industry Experience	1.5
Degrees/Credentials	Associate in Arts Degree: Natural Sciences or Mathematics B.A. Economics (In Progress)

<b>Name</b>	Kay Snow
Classification	Financial Aid Technician
Year Hired	2011
Years of Industry Experience	1
Degrees/Credentials	Associate of Arts Degree: Liberal Studies (In Progress)

<b>Name</b>	Ashley Lajoie
Classification	Financial Aid Specialist
Year Hired	2011
Years of Industry Experience	1.5
Degrees/Credentials	Associates of Arts Degree: Liberal Studies B.A: Psychology Masters of Social Work (Spring 2015)

## 2. Performance Expectations

### 2A. Student Learning Outcomes

#### 2A1. 2012-2013 - *Institutional* Student Learning Outcomes

1. Communication - written, oral and visual
2. Reasoning - Scientific and quantitative
3. Critical thinking and problem solving
4. Information literacy
5. Personal/community awareness and academic/career responsibilities

**2A2. 2012-2013 Program Service Unit Outcomes**

1. The Financial Aid Office implemented the use of Banner Financial Aid software in 2011-2012 and student's financial aid information is now available through their MyVCCCD student portal. Students will find the financial aid section of the MyVCCCD portal to be an effective tool to navigate through the financial aid process.
2. The implementation of Banner Financial Aid in conjunction with students' ability to perform online processes using the MyVCCCD portal will increase the number of students awarded aid on the first disbursement of the academic year.
3. The Financial Aid Office participates in an array of federal and state financial aid programs, such as the William D. Ford Federal Direct Loan program. Participation in the Federal Direct Loan program involves providing financial literacy and default management of our student loan borrowers. By implementing the use of USA Funds Borrower Connect and Life Skills programs, we will assess student borrowers' knowledge of key loan borrowing concepts as well as develop a default prevention plan to lower our current 3 year cohort default rate of 22.3%.

**2A3. 2012-2013 Program Operating Outcomes**

1. The Financial Aid Office serves over 12,000 students annually. It is critical that all computing hardware, software, and equipment is functional, current, and adequate to provide financial aid awards and services in a timely manner as the volume of applicants continues to grow. In addition to awarding students in a timely manner, current and adequate equipment is necessary in order to educate students about changing requirements that could affect his/her financial aid eligibility.
2. The Financial Aid Office deals with sensitive and confidential information which requires providing privacy for students. The current set-up is not properly structured to provide an efficient or confidential environment for all students.
3. The Financial Aid Office has been impacted due to the implementation of Program Integrity rules. For example, the following new federal and state regulations have increased responsibilities and workload for the staff:
  - Satisfactory Academic Progress (SAP)- The Financial Aid Office is required to check every student's SAP at the end of each term. Students must continue to meet SAP in order to continue to receive federal and some state funds. Students who do not meet SAP have the right to appeal. This has increased the number of appeals submitted and reviewed by the financial aid staff.
  - Pell Lifetime Eligibility- Students are now limited to 6 years (12 full-time semesters) of federal Pell Grant. This requires the financial aid staff to not only educate students of the new regulation, but also counsel students on their remaining Pell Grant eligibility. The advisement of Pell Grant eligibility requires review of the student's overall educational objectives; both at Ventura College and other educational institutions.
  - Ability to Benefit- The federal government now requires that financial aid recipients have a high school diploma or its equivalent. In prior years, students who did not possess a high school diploma or its equivalent had the option to take and pass a Department of Education approved Ability to

Benefit test or complete 6 degree applicable units. This option has been eliminated, unless students meet certain requirements set by the Department of Education. The financial staff must determine if a student meets the requirements on a case by case basis.

- Repeated Coursework- Beginning with the Fall 2011 semester, regulations prevent the Financial Aid Office from paying for a course that has been passed and repeated more than one time. This requires the financial aid staff to educate students on the importance of completing classes and clarify disbursement discrepancies and eligibility when students repeat coursework.
- Cohort Default Rate (CDR)- The Department of Education has changed its formula for calculating the CDR. Rates are now based on a three-year period, instead of two-year, which has in many cases increased the school's default rate. As with a number of community colleges, our rate has doubled. Colleges with a default rate of 30% for three consecutive years are subject to sanctions including, but not limited to, termination of financial aid programs. Because Ventura College's CDR is 22.3%, a default prevention plan is essential in sustaining eligibility.
- Loan Eligibility- Students are encouraged to maintain knowledge of their loan indebtedness as well as aggregate loan limits. The Department of Education has also changed loan interest rates and loan limits at an institution. Students receiving subsidized student loans are no longer receiving the interest-free grace period. The financial aid staff encourages and assists students in maintaining an accurate understanding of loan indebtedness and requirements.
- IRS Data Retrieval Tool: Beginning with the 2011-2012 academic year, students were no longer able to submit a copy of their tax returns. Students were required to either submit a tax transcript that is received directly from the IRS or use the IRS Data Retrieval Tool directly on the FAFSA application. The Data Retrieval Tool links the student's or the student's parents directly to the IRS website. The income information that used to be entered manually is electronically transferred to the FAFSA from the IRS. This eliminates manual data entry for the student. The financial aid staff has been encouraging students to use this helpful tool to expedite the verification process.
- Customized Verification- The Department of Education has announced that there will be more changes and additions to verification. Customized verification will include traditional verification items (i.e. tax transcripts and verification worksheet) as well as a valid government-issued identification card and a copy of the student's high school diploma. Students will also be required to provide a statement of educational purpose. The financial aid staff will be required to continually uphold and educate students of these upcoming changes and requirements by the Department of Education. Resources like the financial aid channel on the MyVCCCD portal, financial aid TV and in person financial literacy counseling is invaluable resources to the student's continued success.
- California Dream Act Application: The state of California passed the California Dream Act. This allows students who meet AB 540 criteria to apply for state aid, including Cal Grants, BOG waivers and scholarships. The financial aid staff has more recently been assisting students in completing the Cal Dream Act Applications. Processing and awarding the Cal Dream applications will require the knowledge of any new state regulations and issues that may arise.
- Cal Grant Awarding- In prior years, the financial aid office was not required to re-determine Cal Grant renewal eligibility. With the state budget crisis, the financial aid office is now required to re-determine a student's eligibility for Cal Grants. This has required additional information including assets and income before awarding can be done.
- Student Success Task Force Initiatives- The state of California has put forth recommendations regarding eligibility for state-funded aid. Starting with the 2012-2013 academic year, students are required to have \$1104 in need in order to receive a BOG fee waiver, instead of the original \$1 of need. More recently, the Student Success Task Force approved more requirements regarding BOG waiver eligibility. Students will be required to meet Satisfactory Academic Progress (institution's

policy) in order to receive the BOG fee waiver. The financial aid staff has been working to educate and make students aware of these changes. Students understanding the implications of these changes are vital to their continued success at Ventura College.

