

**Q1 SUPPORT OF THE COLLEGE MISSION** Highly Developed: Exhibits ongoing and systematic evidence of mission achievement. Developed: Exhibits evidence that planning guides program and services selection that supports the college's mission. Emerging: Evidence that planning intermittently informs some selection of services to support the college's mission. Initial: Minimal evidence that plans inform selection the of services to support the college's mission.

Answered: 12 Skipped: 0

|               | HIGHLY DEVELOPED | DEVELOPED   | EMERGING   | INITIAL    | TOTAL | WEIGHTED AVERAGE |
|---------------|------------------|-------------|------------|------------|-------|------------------|
| CIIC Response | 66.67%<br>8      | 33.33%<br>4 | 0.00%<br>0 | 0.00%<br>0 | 12    | 3.67             |

| # | FEEDBACK:  | DATE              |
|---|--|-------------------|
| 1 | Increasing office hours creates much-needed access for students.   | 4/12/2018 9:48 PM |
| 2 | Statements about Mission Fulfillment tell what you have done but not "ongoing and systematic"  | 4/12/2018 4:50 PM |
| 3 | There is evidence that the department is systematically working on mission achievement.  | 4/5/2018 1:44 PM  |
| 4 | The FinAid department has found ways to improve student accessibility by extending their hours. FinAid is continually improving the quality of their department with cross-training and are looking for professional development opportunities that will improve the department and the college. | 4/5/2018 12:20 PM |

**Q2 ACCOMPLISHMENTS IN ACHIEVING STRATEGIC GOALS** Highly Developed: Exhibits ongoing and systematic evidence of goal achievement. Developed: Exhibits evidence that planning guides services selection that supports goal achievement. Emerging: Evidence that planning intermittently informs some selection of services to support the goal achievement. Initial: Minimal evidence that plans inform selection of services to support goal achievement.

Answered: 12 Skipped: 0

|            | HIGHLY DEVELOPED | DEVELOPED   | EMERGING   | INITIAL    | TOTAL | WEIGHTED AVERAGE |
|------------|------------------|-------------|------------|------------|-------|------------------|
| (no label) | 66.67%<br>8      | 33.33%<br>4 | 0.00%<br>0 | 0.00%<br>0 | 12    | 3.67             |

| # | FEEDBACK:   | DATE               |
|---|---|--------------------|
| 1 | You made amazing progress in this area. You summarized well, the actions taken.   | 4/13/2018 12:50 PM |
| 2 | Including information from strategic plan makes things clear, good work   | 4/12/2018 4:50 PM  |
| 3 | multiple years of evidence provided of progress toward strategic goals  | 4/12/2018 10:40 AM |
| 4 | Evidence from multiple years that the department is systematically achieving goals.   | 4/5/2018 1:44 PM   |
| 5 | The FinAid department has set goals and have shown evidence that they have achieved them (turnaround time, extended hours). | 4/5/2018 12:20 PM  |

**Q3 PERSONNEL SUMMARY** Highly Developed: 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. Developed: 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. Emerging: 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. Initial: Staffing is insufficient to meet the needs of the program.

Answered: 12 Skipped: 0

|            | HIGHLY DEVELOPED | DEVELOPED | EMERGING | INITIAL | TOTAL | WEIGHTED AVERAGE |
|------------|------------------|-----------|----------|---------|-------|------------------|
| (no label) | 50.00%           | 41.67%    | 8.33%    | 0.00%   |       |                  |
|            | 6                | 5         | 1        | 0       | 12    | 3.42             |

| # | OTHER (PLEASE SPECIFY)   | DATE               |
|---|--|--------------------|
| 1 | The move to Founders Hall will create a need for a "front desk" person to route traffic and help students with the addition of the desk that the students will have access to. There will need to be an additional staff person hired as to not pull FA reps from their offices.   | 4/12/2018 9:48 PM  |
| 2 | Description reflects both current and near future. Good.   | 4/12/2018 4:50 PM  |
| 3 | Still working on goal of complete cross-training and will need requested additional staffing for reception in new space.   | 4/12/2018 11:52 AM |
| 4 | What evidence do you have that your staff is adequate?   | 4/12/2018 10:40 AM |
| 5 | There is an adequate number of employees, but the addition of a part-time receptionist would move the needle to highly developed.  | 4/5/2018 1:44 PM   |
| 6 | I feel that FinAid should not give up the opportunity to have student workers, while it was implied that other departments needs are greater. Understanding budget issues, the need for a receptionist position is understandable, but there is a concern about whether the position will be approved. What would FinAid do if they do not get the position approved? Do they have an alternative plan (student worker perhaps?) | 4/5/2018 12:20 PM  |

