



2017-18

Non-Instructional
Department Review
Financial Aid

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0. PREFACE: DEPARTMENT EVALUATION SUMMARY

The Continuous Innovation and Improvement Committee (CIIC) provided the following feedback:

0A. OVERALL PROGRAM EVALUATION

Weighted average: 3.50 on a four-point scale. This scores between developed (program exhibits evidence that planning guides programs and services selection that supports the College) and highly developed (evidence of ongoing, systematic use of planning in selection of programs and services).

0B. DEPARTMENT STRENGTHS

- Strong leadership, skilled staff, and effective systems
- Proactive approach to meeting customer needs while supporting the College's mission
- Thoughtful planning to meet students' needs
- Met goals of student financial education, increased student access, cross training, and compliance
- Increased efficiency

0C. DEPARTMENT WEAKNESSES

- Staff professional development issues due to budget
- Providing services to students in a secure environment where privacy is protected within FERPA guidelines

0D. RECOMMENDATIONS FOR IMPROVEMENT

- Hire Work-Study student to staff new reception desk
- Increase the collection of results from outreach (such as CGS)

- Broaden financial services umbrella, expand web resources, coordinate efforts with the Foundation, and regularly survey students and stakeholders

1. SUPPORT OF THE COLLEGE MISSION

1A. SUMMARIZE DEPARTMENT IN TERMS OF KEY FUNCTIONS AND RESPONSIBILITIES.

The Financial Aid department supports Klamath Community College (KCC) students by processing Free Applications for Federal Student Aid (FAFSA), providing additional financial education in classrooms, providing financial outreach to students in need of individual support and assistance, all while keeping the needs of the College in mind. The Financial Aid department must comply with federal regulations as they pertain to financial aid and must ensure that KCC stays within the guidelines.

1B. DESCRIBE HOW THE DEPARTMENT SUPPORTS THE OVERALL MISSION OF THE COLLEGE AS ADOPTED BY THE BOARD OF EDUCATION.

Klamath Community College provides accessible, quality education and services in response to the diverse needs of the student, business, and community.

The College supports student success in workforce training, academic transfer, foundational skills development, and community education.

In an effort to improve access, the department has increased office hours from 20 hours to 40 hours per week to allow students and staff increased access to a financial aid representative.

This department has reduced the time to review and process financial aid documents from up six weeks to as few as two weeks so that students have access to funds faster and can make better-informed decisions on their course choices.

To ensure that Financial Aid is able to address the diverse population that we work with every day, we have hired a bilingual representative and have increased the number of documents offered in Spanish.

The department has partnered with KCET in an effort to provide financial aid awareness to GED students so they can be better prepared as they progress through KCC.

Financial Aid works very closely with other colleges and the consortium agreements to minimize delays and discrepancies so that students are able to attend classes both with KCC and another college, earning credits from both.

1C. DESCRIBE THE POPULATION SERVED BY THE DEPARTMENT.

Financial Aid serves a large percentage of students on campus, with the population varying each term. There is a large number of students who receive Pell Grants and other types of aid; without financial aid,

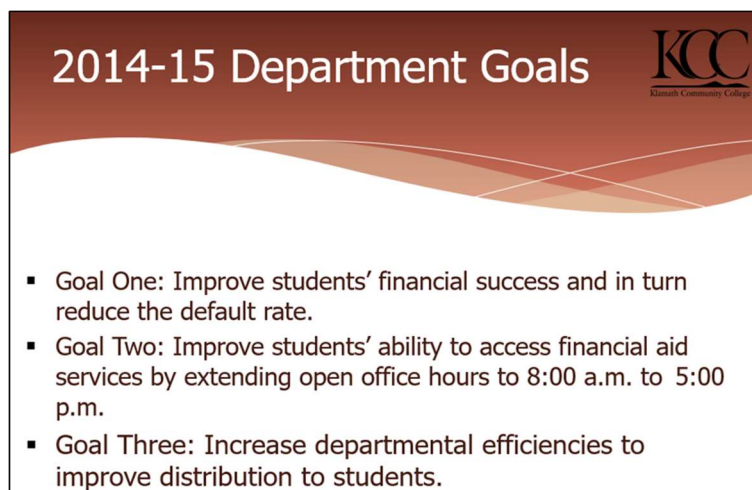
many students would not be able to pay for their education. (See [Appendix A](#) regarding students served by Financial Aid.)