### 3. Operating Information

#### 3A. Budget Summary Tables, Trends, and Detail

**2012 - 2013** Please provide program interpretation for the following:

The Financial Aid Office has a minimum required Maintenance of Effort (MOE) of \$511,791 from general funds as determined by the California State Chancellor’s Office annually. If this MOE requirement is not met, then sanctions will apply. By establishing this budget, the State of California then provides our office with additional categorical funding (BFAP) for specific financial aid program expenses. The allocation of BFAP funds for 2012-2013 is \$437,663. BFAP funds cannot supplant required general fund expenses.

In 2011-2012, MOE was not met; therefore, Ventura College will receive sanctions for the next academic year. In an effort to avoid future sanctions, the Financial Aid Office has established a 2012-2013 budget that will meet MOE and BFAP requirements.

Although the number of student applicants and workload have increased, staffing returned to its 2008-2009 level in May of 2012. In order to remain in compliance with federal and state regulations, staffing must be increased. Because equipment and technology are a vital part of our office operation it is imperative that these are kept up-to-date.

In addition, staff must receive on-going training to keep abreast of federal and state regulations. Failure to comply will result in audit findings and potential loss of financial aid program eligibility.

The tables below demonstrate the total Financial Aid Office budget for the 2011-2012. Sanction will apply to the \$104,909\* that the college failed to spend on the financial aid program.

Budget Categories	District General Funds	All Other Sources	BFAP SFAA Base Allocation	BFAP SFAA Capacity	Total Budgeted for Financial Aid
1000 Certificated Salaries	0	0	0	0	0
2000 Classified Salaries	185,367	0	111,538	114,348	411,253
3000 Employee Benefits	106,404	0	0	97,254	203,658
4000 Supplies and Materials	7,654	0	0	13,647	21,301
5000 Other Operating Expenses and Services	82,733	0	0	54,442	137,175
6000 Capital Outlay	24,724	0	0	0	24,724
<b>Total</b>	<b>406,882</b>	<b>0</b>	<b>111,538</b>	<b>279,691</b>	<b>798,111</b>



	Maintenance of Effort Requirement	BFAP SFAA Base Allocation	BFAP SFAA Capacity
Allocations	\$ 511,791.00	\$ 111,538.00	\$ 279,691.00
Expenditures	\$ 406,882.00	\$ 111,538.00	\$ 279,691.00
Overspent/Underspent*	\$ (104,909.00)*	\$ -	\$ -

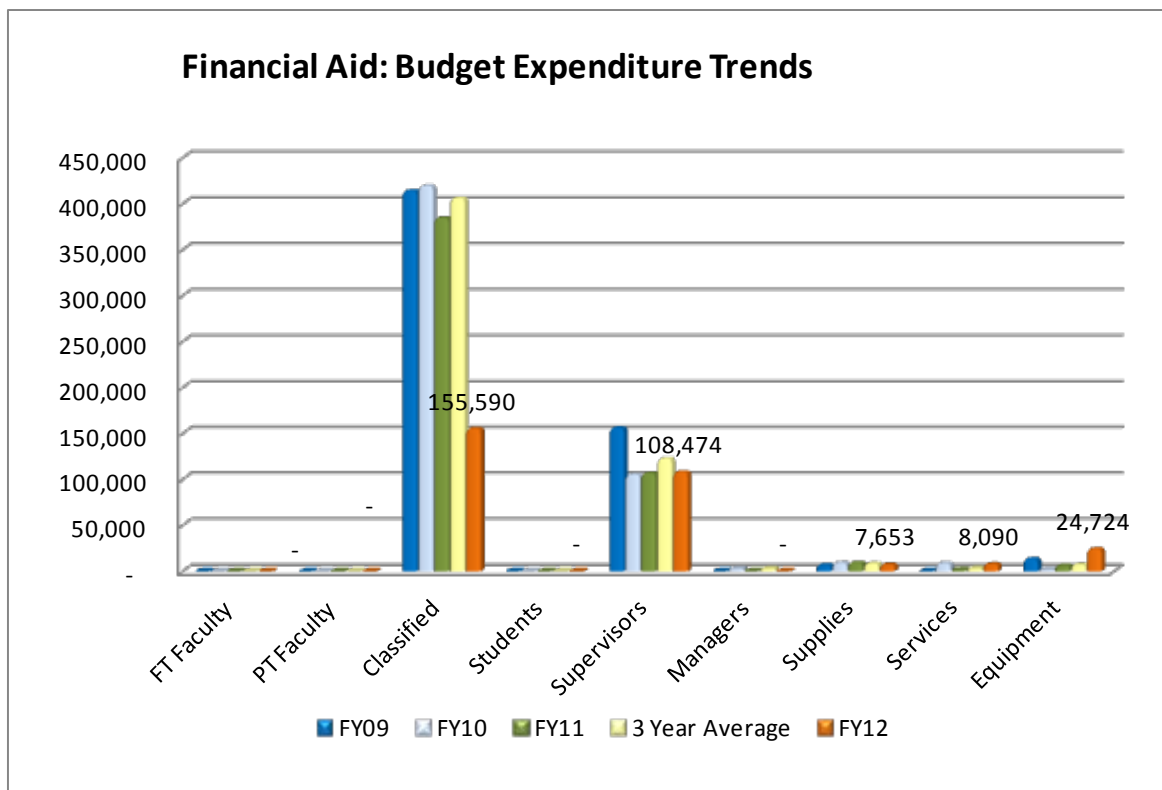
**Total Expenses by Fund, Org, Category for: 111-31009 - Financial Aid**