**Q4 STAFF DEVELOPMENT** Highly Developed: Exhibits ongoing and systematic support of professional development opportunities. Developed: Exhibits support of regular professional development opportunities. Emerging: Evidence of intermittent professional development opportunities. Initial: Minimal evidence of professional development opportunities.

Answered: 12 Skipped: 0

|  | HIGHLY DEVELOPED | DEVELOPED | EMERGING | INITIAL | TOTAL | WEIGHTED AVERAGE |
|--|------------------|-----------|----------|---------|-------|------------------|
|--|------------------|-----------|----------|---------|-------|------------------|

## Non-Instructional Department Review: Financial Aid

|            |        |        |        |       |    |      |
|------------|--------|--------|--------|-------|----|------|
| (no label) | 25.00% | 50.00% | 25.00% | 0.00% |    |      |
|            | 3      | 6      | 3      | 0     | 12 | 3.00 |

| # | FEEDBACK:  | DATE               |
|---|--|--------------------|
| 1 | Well laid out plan for development. Why is the additional training important (outcome)? Is it critical for all staff to attend each training, or could one person go and train the rest? | 4/13/2018 12:50 PM |
| 2 | Due to pure lack of time, it's difficult for the FA reps and director to attend very many professional development activities.   | 4/12/2018 9:48 PM  |
| 3 | Concern expressed about future time availability is well founded. Description here is thorough and detailed.   | 4/12/2018 4:50 PM  |
| 4 | Ideally you would link professional development to your strategic goals. Webinars could be a affordable option.  | 4/12/2018 10:40 AM |
| 5 | Current PD is "at a minimum" but a part-time staff has been requested to help support regular PD opportunities.  | 4/5/2018 1:44 PM   |
| 6 | Due to lack of resources and time, this is an area that is strong in intent, but will need to have follow through, especially considering the nature of their department.                | 4/5/2018 12:20 PM  |

**Q5 FACILITIES AND EQUIPMENT** Highly Developed: Facilities and resources meet current and future needs of the college. Developed: Facilities and resources meet current needs of the college. Emerging: Evidence of a plan to have facilities and resources meet current and future needs of the college. Initial: Minimal evidence that facilities and resources meet current and future needs of the college.

Answered: 12   Skipped: 0

|            | HIGHLY DEVELOPED | DEVELOPED | EMERGING | INITIAL | TOTAL | WEIGHTED AVERAGE |
|------------|------------------|-----------|----------|---------|-------|------------------|
| (no label) | 58.33%           | 33.33%    | 8.33%    | 0.00%   |       |                  |
|            | 7                | 4         | 1        | 0       | 12    | 3.50             |

| # | FEEDBACK:  | DATE               |
|---|--|--------------------|
| 1 | Future plans are well explained.   | 4/12/2018 4:50 PM  |
| 2 | Could have provided more evidence and elaborated. Many hours have been spent with staff in developing the new layout for financial aid in founders hall. | 4/12/2018 10:40 AM |
| 3 | Future needs will be met with the move to Founders Hall.   | 4/5/2018 1:44 PM   |
| 4 | Will change to Highly Developed, when the move to Founders Hall is completed. The current space is functional, but tight.                                | 4/5/2018 12:20 PM  |

**Q6 BUDGET** Highly Developed: Financial resources meet current needs and are projected to meet future needs. Developed: Financial resources meet current needs. Emerging: Evidence of a plan to acquire financial resources to meet current needs. Initial: Minimal evidence that financial resources meet current needs.