1D. DESCRIBE DEPARTMENT RESOURCES INCLUDING USAGE METRICS.

Resources available to the department are outlined in the annual budget. Please see [6A. Budget](#).

2. DEPARTMENT MISSION/GOALS AND LINK TO STRATEGIC PLAN

2A. DESCRIBE PROGRESS TOWARD GOALS SET IN PREVIOUS REVIEW, ANNUAL BUDGET PRESENTATIONS, AND/OR STRATEGIC BUDGET PLANNING.

A presentation slide titled "2014-15 Department Goals" with the KCC logo in the top right corner. The slide lists three goals in a bulleted format.

2014-15 Department Goals

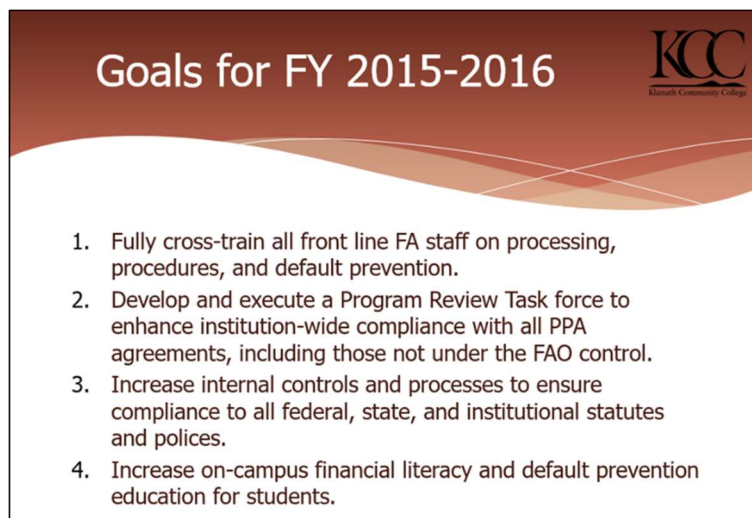
- Goal One: Improve students' financial success and in turn reduce the default rate.
- Goal Two: Improve students' ability to access financial aid services by extending open office hours to 8:00 a.m. to 5:00 p.m.
- Goal Three: Increase departmental efficiencies to improve distribution to students.

2014-15 Department Goals

Financial Aid has reduced the default rate from 33% to 29.4%.

Open office hours were increased from four hours per day to nine hours per day, allowing for more access by students and staff.

Each staff has begun cross training so that there is better coverage within the department. Staff turnover has affected the achievement of this goal.

A presentation slide titled "Goals for FY 2015-2016" with the KCC logo in the top right corner. The slide lists four goals in a numbered format.

Goals for FY 2015-2016

1. Fully cross-train all front line FA staff on processing, procedures, and default prevention.
2. Develop and execute a Program Review Task force to enhance institution-wide compliance with all PPA agreements, including those not under the FAO control.
3. Increase internal controls and processes to ensure compliance to all federal, state, and institutional statutes and policies.
4. Increase on-campus financial literacy and default prevention education for students.

2015-16 Department Goals

Continued cross training staff for full coverage of all tasks within department. Staff turnover has affected this goal.

Financial Aid worked with other departments on campus to ensure that all areas of compliance were being met.

While cross training was being done, the director maintained quality control by not having a crossover of duties, such as disbursing funds and reconciling funds by the same staff member.

Financial Aid partnered with ECMC and began offering iGrad free of charge to students and staff. iGrad offers learning modules that support student learning with a broad range of financial topics such as financial health, smart spending, credit cards and student loans.

(See [Appendix B](#) for 2017-18 strategic plan goals.)

2B. HAVE YOU MET YOUR PREVIOUSLY SET GOALS? IF NOT, HOW DO YOU PLAN TO MEET THEM?

☐ Yes

☒ No

A goal of having each job duty have a primary and a back staff was set one year ago, but due to staffing issues, there was a delay in achieving this goal. The department is currently fully staffed and will continue to cross train each representative so that all duties can be performed by another staff in the event of an absence.