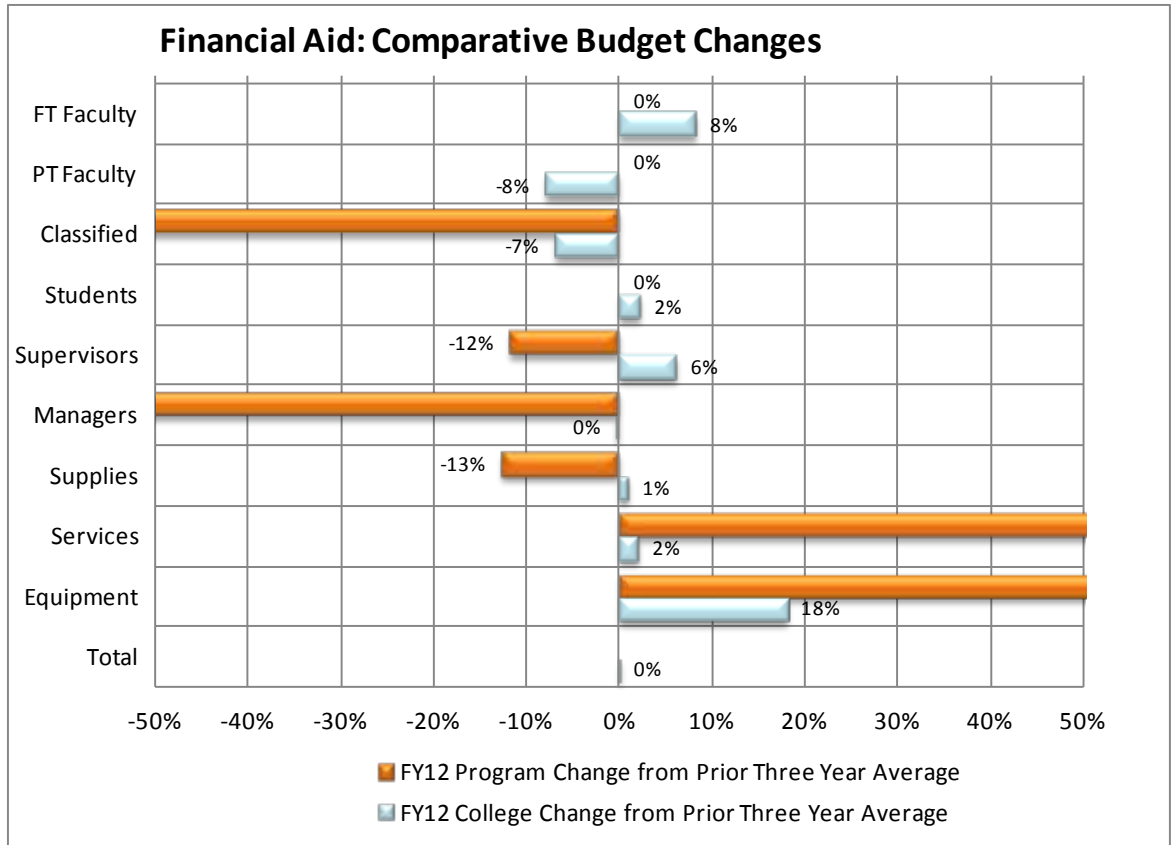
		FY09	FY10	FY11	FY12	Bud FY13
3	Classified	414,409	419,719	384,850	155,590	224,065
5	Supervisors	156,410	105,557	107,019	108,474	116,057
6	Managers	0	3,567	0	0	0
7	Supplies	7,089	9,346	9,866	7,653	13,500
8	Services	519	8,919	1,864	8,090	124,082
9	Equipment	14,030	2,117	6,426	24,724	0
10	Payroll Variance	0	0	3,262	0	35,000
<b>Activity for 31009 - Financial Aid</b>		<b>592,456</b>	<b>549,225</b>	<b>513,287</b>	<b>304,531</b>	<b>512,704</b>

**Total Expenses by Fund, Org, Account for: 111-31009 - Financial Aid**

111 31009 2121 646000	Classified Regular	266,597	257,560	222,639	101,008	148,348
111 31009 2130 646000	Classified - Vacation Payout	0	793	13,875	0	0
111 31009 2322 646000	Classified - Overtime	304	243	14,122	0	0
111 31009 2610 646000	Supervisors	107,691	62,243	72,637	67,893	71,884
111 31009 2630 646000	Supervisors - Vacation Payout	0	16,634	5,203	0	0
111 31009 2826 646000	Provisional, Ltd Term-NonPos Cntrl	0	18,372	0	0	0
111 31009 2999 646000	Budget Holding/Variance-Classified	0	0	0	0	35,000
111 31009 3XX10 646000	Benefits Payroll Variance	0	0	3,262	0	0
111 31009 3XX3 646000	Benefits Classified	147,508	142,750	134,213	54,583	75,717
111 31009 3XX5 646000	Benefits Supervisors	48,719	26,680	29,179	40,581	44,173
111 31009 3XX6 646000	Benefits Managers	0	3,567	0	0	0
111 31009 4200 646000	Office Supplies and Material	1,936	0	3,548	3,850	6,000
111 31009 4300 646000	Computer Software and Supplies	0	0	0	762	0
111 31009 4800 646000	General Supplies & Materials	5,153	9,346	6,318	3,042	7,500
111 31009 5220 646000	Mileage Reimbursement	0	309	0	0	0
111 31009 5622 646000	Maint/Repair-Equipment	519	0	197	257	0
111 31009 5870 646000	Printing And Duplicating	0	179	0	4,175	0
111 31009 5890 646000	Other Expense & Services	0	8,431	815	3,658	124,082
111 31009 6250 710000	Building Improvements/Remodeling	0	0	851	0	0
111 31009 6423 646000	Equip-Non Instruc Equip \$200-\$999	7,367	2,117	0	0	0
111 31009 6425 646000	Equip-Non Instruc Furni \$200-\$999	1,165	0	6,426	7,985	0
111 31009 6453 646000	Equip-Non Instruc Equip \$1000+	5,497	0	0	0	0
111 31009 6455 646000	Equip-Non Instruc Furni \$1000+	0	0	0	16,739	0
<b>31009 Financial Aid</b>		<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>Bud FY13</b>
<b>Program Review Expenses Detail Total</b>		<b>592,456</b>	<b>549,225</b>	<b>513,287</b>	<b>304,531</b>	<b>512,704</b>