Answered: 12   Skipped: 0

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|            | HIGHLY DEVELOPED | DEVELOPED | EMERGING | INITIAL | TOTAL | WEIGHTED AVERAGE |
|------------|------------------|-----------|----------|---------|-------|------------------|
| (no label) | 16.67%           | 66.67%    | 16.67%   | 0.00%   |       |                  |
|            | 2                | 8         | 2        | 0       | 12    | 3.00             |

| # | FEEDBACK:   | DATE               |
|---|---|--------------------|
| 1 | Projections for future budget needs; plans for increasing budget requests are not explained here, although needs are expressed in previous sections                                     | 4/12/2018 4:50 PM  |
| 2 | Need to elaborate on budget challenges  | 4/12/2018 10:40 AM |
| 3 | There was a loss in funding that affected staff PD. A request has been made for a part-time employee, which is evidence of a plan to acquire financial resources to meet current needs. | 4/5/2018 1:44 PM   |
| 4 | There are some needed changes to the budget categories, as pointed out.   | 4/5/2018 12:20 PM  |

**Q7 STRENGTHS AND WEAKNESSES** Highly Developed: Strengths and weaknesses are described accurately and thoroughly. Developed: Most strengths and weaknesses are described accurately and thoroughly. Emerging: Some strengths and weaknesses are described accurately and thoroughly. Initial: Minimal evidence that strengths and weaknesses are described accurately and thoroughly.

Answered: 12   Skipped: 0

|            | HIGHLY DEVELOPED | DEVELOPED | EMERGING | INITIAL | TOTAL | WEIGHTED AVERAGE |
|------------|------------------|-----------|----------|---------|-------|------------------|
| (no label) | 25.00%           | 75.00%    | 0.00%    | 0.00%   |       |                  |
|            | 3                | 9         | 0        | 0       | 12    | 3.25             |

| # | FEEDBACK:  | DATE               |
|---|--|--------------------|
| 1 | b. Missing the word "closed" Previously the FA office was ____ Encourage you to talk about your strengths as a department more.  | 4/13/2018 12:50 PM |
| 2 | Describing strengths is the weakest part of this document. It's OK to blow your horn.  | 4/12/2018 4:50 PM  |
| 3 | Strengths progress on loan default rate. Increased access to students. Staffing seems appropriate, new facilities will provide opportunities for efficiencies. Weakness-better college wide communication. Important to be proactive with contacting students that might be in jeopardy to losing their aid. Do you have goals to decrease SAP disqualification rates? Could be a college wide initiative. | 4/12/2018 10:40 AM |
| 4 | Financial Aid has increased efficiency in reviewing documentation, thereby allowing students to make better-informed, more timely decisions regarding enrollment and meeting educational expenses, such as textbooks.  | 4/10/2018 2:56 PM  |
| 5 | They seem to have been overly brief in describing strengths. This is a good department - brag about it.  | 4/10/2018 2:43 PM  |
| 6 | FinAid is very aware of their strengths and weaknesses. Understanding and identifying these categories is important to the success of the department, however, I would have liked to see more about their successes!   | 4/5/2018 12:20 PM  |

**Q8 NEW GOALS AND PLAN** Highly Developed: Multiyear planning process with evidence of use of assessment data in planning. Developed: Multiyear planning process with some assessment data. Emerging: Short-term planning process recently implemented. Initial: Minimal evidence of

## planning process.

Answered: 12 Skipped: 0

|            | HIGHLY DEVELOPED | DEVELOPED | EMERGING | INITIAL | TOTAL | WEIGHTED AVERAGE |
|------------|------------------|-----------|----------|---------|-------|------------------|
| (no label) | 8.33%            | 66.67%    | 25.00%   | 0.00%   | 12    | 2.83             |
|            | 1                | 8         | 3        | 0       |       |                  |

| # | FEEDBACK:  | DATE               |
|---|--|--------------------|
| 1 | What are the outcomes of your goals if successful?   | 4/13/2018 12:50 PM |
| 2 | These goals seem too short-term.   | 4/12/2018 9:48 PM  |
| 3 | Strategic Plan 2.0 document included is very helpful. Not all the first departments could do this.   | 4/12/2018 4:50 PM  |
| 4 | Multi-year planning not apparent in review.  | 4/12/2018 11:52 AM |
| 5 | I like to see expanded services instead of a focus primarily on federal financial aid. Students need a place to access all financial opportunities that are available to them including grants and special funding sources for targeted populations like SNAP etc. | 4/12/2018 10:40 AM |
| 6 | Has some measurements (number of PD opportunities, amount of time to process verification). Should include timelines to completion and a process.  | 4/5/2018 1:44 PM   |
| 7 | Two of the three goals are continuation of previous goals. Are there other areas that FinAid can use as a goal to improve/change?  | 4/5/2018 12:20 PM  |

**Q9 OVERALL PROGRAM EVALUATION** Highly Developed: Evidence of ongoing systematic use of planning in selection of programs and services. Developed: Program exhibits evidence that planning guides program and services selection that supports the college. Emerging: There is evidence that planning intermittently informs some selection of services to support the college. Initial: Minimal evidence that plans inform selection the of services to support the college's mission.