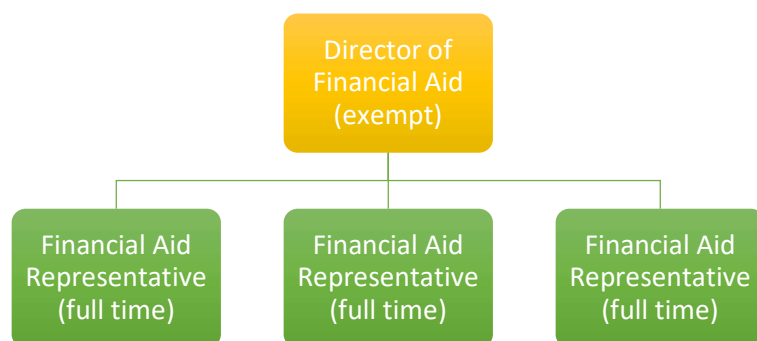
Working with the College General Studies department and providing more financial budgeting information was another goal established in Fall Term 2017. Financial aid representatives presented information in six classrooms during the third week of Fall Term 2017 with a follow-up presentation during the seventh week of the term. The department presented in two classrooms during the third week of Winter Term 2018 and will return during the seventh week for a follow-up presentation.

KCET and Financial Aid have collaborated to ensure that GED students receive information regarding financial aid and discuss options available to them. Financial Aid has participated in evening discussions during Summer Term, Fall Term, and Winter Term with plans to continue doing so.

Financial Aid students needed more access to entrance counseling as this is a requirement for students new to KCC. In order to meet this goal, the department offers a minimum of four classes each month, and these are scheduled two months in advance so students are able to plan accordingly.

3. PERSONNEL SUMMARY

3A. PROVIDE AN ORGANIZATIONAL CHART OF THE DEPARTMENT.



3B. ARE CURRENT MANAGEMENT AND STAFF ADEQUATE TO PERFORM FUNCTIONS AND RESPONSIBILITIES SATISFACTORILY TO ACHIEVE DEPARTMENT GOALS? EXPLAIN THE JOB FUNCTIONS OF EACH POSITION.

☒ Yes

☐ No

☐ Somewhat

Staffing is currently meeting the needs of the department, which has a director who supervises three full-time staff members. When necessary and funds are available, Federal Work-Study has been used to hire a temporary worker to help with clerical duties. The position does not interact with students and performs only indirect duties, such as filing and sorting financial aid documents.

3C. DESCRIBE ORGANIZATIONAL CHANGES THAT WILL IMPROVE DEPARTMENT PERFORMANCE, PROVIDE TIMELINESS FOR THE ACHIEVEMENT OF SUCH CHANGES, AND DESCRIBE MEASURES THAT WILL ASSESS THE EFFECTIVENESS OF SUCH CHANGES.

Currently the Financial Aid office is in Building 3, and each staff member has a private office, allowing for confidentiality when assisting students. At the end of Spring Term 2018, the Financial Aid office will be relocated to Founders Hall. This new location will have a designated spot for a receptionist for the department. The move will improve efficiencies overall for the college as this move will create a “one-stop shop” for students. However, having a receptionist counter will require a staff member to be present. This will make processing of financial aid documents more difficult due to student foot traffic, and it may create FERPA concerns and delays in processing. Having staff rotate through a schedule to cover the front desk will also increase difficulty in staffing for lunch coverage, meetings, absences, and staff development. Having a part-time receptionist cover the front counter through the week would allow for flexibility in schedules, process with little or no interruptions so as to avoid inaccuracies, attendance of meetings and councils, and staff development. Students who visit, call, or email would have a quicker response time, which in turn would alleviate anxiety and frustrations resulting from the lack of a person to help them.

4. STAFF DEVELOPMENT

4A. DESCRIBE SPECIFIC PROFESSIONAL DEVELOPMENT ACTIVITIES IN WHICH DEPARTMENT MEMBERS PARTICIPATE, AND EXPLAIN HOW SUCH ACTIVITIES BENEFIT OR ENHANCE THE DEPARTMENT.