Category	Title	FY09	FY10	FY11	3 Year Average	FY12	Program Change from Prior Three Year Average	College Change from Prior Three Year Average
1	FT Faculty	-	-	-	-	-	0%	8%
2	PT Faculty	-	-	-	-	-	0%	-8%
3	Classified	414,409	419,716	384,850	406,325	155,590	-62%	-7%
4	Students	-	-	-	-	-	0%	2%
5	Supervisors	156,410	105,557	107,019	122,995	108,474	-12%	6%
6	Managers	-	3,567	-	3,567	-	-100%	0%
7	Supplies	7,089	9,346	9,866	8,767	7,653	-13%	1%
8	Services	519	8,919	1,864	3,767	8,090	115%	2%
9	Equipment	14,030	2,117	6,426	7,524	24,724	229%	18%
	<b>Total</b>	<b>592,457</b>	<b>549,222</b>	<b>510,025</b>	<b>550,568</b>	<b>304,531</b>		<b>0%</b>





**Interpretation of the Program Inventory Table**

[http://www.venturacollege.edu/assets/pdf/program\\_review/2012-2013/3C2a%20Inventory%20by%20Program.pdf](http://www.venturacollege.edu/assets/pdf/program_review/2012-2013/3C2a%20Inventory%20by%20Program.pdf)

**The equipment list is inaccurate and does not accurately reflect the program’s holdings.**

**Service Data:**

a) *What populations are served by the program?*

The Financial Aid Office serves students, parents, and the community in general regardless of need or where the student plans to attend school.

Assist the following populations with:

- US citizens and eligible non-citizens- FAFSA application process
- California residents not wishing to complete a FAFSA- Board of Governor’s Fee Waiver process
- Students who are not eligible to file a FAFSA (AB540 students)- California Dream Application or the AB 540 Board of Governor’s Fee Waiver application process.
- Current or former foster youth- CHAFEE Grant application process.
- Veterans- financial aid application process in coordination with veteran’s educational benefits.

- Bilingual community- providing translation services regarding the financial aid process; workshops and presentations geared towards their needs.
- Current students and Ventura College staff- campus presentations and events to provide updates and information on financial aid requirements.
- Prospective students and parents- workshops and presentations to the local community.

b) How many students, classes, etc. have been served by the program over the last two years (per semester)?

Academic Year	Prospective Students Served At Local Outreach Events	Ventura College Students Served In Financial Aid Office	Ventura College Students Served in the Financial Aid Computer Lab
2009-2010	4,567	N/A**	N/A***
2010-2011	472*	N/A**	N/A***
2011-2012	740*	21,805	4,905***

\*Due to staffing shortage, high school outreach efforts were significantly reduced.

\*\*Prior to July 2011, no electronic sign-in data was available

\*\*\*Financial Aid Computer Lab was established July 1, 2011, electronic data collection May 1, 2012.

The following chart shows the number of students who received federal and/or state financial aid awards for the previous three academic years

Program	2009-2010		2010-2011		2011-2012	
	# of Awards	Funding	# of Awards	Funding	# of Awards	Funding
BOGW	9,298	\$3,497,245	10,377	\$3,784,378	10,237	\$10,152,930
Pell Grant	3,198	\$10,865,104	3,830	\$13,039,953	5,053	\$16,225,398
Federal Work-Study	145	\$303,640	87	\$247,903	135	\$281,715
FSEOG	600	\$297,600	535	\$286,085	815	\$374,100
ACG	79	\$54,923	20	\$18,305	N/A	N/A
Cal Grant B & C	562	\$670,467	532	\$653,717	646	\$796,271
EOPS	293	\$62,036	255	\$67,486	219	\$32,700
Care	35	\$31,985	29	\$26,532	27	\$30,034
Chafee	5	\$22,500	5	\$22,500	7	\$27,034
Loans	934	\$3,565,661	969	\$3,726,225	1,510	\$5,452,265
<b>Totals</b>	<b>15,149</b>	<b>\$19,371,161</b>	<b>16,639</b>	<b>\$21,879,084</b>	<b>19,899</b>	<b>\$33,372,447</b>

c) What other operational data is pertinent to your program? Please provide.

The rising cost of college tuition has increased the need for students to search for financial aid avenues to fund their education. The William D. Ford Federal Direct Loan Program has seen its popularity increase as students begin to rely on federal student loans to cover tuition, books, and housing costs.

While the amount of student loan borrowers increases, so does the need to provide financial literacy. The Financial Aid Office is required to manage the population of students who are exiting Ventura College. The U.S. Department of Education (DOE) established 2-year cohort default rates that cover the percentage of a school's borrowers who enter repayment on Federal Family Education Loan (FFEL) Program loans or William D. Ford Federal Direct Loan Program loans during a federal fiscal year.

<b>2-Year Cohort Default Rate</b>				
<b>Fiscal Year</b>	<b>Program Type</b>	<b>Number of Loans in Default</b>	<b>Number of Borrowers in Repayment</b>	<b>Rate</b>
2010	FFEL	30	265	11.3
2009	FFEL	28	217	12.9
2008	FFEL	28	207	13.5

The DOE has enacted new regulations to govern the calculation of cohort default rates by using a 3-year cohort default rate. As with a number of community colleges, Ventura College's rate has doubled going from 11.3 to 22.3%. Colleges with a default rate of 30% or more for three consecutive years are subject to sanctions including, but not limited to, termination of financial aid programs. Because Ventura College's CDR is 22.3%, a default prevention plan is essential in sustaining eligibility.

The economic downturn in California is not expected to improve significantly in the foreseeable future. The upcoming years will most likely continue to see increased need for financial aid. At the same time, the colleges are experiencing devastating budget cuts and reductions to staff. The staffing structure has returned to its 2008 staffing structure of 9 FTE positions. Since financial aid is core to student services, any cuts to financial aid should be avoided to the extent possible and all resources (BFAP and MOE general funds) should be utilized to avoid penalties to the college district.

C2: Times of Operation (per semester/summer):

**Student Contact Hours:**

Monday, Wednesday, Thursday 8:30 a.m. – 3:30 p.m.  
 Tuesday 8:30 a.m. – 7:00 p.m.  
 Friday Closed

**Staff Work Hours:**

Monday, Wednesday, Thursday, Friday- 8:00 a.m. to 5:00 p.m.  
 Tuesday- 8:00 a.m. to 7:00 p.m.