Answered: 12 Skipped: 0

|            | HIGHLY DEVELOPED | DEVELOPED | EMERGING | INITIAL | TOTAL | WEIGHTED AVERAGE |
|------------|------------------|-----------|----------|---------|-------|------------------|
| (no label) | 50.00%           | 50.00%    | 0.00%    | 0.00%   | 12    | 3.50             |
|            | 6                | 6         | 0        | 0       |       |                  |

| # | FEEDBACK:   | DATE               |
|---|---|--------------------|
| 1 | Very good document, has great content. I get a little lost in the tables and power point slides. Maybe a little polish there.   | 4/13/2018 12:50 PM |
| 2 | Very easy to read; evidence is clear and narrative is clear. Exemplary.   | 4/12/2018 4:50 PM  |
| 3 | It is apparent that the FinAid Director wants her personnel to be highly qualified and to provide the best service to our students and I feel that she has accomplished that. | 4/5/2018 12:20 PM  |

**Q10 Should this non-instructional department review be accepted by CIIC or sent back to the department lead for further work?**

Answered: 12 Skipped: 0

## Non-Instructional Department Review: Financial Aid

| ANSWER CHOICES                    | RESPONSES |    |
|-----------------------------------|-----------|----|
| Accept department review document | 100.00%   | 12 |
| Send back to department lead      | 0.00%     | 0  |
| TOTAL                             |           | 12 |

### Q11 Please highlight the strengths of the department.

Answered: 12   Skipped: 0

| #  | RESPONSES   | DATE               |
|----|---|--------------------|
| 1  | This department has strong leadership, skilled staff, and good systems.   | 4/13/2018 12:50 PM |
| 2  | The department displays a proactive approach to meeting customer needs while supporting the college's mission.  | 4/13/2018 10:06 AM |
| 3  | Thoughtful planning and review of resources available to meet the needs of students and provide shorter review time.  | 4/13/2018 8:08 AM  |
| 4  | The department is always aware of the needs of the student and makes procedural changes to accommodate the success of the students. Wait time has been reduced and the reduction in default rate is outstanding.      | 4/12/2018 9:48 PM  |
| 5  | Clear use of planning. Concern for future growth is clearly expressed.  | 4/12/2018 4:50 PM  |
| 6  | Department appears to have made good progress with planned work towards goals of student financial education, increased student access, cross-training, and compliance,   | 4/12/2018 11:52 AM |
| 7  | Dcoumentation, organization   | 4/12/2018 10:40 AM |
| 8  | Financial Aid has increased efficiency in reviewing documentation, thereby allowing students to make better-informed, more timely decisions regarding enrollment and meeting educational expenses, such as textbooks. | 4/10/2018 2:56 PM  |
| 9  | The department is organized and very aware of potential issues, working proactively to solve them.  | 4/10/2018 2:43 PM  |
| 10 | Strong evidence of planning and goal achievement, clear efforts to respond to the changing needs of students.   | 4/6/2018 10:10 AM  |
| 11 | Hard-working and knowledgeable department lead. Planning is multi-year and there is evidence of significant goals being achieved as well as the improvement of services offered to students.                          | 4/5/2018 1:44 PM   |
| 12 | The document had clear information. It was easy to read and I understood the challenges and successes of the department.  | 4/5/2018 12:20 PM  |

### Q12 Please outline weaknesses of the department.

Answered: 12   Skipped: 0

| # | RESPONSES   | DATE               |
|---|---|--------------------|
| 1 | 1   | 4/13/2018 12:50 PM |
| 2 | A challenge more than a weakness; budget issues that reduce the ability to develop staff.                               | 4/13/2018 10:06 AM |
| 3 | Providing service to students in a secure environment where privacy is protected within FERPA guidelines.               | 4/13/2018 8:08 AM  |
| 4 | With the move to Founders Hall, there is an unknown as to how much student traffic will affect the need for more staff. | 4/12/2018 9:48 PM  |