All members of the financial aid office are active members of:

- OASFAA (Oregon Association of Student Financial Aid Administrators) and attend numerous conferences/training held each year.
- NASFAA (National Association of Student Financial Aid Administrators) and receive daily newsletters containing the latest news as well as a financial aid discussion forum to network with other colleges.
- FSA (Federal Student Aid) is a four-day, no cost conference that hosts 40+ unique sessions as they pertain to financial aid and college. Sessions include upcoming updates for the next academic year, tax changes that could impact students, financial aid reporting requirements, changes to financial aid amounts, steps to disburse aid, processing course adds, drops and withdrawals, and many more.
- IFAP (Information for Financial Aid Professionals) issues an email every day that contains updates, changes, new requirements and upcoming news, along with providing resources for all financial aid.
- PowerFAIDS (financial aid software program used at KCC) offers webinars at no or low cost, as well as an annual conference that pertains to processing financial aid as efficiently and accurate as possible using PowerFAIDS.
- The Director of Financial attends for directors meetings (one each quarter) at rotating community colleges around Oregon to discuss trends, issues, new legislation, such as new senate bills or new financial aid. This meeting is open to all 17 community college financial aid directors in Oregon.

It is important for each staff member to have access to all of the above sites and groups because it allows them to receive the latest updates and information as soon as it is available. This keeps the department up to date on changing policies and allows the department to research topics and policies about which there are questions. It is vital that the department maintain the latest knowledge Department of Education regulations so that it can continue to process financial aid as accurately as possible and remain in compliance. The directors' meetings allow for all 17 colleges to discuss trends and events that an area of the State of Oregon may be experiencing and allows the members to discuss how each campus handles some of these. This also allows for great networking so at any time a director can reach out and ask for clarity or guidance on a subject.

4B. DESCRIBE AREAS OF UNMET PROFESSIONAL DEVELOPMENT NEEDS AMONG PERSONNEL IN THIS DEPARTMENT AND OUTLINE PLANS TO ADDRESS THOSE NEEDS.

Currently, professional development for staff has been at a minimum due to reduced budgets. However, for the 2018-19 academic year, additional funds were allocated, and a part-time staff position has been requested to allow for more flexibility in the schedule so staff can attend a minimum of two conferences/training per year. The director has three and a half years of higher education experience, all with KCC, and representatives have over ten years of combined experience in higher education.

5. FACILITIES AND EQUIPMENT

5A. ARE CURRENT FACILITIES, SUCH AS CLASSROOMS, OFFICES AND EQUIPMENT, ADEQUATE TO SUPPORT THE DEPARTMENT? EXPLAIN.

☒ Yes

☐ No

☐ Somewhat

Facilities are adequate. The department currently occupies four offices in Building 3 but will move to Founders Hall in late Spring 2018. This will increase the space of the office and provide a front desk. Entrance counseling is offered several times per month in available classrooms around campus as are presentations in the CGS and KCET classes.

5B. IS AVAILABLE EQUIPMENT ADEQUATE TO SUPPORT THE DEPARTMENT? EXPLAIN.

☒ Yes

☐ No

☐ Somewhat

Equipment is adequate. Each staff member has two monitors to allow for easier viewing and processing of student records, as well as scanners to assist in archiving documents. Financial Aid maintains a relationship with ECMC, a third-party default management company; monthly dues are paid based on the number of students and the number of attempts made to contact students.

5C. DESCRIBE PLANS FOR FUTURE CHANGES IN SUPPORT FACILITIES OR EQUIPMENT.

.At the end of Spring Term 2018, the Financial Aid department will move to Founders Hall. This new building is a one-stop shop, which will bring Enrollment Services, the LRC, the bookstore, the Business Office, TRiO, and Veterans Services together so students can conduct business in one location. There has been a request for a part-time staff to provide coverage; this will allow for more flexibility for current staff to attend meetings and councils, coverage for sick and vacation days, processing time, conferences and trainings and to participate in webinars. This position will allow for general student access all year long, but will also allow financial aid to remain open during the processing week. Budget presentations have been made but not finalized, so a decision has not been made about this request at this time.

6. BUDGET

6A. PROVIDE A FINANCIAL REPORT. EXPLAIN DEVIATIONS FROM BUDGET EXCEEDING 10% OF ANY LINE ITEM.