## 4. Performance Assessment

### 4A1: 2012-2013 Institutional Level Student Learning Outcomes

Institutional Level Student Learning Outcome 1	Performance Indicators
Communication	The ISLO will not be assessed by the Financial Aid Office.
<b>Operating Information</b>	
<b>Analysis – Assessment</b>	

Institutional Level Student Learning Outcome 2	Performance Indicators
Reasoning	The ISLO will not be assessed by the Financial Aid Office.
<b>Operating Information</b>	
<b>Analysis – Assessment</b>	

Institutional Level Student Learning Outcome 3	Performance Indicators
Critical Thinking and problem solving	The ISLO will not be assessed by the Financial Aid Office.
<b>Operating Information</b>	
<b>Analysis – Assessment</b>	

Institutional Level Student Learning Outcome 4	Performance Indicators
Information Literacy	The ISLO will not be assessed by the Financial Aid Office.
<b>Operating Information</b>	

<b>Analysis – Assessment</b>

Institutional Level Student Learning Outcome 5	Performance Indicators
Personal/community awareness and academic / career responsibilities	The ISLO will not be assessed by the Financial Aid Office.
<b>Operating Information</b>	
<b>Analysis – Assessment</b>	

**4A2: 2012-2013 Service Unit Outcomes**

Service Unit Outcome-1	Performance Indicators
<p>The Financial Aid Office implemented the use of Banner Financial Aid software in 2011-2012 and student’s financial aid information is now available through their MyVCCCD student portal. Students will find the financial aid section of the MyVCCCD portal to be an effective tool to navigate through the financial aid process.</p>	<p>70% or higher will be satisfied with the ease of the services available through their MyVCCCD portal.</p>

**Operating Information**

The Financial Aid Office conducted two separate surveys using Survey Monkey during the Fall 2011 and Fall 2012 Club and Student Services Fairs.

**Analysis – Assessment**

**Fall 2012-**  
 Of the 315 students surveyed, 97.7% stated they logged onto their MyVCCCD student portal.

70.7% of these students utilized the financial aid channel. The results also indicated that approximately 69.0% of the students found the MyVCCCD financial aid channel useful.

40.9% of the students, required navigation assistance from the Financial Aid Office staff.

**Fall 2011-**  
 Of the 221 students surveyed, 70.4% indicated they required assistance by the financial aid staff in order to satisfy their online requirements.

63.3% indicated they needed to log in 3 or more times in order to satisfy their financial aid requirements online.

Obstacles that prevented students from satisfying their financial aid requirements included lack of computer or internet service at home, difficulty in navigating the portal, long lines at the Financial Aid Office, busy phone lines, and unclear instructional materials.

In order to improve their experience in navigating the financial aid channel, students indicated the need to create an online tutorial, provide more one-on-one assistance, and provide clearer written instructions.

Although the implementation of the financial aid channel has improved the student’s ability to obtain live, up-to-date information regarding their financial aid status, documentation requirements, and award/disbursement information, students indicate the need for continued one-on-one assistance (38%) from financial aid staff and the development of an online tutorial (41.2%) and improved printed material (23.1%). The Financial Aid Office target of 70% was almost met with 69% of students surveyed finding the MyVCCCD portal useful.

Service Unit Outcome-2	Performance Indicators
<p>The implementation of Banner Financial Aid in conjunction with students’ ability to perform</p>	<p>60% of eligible financial aid applicants will receive their financial aid award on the first disbursement of the</p>



online processes using the MyVCCCD portal will increase the number of eligible students awarded aid on the first disbursement of the academic year.	academic year.
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**Operating Information**

The financial aid application process begins every January 1<sup>st</sup>. Students must apply every academic year and complete any additional requirements. A first priority verification deadline of June 28, 2012 was established for Fall 2012 to ensure adequate time for review of documentation.

**Analysis - Assessment**

The Financial Aid Office met this Service Unit Outcome as shown in the table below. Even though disbursement amounts have sharply increased since 2010-2011, of the 10329 applications received for the current academic year, only 4111 (40%) have satisfied their financial aid requirements. There are still more than 6000 students who have not completed their files. This indicates a need for additional in-reach efforts by the Financial Aid Office to assist them with satisfying their requirements. Per the 2012 Budget Act, it is the intent of the legislature that a portion of BFAP funds be used to provide additional staff resources to increase financial aid participation and access to low-income and disadvantaged students. Funds may be used to provide personal assistance in multiple languages for families and students in filling out the necessary paperwork to apply for aid and to increase financial aid staff to process additional financial aid applications.

<b>Ventura College First Disbursement</b>			
	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>
<b>Pell</b>	\$887,759	\$1,888,609	\$1,884,523
<b>FSEOG</b>	\$47,250	\$142,200	\$101,400
<b>Loans</b>	\$230,792*	\$454,026	\$299,809
<b>Total</b>	<b>\$1,165,801</b>	<b>\$2,484,835</b>	<b>\$2,285,732</b>

\*Loans 2010-2011 include 1<sup>st</sup> and 2<sup>nd</sup> Disbursement due to check procedures.

<b>Service Unit Outcome-3</b>	<b>Performance Indicators</b>
The Financial Aid Office participates in an array of federal and state financial aid programs, such as the William D. Ford Federal Direct Loan program. Participation in the Federal Direct Loan program involves providing financial literacy and default management to our student loan borrowers. By implementing the use of USA Funds Borrower Connect and Life	<p>By implementing the use of USA Funds Borrower Connect software to assist us in managing our loan portfolio, Ventura College will be able to lower its cohort default rate by a minimum of 5%.</p> <p>We will be measuring students' knowledge of key loan concepts by using pre and post loan entrance exams. 50% or more students will gain a better understanding of the</p>

<p>Skills programs, we will assess student borrowers' knowledge of key loan borrowing concepts as well as develop a default prevention plan to lower our current 3 year cohort default rate of 22.3%.</p>	<p>key components of the loan program.</p> <p>The Financial Aid Office can begin assessing this SUO as soon as the District Office signs the written agreement with USA Funds and continue this assessment through Spring 2013.</p>
<p><b>Operating Information</b></p>	
<p>A cohort default rate (CDR) is calculated every academic year. The Department of Education has changed its formula for calculating the CDR. Rates are now based on a three-year period, instead of two-year, which has in many cases increased the school's default rate. As with a number of community colleges, our rate has doubled. Colleges with a default rate of 30% for three consecutive years are subject to sanctions including, but not limited to, termination of financial aid programs. Because Ventura College's CDR is 22.3%, a default prevention plan is essential in sustaining eligibility.</p> <p>The Financial Aid Office conducted a survey in Spring 2011 and of the 132 students who responded, 74% believed it would be beneficial if the Financial Aid Office could provide courses in financial literacy, such as debt management, credit counseling, and budgeting workshops.</p> <p>To prevent future sanctions, it is critical that we establish an effective default prevention plan that reaches out to students at the beginning of their loan process. With the current staffing levels and workload, the Financial Aid Office does not have the adequate staff to conduct in-person loan counseling sessions or to effectively manage our delinquent and defaulted student accounts.</p>	
<p><b>Analysis – Assessment</b></p>	