## Non-Instructional Department Review: Financial Aid

|    |   |                    |
|----|---|--------------------|
| 5  | hesitant to highlight successes. This is one of the college's most vital departments, boldness is important   | 4/12/2018 4:50 PM  |
| 6  | Does not have adequate staffing to optimize accuracy and efficiency of FA paperwork processing..  | 4/12/2018 11:52 AM |
| 7  | Communication, being proactive, case management appropach could help with this.   | 4/12/2018 10:40 AM |
| 8  | Need for part-time staff to assist.   | 4/10/2018 2:56 PM  |
| 9  | The budget is lean and it seems as if they have just enough people to fulfil the mission.   | 4/10/2018 2:43 PM  |
| 10 | Balance between remaining accessible to students and completing processing efficiently.   | 4/6/2018 10:10 AM  |
| 11 | Staffing may be considered a minor weakness, but it should be addressed in the budget request. PD opportunities have been limited due to staffing.  | 4/5/2018 1:44 PM   |
| 12 | I would like to see FinAid reach beyond what they have already accomplished (but not forget about). I would also like to see FinAid not put themselves on the back burner when it comes to their needs. | 4/5/2018 12:20 PM  |

## Q13 Please make recommendations for department improvement.

Answered: 12 Skipped: 0

| #  | RESPONSES  | DATE               |
|----|--|--------------------|
| 1  | 1  | 4/13/2018 12:50 PM |
| 2  | None at this time.   | 4/13/2018 10:06 AM |
| 3  | Use of a work study or student worker next year at the new reception desk.   | 4/13/2018 8:08 AM  |
| 4  | Allow time through staff coverage for the possibility of professional development. With constant changes in financial aid regulations, it's imperative to stay on top of the latest updates. | 4/12/2018 9:48 PM  |
| 5  | Increase collecting results of outreach (such as CGS); Be bolder in presenting needs to increase effectiveness   | 4/12/2018 4:50 PM  |
| 6  | None.  | 4/12/2018 11:52 AM |
| 7  | Broaden financial services umbrella. Expand web resources. Coordinate efforts with the Foundation. Provide surveys for stakeholders on a regular basis.                                      | 4/12/2018 10:40 AM |
| 8  | Follow the suggestions for hiring part-time staff.   | 4/10/2018 2:56 PM  |
| 9  | The suggest to hire a student worker is a good one, so hopefully the funding will come through to do that.   | 4/10/2018 2:43 PM  |
| 10 | None at this time.   | 4/6/2018 10:10 AM  |
| 11 | If staffing is increase, systematically role out PD opportunities to staff and monitor/record completion of these training.  | 4/5/2018 1:44 PM   |
| 12 | None at this time. I feel that the department has a good leader and great representatives that work hard to make the department successful.  | 4/5/2018 12:20 PM  |

## Q14 Please enter your name.

Answered: 12 Skipped: 0

| # | RESPONSES             | DATE               |
|---|-----------------------|--------------------|
| 1 | Mike Homfeldt         | 4/13/2018 12:50 PM |
| 2 | Tracy Heap            | 4/13/2018 10:06 AM |
| 3 | Elizabeth White-Hurst | 4/13/2018 8:08 AM  |

## Non-Instructional Department Review: Financial Aid

|    |                |                    |
|----|----------------|--------------------|
| 4  | Peggy Bullock  | 4/12/2018 9:48 PM  |
| 5  | Tom Nejely     | 4/12/2018 4:50 PM  |
| 6  | Meg Buchanan   | 4/12/2018 11:52 AM |
| 7  | Jamie Jennings | 4/12/2018 10:40 AM |
| 8  | Ronda Wery     | 4/10/2018 2:56 PM  |
| 9  | Jeanne LaHaie  | 4/10/2018 2:43 PM  |
| 10 | Alex Jenner    | 4/6/2018 10:10 AM  |
| 11 | Franklin Clark | 4/5/2018 1:44 PM   |
| 12 | Edis           | 4/5/2018 12:20 PM  |