(See [Appendix C.](#))

The cost to purchase disbursement checks has been removed from the district fund and placed into the supplies fund. This is not a new cost to the College, but it is new to the department and has been reviewed in the 2018-19 budget request.

The travel line item is over budget, and the training and continuing education line item is under budget. These have been reviewed in the 2018-19 budget, and amounts have been adjusted to allow both funds to remain positive.

There was a student who was found to be ineligible to receive federal financial aid; it was determined by the Vice President of Administrative Services that KCC would cover the student balance with a student tuition waiver, which caused this account to show as overspent.

6B. PROVIDE FIVE-YEAR COST MARGIN DATA AND ANALYSIS.

N/A

6C. PROVIDE PREVIOUS ANNUAL DEPARTMENT VIABILITY STUDY RESULTS.

N/A

6D. DESCRIBE BUDGETARY CHALLENGES.

For 2016-17, the budget was tight, and in 2017-18, there was a loss of state funding, which reduced funding for staff development.

7. CONCLUSION

7A. DESCRIBE DEPARTMENT STRENGTHS.

Financial Aid has been able to reduce review time. This has resulted shorter wait time for students and allows them to make better-informed decisions in terms of enrolling in courses and purchasing books.

7B. DESCRIBE DEPARTMENT WEAKNESSES.

The need to be open 8:00 AM to 5:00 PM Monday through Friday decreases time for processing student paperwork without interruption, which could lead to an increase in errors or a delay in completing the paperwork. Having a reception area that must be staffed means pulling a representative out of her office to cover the desk. FERPA is a concern for processing paperwork at the front desk, as this is a public area that students access. Previously the department was closed for half a day during the week, but this resulted in student frustration due to lack of access. The department has gone completely the opposite direction, and the result is that staff do not have the time to process student applications. Having a part-time staff would help ease the pressure on reps so they could focus on processing.

A decrease in budget limits professional development opportunities. This in turn limits affects representatives. Open office hours without staff available to assist students decreases department participation in campus committees and professional development.

7C. DESCRIBE SUPPORT NEEDED.

A potential support would be funding for a part-time receptionist to cover the front desk in Founders Hall so that staff can process paperwork and disbursements without interruption. Having someone who can answer basic questions and receive paperwork would increase staff members' focus on processing and allow staff to be out of the office when necessary.

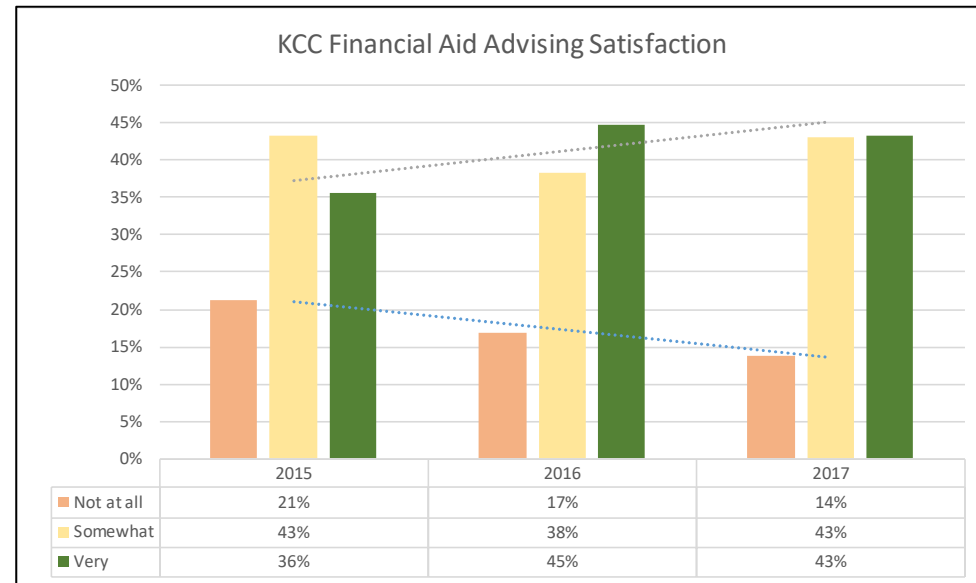
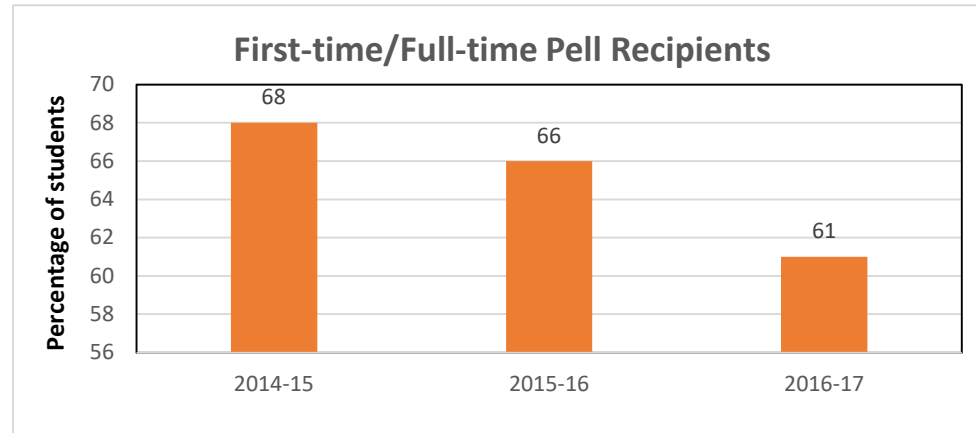
7D. OUTLINE NEW GOALS INCLUDING TIMELINESS FOR COMPLETION, MEASURES FOR EVALUATING ACHIEVEMENT OF SUCH GOALS, AND A PROCESS FOR IMPLEMENTING IMPROVEMENTS.