**4C. 2012-2013 Program Operating Outcomes**

Operating Goal-1	Performance Indicators
<p>The Financial Aid Office processes over 11,000 financial aid applications annually. It is critical that all computing hardware, software, and equipment is functional, current, and adequate to provide financial aid awards and services in a timely manner as the volume of applicants continues to grow.</p>	<p>All staff members must have functional equipment and tools to perform the necessary tasks. The computer lab must be adequately set-up and maintained to meet student needs.</p>
<b>Operating Information</b>	
<p>The Financial Aid Office must always remain in compliance with federal and state regulations; The vast majority of financial aid functions are conducted via the use of electronic equipment, it is imperative that equipment and technology be kept up-to-date.</p>	
<b>Analysis – Assessment</b>	
<p>The Financial Aid Office is a high traffic student services area. During the 2011-2012 academic year, more than 21,000 students physically came through our office. From July 1, 2012 to the present, we have served over 7,799 students.</p> <p>The office also conducts many in-reach and out-reach events throughout the year. Due to limited resources at many of our local schools and community locations, we have the need to take our own laptops, IPADS, and other devices to perform our presentations and assist students with our financial aid processes.</p> <p>The Financial Aid Computer Lab became operational in July of 2011. Since its opening, the lab has assisted over 7,799 students. The lab allows students the ability to apply for financial aid, satisfy online financial aid requirements, complete loan entrance and exit counseling, print and complete financial aid forms, along with a variety of other financial aid related services. The lab is currently equipped with 8 computers for student use and often times, there are students waiting to be served. Space is limited and with the volume of traffic, there is a need to expand the number of available work stations. It is not equipped to handle a large group setting in which we can conduct student workshops or provide privacy for students.</p> <p>The Financial Aid Office should conduct an annual student survey to identify student needs and develop program improvements to address those needs.</p>	

Operating Goal-2	Performance Indicators
<p>The Financial Aid Office deals with sensitive and confidential information which requires providing privacy for students. The current Financial Aid Office lobby and the Financial Aid Computer Lab need to be restructured to provide this environment.</p>	<p>A restructuring of the front lobby check-in area and the computer lab will provide a physical environment allowing students to disclose confidential information as well as safety for staff.</p>

**Operating Information**

Due to the nature of the information that students are required to disclose to the Financial Aid Office and FERPA regulations, the layouts of the front lobby and the computer lab are not conducive to provide students with a sense of privacy. The acoustics of the building and the current set up make it difficult for students and staff to communicate effectively.

**Analysis – Assessment**

The check-in area needs to be restructured to serve students more effectively. The lobby is too small to handle the immense number of students, the noise and does not provide students with an adequate level of privacy. Restructuring the check-in area with ergonomic furniture and walk-up windows will alleviate the number of students in the lobby at any given time thereby reducing noise levels and providing more privacy to students.

The number of walk-in students served during the 2011-2012 academic year was 21,805. The number of students served in the computer lab during the same period was 4,905. In addition we should look at electronic software programs, such as QLess to help alleviate student congestion in the lobby and the lab.

A restructuring of the front lobby and check-in area is critical to comply with FERPA regulations.

<b>Operating Goal-3</b>	<b>Performance Indicators</b>	
The Financial Aid Office has been impacted due to the implementation of Program Integrity rules. These new regulations have added increased responsibilities such as, but not limited to, monitoring students' academic progress, loan indebtedness, and new verification requirements.	The Financial Aid Office must be adequately staffed in order to remain in compliance with federal and state regulations and to have the ability to continue to process financial aid files in a timely manner.	
<b>Operating Information</b>		
We currently operate with a staff of 1 Financial Aid Officer, 5 Financial Aid Specialists and 3 Financial Aid Technicians. The following table demonstrate the volume of financial aid applications we received annually:		
<b>Academic Year</b>	<b>Number of FAFSA Applications Received</b>	<b>Number of SAP Appeals Reviewed</b>
2009-2010	10230	Data not available
2010-2011	12166	Data not available
2011-2012	11793	1639
2012-2013*	10329	982**
*Application cycle ends June 30, 2013 **Appeals reviewed to date for Fall 2012 The caseload for each Financial Aid Specialist is over 2,000 students.		
<b>Analysis – Assessment</b>		
Even though we have seen an increase in the number of financial aid awards, there remains a need to add an additional staff member to the Financial Aid Office. In order to meet the current demands, we have had to		

work overtime and hire provisional help. Besides processing financial aid files, the staff has many other responsibilities which include:

- Review appeals (academic and special circumstance)
- Process Return to Title IV (R2T4)
- Process overpayments
- Loan processing (loan entrance/exit counseling)
- Cal Grant award determination
- Outreach, in-reach workshops
- Coordination of outside resources

There is need for an additional staff member to make the responsibilities more manageable and have the ability to serve our students in a more timely manner.

## 5. Findings

### **2012-2013** - FINDINGS

Finding 1: Ventura College's official 2009 3-year cohort default rate is 22.3%. The national 3-year cohort default rate is 13.4 percent.

Finding 2: The number of students served during the 2011-2012 academic year by the financial aid staff both in the office and in the lab exceeded 26,000 students.

Finding 3: 40.9% of students surveyed during Fall 2012 indicated they required assistance from the financial aid staff in order to navigate the student portal.

Finding 4: Average caseload per Financial Aid Specialist is over 2000 files.

Finding 5: The Financial Aid Office needs to be restructured to provide privacy to students in compliance with FERPA regulations.

Finding 6: For the 2012-2013 academic year, 60% of student applicants have not completed their financial aid requirements.

Finding 7: In 2011-2012, Ventura College's MOE was not met by \$104,909 as a result, the college will face monetary sanctions.

Finding 8: 74% of students surveyed believed it would be beneficial if the Financial Aid Office could provide courses in financial literacy, such as debt management, credit counseling and budgeting workshops.