The department helps to support students' financial needs in order to allow them to pursue their education.

1. Each staff member should participate in a minimum of two professional development opportunities each year, participate in one webinar each term, and complete two Skillsoft online courses each term.
2. Continue to complete verification processing in two to three weeks even as student enrollment increases.
3. Continue cross training staff so that in the absence of one staff member, another can continue the paperwork with minimal or no delay.

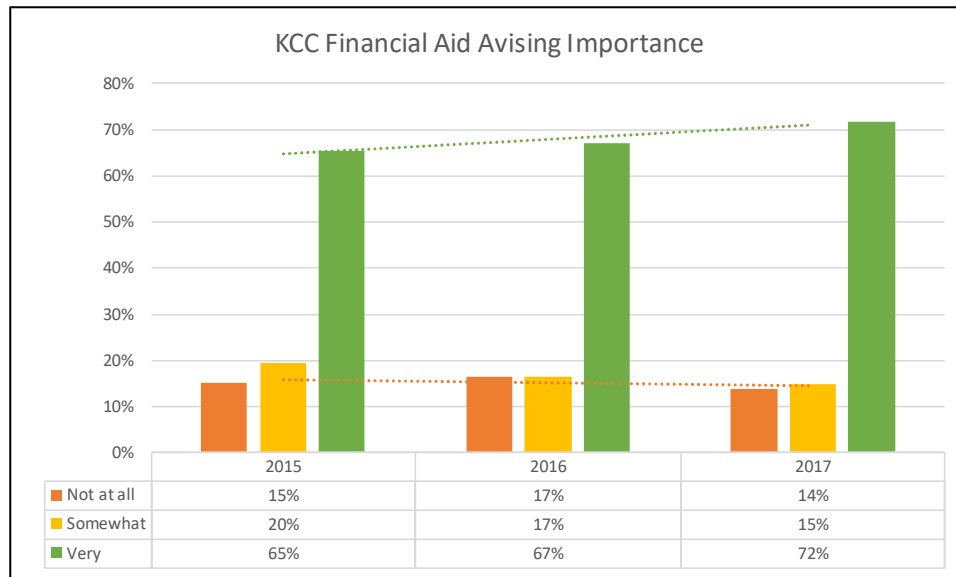
8. APPENDICES

8A. POPULATION SERVED BY FINANCIAL AID



Data source: CCSSE survey

Klamath Community College Non-Instructional Department Review:



Data source: CCSSE Survey

Student demographics: [Link to original file](#). (DOCX) **Requires login**

8B. 2017-20 STRATEGIC PLAN GOALS

Strategic Plan v.2.0 Worksheet

1. **TALK** – what are the 3 or 4 most important things for your department to accomplish in the next 3 years (that must have measurable results, and you must have control over)?

a. EXAMPLES, such as:

- i. Improve student perception of safety on campus
- ii. Increase the number of students getting jobs related to our degree(s)
- iii. Increase student successfully retaining and managing their financial aid

A. Improve student success: default, non-verifiers, DACA _____

B. Improve/expand staff expertise _____

C. Improve dept efficiencies _____

D. Improve access _____

2. **MATCH** – each one to a Strategic Initiative

Item		Strategic Initiative
A	►	Prosperity
B	►	Excellence
C	►	Excellence
D	►	Access

3. **CHOP** – the items from #1 into three actionable pieces that could be tackled effectively in one year. All the “a” items should go into this year’s budget request.

A. _____

- a. Continue partnership with ECMC
- b. Develop better data analysis & outreach process
- c. Develop financial trainings for students

B. _____

- a. Travel to conferences, trainings to increase expertise target: 2 trainings per employee per year
- b. Staffing assistance to allow trainings & certifications
- c. .

C. _____

- a. PT staffing for front desk in Founder’s hall
- b. .electronics hardware: scanners, input devices for students goal 70% paperless within 2 years
- c. More cross-trainings to improve paperless

D. _____

- a. improve multi-lingual access: personnel
- b. Improve multi-lingual access: Financial Aid/verification forms in other languages
- c. Off site video chat help desk to serve after hours, remote locations

8C. FINANCIAL REPORT

[Link to original file.](#) (DOCX) **Requires login**

8D. NON-INSTRUCTIONAL DEPARTMENT REVIEW RUBRIC

	Highly Developed	Developed	Emerging	Initial
1—Support of the College Mission	Exhibits ongoing and systematic evidence of mission achievement.	Exhibits evidence that planning guides program and services selection that supports the College's mission.	Evidence that planning intermittently informs some selection of services to support the College's mission.	Minimal evidence that plans inform selection the of services to support the College's mission.
2—Accomplishments in Achieving Goals	Exhibits ongoing and systematic evidence of goal achievement.	Exhibits evidence that planning guides services selection that supports goal achievement.	Evidence that planning intermittently informs some selection of services to support the goal achievement.	Minimal evidence that plans inform selection of services to support goal achievement.
3—Personnel Summary	Employs a sufficient number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect duties, responsibilities and authority of the position.	Employs an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position.	Has a plan to employ an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position.	Staffing is insufficient to meet needs.
4—Staff Development	Exhibits ongoing and systematic support of professional development opportunities.	Exhibits support of regular professional development opportunities.	Evidence of intermittent professional development opportunities.	Minimal evidence of professional development opportunities.
5—Facilities and Equipment	Facilities and resources meet current and future needs of the College.	Facilities and resources meet current needs of the College	Evidence of a plan to have facilities and resources meet current and future needs of the College.	Minimal evidence that facilities and resources meet current and future needs of the College.

6—Budget	Financial resources meet current needs and are projected to meet future needs.	Financial resources meet current needs.	Evidence of a plan to acquire financial resources to meet current needs.	Minimal evidence that financial resources meet current needs.
7—Strengths and Weaknesses	Strengths and weaknesses are described accurately and thoroughly.	Most strengths and weaknesses are described accurately and thoroughly.	Some strengths and weaknesses are described accurately and thoroughly.	Minimal evidence that strengths and weaknesses are described accurately and thoroughly.
8—New Goals and Plan	Multiyear planning process with evidence of use of assessment data in planning.	Multiyear planning process with some assessment data.	Short-term planning process recently implemented.	Minimal evidence of planning process.
9—Overall Evaluation	Evidence of ongoing systematic use of planning in selection of programs and services.	Exhibits evidence that planning guides program and services selection that supports the College.	There is evidence that planning intermittently informs some selection of services to support the College.	Minimal evidence that plans inform selection the of services to support the College.
	Highly Developed	Developed	Emerging	Initial