Finding 9: Ongoing student surveys are necessary to identify and address the needs of students.

## 6. Initiatives

### 6A: 2011-2012 - FINAL Program Initiative Priority Ratings

Line Number	Program	Category	Program Priority (0, 1, 2, 3...)	Division Priority (R, H, M, L)	Committee Priority (R, H, M, L)	College Priority (R, H, M, L)	Initiative ID	Initiative Title	Resource Description	Estimated Cost	Adjusted Cost	Accumulated Costs	Full Time or Part Time
1	Financial Aid	Grants	0	H			FA1201	Financial Aid Specialist	Hire Financial Aid Specialist	84,671		-	
2	Financial Aid	Grants	0	H			FA1202	Restructure FA bldg.	Purchase new work stations	21,213		-	
3	Financial Aid	Grants	0	H			FA1203	Large screen TV & Mount	Purchase large screen TV and mount	2,500		-	
4	Financial Aid	Budget	0	H		M	FA1202	Restructure FA bldg.	Purchase sign in station	1,000	1,000	1,000	
5	Financial Aid	Budget	0	H		M	FA1204	Office Chairs	Purchase ergonomic chairs for staff	7,985	7,985	8,985	

**6B: 2012-2013 Initiatives – Financial Aid**

**Initiative ID should be consistent. For example:**  
**2011-2012 identified initiatives - LC1201, LC1202, etc.**  
**2012-2013 identified initiatives – LC1301, LC1302, etc.**

**Initiative: USA FUNDS Borrower Connect and Life Skills**

**Initiative ID: FA 01**

**Link to Finding #1: Ventura College needs to develop a default management to lower its cohort default rate to avoid losing its eligibility to participate in both federal and state financial aid programs.**

**Benefits:** The Financial Aid Office will be able to incorporate the USA Funds Borrower Connect and Life Skills programs into the loan request procedures. Because the Cohort Default Rate for Ventura College has increased, this tool would be vital in helping students understand the importance of managing their budgets as well as helping Ventura College lower its 3-year cohort default rate of 22.3%. These programs would also provide the Financial Aid Office with more tools to assist students in keeping track of their loans, repayments, etc.

**Request for Resources:**

1. Borrower Connect and Life Skills Contract Signed. Based on our college demographics and our cohort default rate, there is no charge to the institution for this service. We need to sign a written agreement to participate and use the resources according to the contract.

**Funding Sources:**

No new resources are required (use existing resources)	X
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

**Initiative:** Purchase a large-screen TV

**Initiative ID:** FA 02

**Link to Finding #1, 8:** Provide additional financial literacy workshops.

**Benefits:** The Financial Aid Office will be able to provide additional information during our financial aid presentations, target larger audiences, and use different methods of communication i.e. internet, PowerPoint, etc.

**Request for Resources:**

1. Large-screen TV (\$2,800)

**Funding Sources:**

No new resources are required (use existing resources)	
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Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	X

**Initiative:** Financial Aid Specialist/Bilingual

**Initiative ID:** FA 03

**Link to Finding #:** 1, 2, 3, 4, 6, and 8: Current caseload is unreasonable given the current staffing model and increased federal and state requirements. In addition the Financial Aid Office is not staffed with a bilingual staff member. Ventura College is designated as a Hispanic Serving Institution, yet none of our positions are bilingual.

**Benefits:** By hiring an additional Financial Aid Specialist, financial aid duties would be more manageable. We would also be able to conduct much needed workshops in topics such as SAP, financial literacy, loan default management, bilingual workshops, etc. There is also a need to provide additional services to the following populations: foster youth, veterans, VCSP, EOPS, EAC, and other on-campus populations.

**Request for Resources:**

1. Financial Aid Specialist (\$80,000)

**Funding Sources:**

No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	X

**Initiative:** Financial Aid Check-In Area/Computer Lab Workstations/Walk-up Windows

**Initiative ID:** FA 04

**Link to Finding #:** 2, 3, and 5: The number of students served far exceeds the capacity of the current structure nor does it provide privacy to students.

**Benefits:** A restructuring of the front lobby check-in area and the computer lab will provide a physical environment allowing students to disclose confidential information. Currently the front lobby area is not conducive to the type of work and volume of students who come into the office, nor does it provide safety for the staff working in this location.

**Request for Resources:**

1. Work Stations (\$4,142.36) \*
2. Replace Windows (approximately \$3,000)  
\*General Fund dollars may not be needed to purchase these workstations as we will request an exception from the State Chancellor's Office to purchase these through our BFAP funds.

**Funding Sources:**

No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	X
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	X
Requires other resources (grants, etc.)	X

**Initiative:** Financial Aid Staff Workstations

**Initiative ID:** FA 05

**Link to Finding #4 and 5:** Staff should have an ergonomic workstation which enables them to perform their duties.

**Benefits:** We have remaining workstations that are not ergonomically designed. Staff spends the majority of their day at these workstations and many physical complaints have been raised. It is imperative that we provide the staff with the necessary work setting to allow them to be more productive.

**Request for Resources:**

1. Workstations (\$17,000)\*

\*General Fund dollars may not be needed to purchase these workstations as we will request an exception from the State Chancellor’s Office to purchase these through our BFAP funds.

**Funding Sources:**

No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	X
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	X

**Initiative:** QLess Virtual Queue Management System

**Initiative ID:** FA 06

**Link to Finding #2:**High volume of students creates excessive wait times and causes student complaints.

**Benefits:** The Financial Aid Office seen more than 29,000 students since we began tracking the number of student sign-ins on July 1, 2011. During peak times of the academic year, wait time exceeds 2 hours. This is one of the largest complaints that we receive from students. The Qless system will provide students with an opportunity to request a same day appointment time via text, a kiosk, or via the internet. This system will give students an estimated wait time and they will receive a text messages alerting them of their wait time. The service allows students to take care of other business while on campus, i.e. library, studying, admissions, bookstore, etc. while holding their place in line.

**Request for Resources:**

1. Purchase Qless Virtual Queue Management System ( approximate cost \$13,000 annually)\*  
\*Cost is negotiable based on contract

**Funding Sources:**

No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	X

**Initiative:** Computer Equipment-Purchase 2 laptops and 3 IPADS

**Initiative ID:** FA 07

**Link to Finding #1, 3, and 8:** Computer equipment is essential to serve student needs for in-reach and out-reach efforts as outlined in our BFAP guidelines.

**Benefits:** The Financial Aid Office conducts many workshops both off and on-campus and it is essential that we have up-to-date working equipment to assist students with the financial aid application process.

**Request for Resources:**

1. 2-Dell Laptops (\$1,320.45)
2. 3-IPADS (\$1,500)

**Funding Sources:**

No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	X

**Initiative:** Student Service Survey

**Initiative ID:** FA 08

**Link to Finding #9-** The Financial Aid Office should conduct an annual student survey to identify student needs and develop program improvements to address those needs.

**Benefits:** Develop a collaborative survey with other student service departments to increase student response. Students are being inundated by multiple separate surveys. In an attempt to increase response, we will work to develop a single survey addressing our different areas of need. Scheduled to be done annually and handled by an institutional researcher.

**Request for Resources:**

1. Dedicated time for Institutional Researcher to develop and administer the product.

**Funding Sources:**

No new resources are required (use existing resources)	X
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

6C: **2012-2013** Program Initiative Priority Ratings – Financial Aid

Program	Category	Program Priority (0,1,2,3)	Division Priority (R,H,M,I)	Committee Priority	College Priority	Initiative ID	Initiative Title	Resource Description	Estimated Cost	Adjusted Cost	Accumulated Costs	Personnel	FT OR PT
Financial Aid	None	H				FA 01	USA Funds Borrower Connect and Life Skills	No financial resources required	0				
Financial Aid	Technology	H				FA 02	Purchase TV and mount	BFAP funds	\$3,500				
Financial Aid	Personnel	H				FA 03	FA Specialist/Bilingual	BFAP Funds	\$80,000				
Financial Aid	Facilities/ Equipment	H				FA 04	Purchase workstations for check-in area and computer lab and create walk-up windows	BFAP (if furniture exception is approved) General Fund	\$7,142.36				
Financial Aid	Equipment	H				FA 05	Staff Workstation	BFAP (if exception is approved) General Funds	\$17,000				
Financial Aid	Technology	H				FA 06	Purchase Qless system	BFAP	\$13,000				
Financial Aid	Technology	H				FA 07	Purchase 2 laptops and 3 IPADS	BFAP	\$2820.45				
Financial Aid	None	M				FA 08	Collaborative Survey	Possible Title V resources to allocate staff time	0				

## **6D: Program/Department Level Initiative Prioritization**

All initiatives will first be prioritized by the program/department staff. Prioritize the initiatives using the **RHML** priority levels defined below.

### **Division Level Initiative Prioritization**

The program initiatives within a division will be consolidated into division spreadsheets. The dean may include additional division-wide initiatives. All initiatives will then be prioritized using the **RHML** priority levels defined below.

### **Committee Level Initiative Prioritization**

The division's spreadsheets will be prioritized by the appropriate college-wide committees (staffing, technology, equipment, facilities) using the **RHML** priority levels defined below.

### **College Level Initiative Prioritization**

Dean's will present the consolidated prioritized initiatives to the College Planning Council. The College Planning Council will then prioritize the initiatives using the **RHML** priority levels defined below.

**R:** Required – mandated or unavoidable needs (litigation, contracts, unsafe to operate conditions, etc.).

**H:** High – approximately 1/3 of the total program/department/division's initiatives by resource category (personnel, equipment, etc.)

**M:** Medium – approximately 1/3 of the total program/department/division's initiatives by resource category (personnel, equipment, etc.)

**L:** Low – approximately 1/3 of the total program/department/division's initiatives by resource category (personnel, equipment, etc.)

## 7. Process Assessment and Appeal

### **7A. Purpose of Process Assessment**

The purpose of program review assessment is to evaluate the process for continual improvement. The process is required for accreditation and your input is very important to us as we strive to improve.

### **7B. 2012 - 2013 ASSESSMENT QUESTIONS**

1. Did you complete the program review process last year, and if so, did you identify program initiatives?

Yes, program initiatives were developed and three were funded. Two unfunded initiatives remain on the list for this year.

2a. Were the identified initiatives implemented?

<b>Yes</b>	<b>Hire a Financial Aid Specialist.</b>	We were able to hire a Financial Aid Specialist who started work on May 24, 2012. This has helped greatly in a more equitable division of responsibilities and workload, thus greatly increasing the efficiency of the department. With the redistribution of responsibilities, we are able to complete file reviews and awarding of funds in a more timely manner and are able to review student appeals and get the responses out faster than we were before.
<b>Yes</b>	<b>Redesign and purchase of new work-stations for Financial Aid Technicians.</b>	Request was approved and the work has been completed. The new work stations are ergonomically correct and provide the space necessary for efficient use of time. The guest chair in each work station provides a sense of privacy for the student who needs to talk about sensitive matters that he/she might not wish to discuss at a window.
<b>Yes</b>	<b>Purchase of ergonomic chairs for all staff members.</b>	Request was approved and ergonomic chairs for all staff provided. The ergonomic chairs have made quite a difference and we've seen a significant decrease in number of complaints regarding backaches, etc.

No	Large screen TV and mount.	Not implemented so it is on our list again this year. We are hoping for a 55-60" TV that can easily be moved from the Financial Aid Lab to (for instance) Guthrie Hall to be used for presentations to a larger audience than the current Financial Aid Lab can accommodate. A fixed TV would not work because it would be limited to the room where it would be attached. The Financial Aid Lab is too small for some of the presentations and classes or orientations it would be used for.
No	Redesign lobby/student check-in area.	Not implemented. We are requesting restructuring of this area as part of the current program review. Maintaining a student's privacy is a FERPA compliance issue.

**2b.** Did they make a difference?

See table above.

**3.** If you appealed or presented a minority opinion for the program review process last year, what was the result?

No appeals or minority opinions were put forth.

**4.** How have the changes in the program review process worked for your area?

We have benefitted from the use of a facilitator and the various meetings that have taken place thus far to go over the Program Review procedures. The process seems much smoother and easier with everyone in the division participating and working on collaborative initiatives.

**5.** How would you improve the program review process based on this experience?

We need to encourage all faculty and staff to participate.

**7C. Appeals**



After the program review process is complete, your program has the right to appeal the ranking of initiatives.

If you choose to appeal, please complete the appropriate form that explains and supports your position. Forms are located at the Program Review VC website.

The appeal will be handled at the next higher level of the program review process.