



**KLAMATH**  
Community College

2022-23

Non-Instructional  
Department Review  
Financial Aid

Nathan Hendrickson

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## 1. SUPPORT OF THE COLLEGE MISSION

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

The Financial Aid department oversees a student's FAFSA (Free Application for Student Aid), ORSAA (Oregon Student Aid Application) and OSAC (Office of Student Aid Completion) process from start to finish. We ensure the student's FAFSA application is submitted correctly so that they may receive their aid in a timely manner. If a student is not federal aid eligible the department will refer them to the ORSAA and OSAC applications. We also assist with scholarship applications through OSAC and third-party national scholarships.

The main function of this department is to assist students with funding applications and all available options. This is started with our department working closely with high schools throughout Klamath and Lake county. The Assistant Director has begun reaching out to high school counselors to set up meetings with high schoolers and their parents to ensure the applications they need to submit are started and completed before their deadlines.

Once a student's application is processed by the Department of Education, the Financial Aid Office receives the student's file and it is reviewed for any required documents, including verification. Our department has decided to participate in the U.S. Department of Education's V1 verification waiver for 2022-2023. Doing so gives us the opportunity to waive verification, fast-tracking the aid process for multiple students.

### 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.**

- The financial aid department ensures there are FAFSA, ORSAA & OSAC application professionals accessible to students and instructions are available.
- Trainings for staff employees on financial aid topics.
- Application workshops with KCET and high school students
- Meetings with high school students and their parents, at KCC, in high schools, on campus, or virtually.

We strive to offer all services in a manner that meets the students' needs, wherever they are, in order to reach the widest audience possible. The financial aid office has all forms in hard copy, as well as, digital availability and in Spanish when possible. Students no longer have to use mail or physically drop off forms with our digital drop box. We have two staff members that are bilingual to advise and participate in presentations to the community. Our processing time has been reduced from an industry average of

6-8 weeks to only 1-2 weeks for most students. The office has provided in-person and virtual workshops to our community partners to better increase the awareness of financial aid options. We have also dramatically reduced the default rate for our loan borrowers. These department advances have allowed the Financial Aid Office to meet mission goals and better serve the Klamath Falls population.

#### 1C. DESCRIBE THE POPULATION SERVED BY THE DEPARTMENT

The Klamath Community College Financial Aid Department serves students who are federal aid eligible and non-federal aid eligible who are enrolled in undergraduate programs (one-year certificates or two-year degrees).

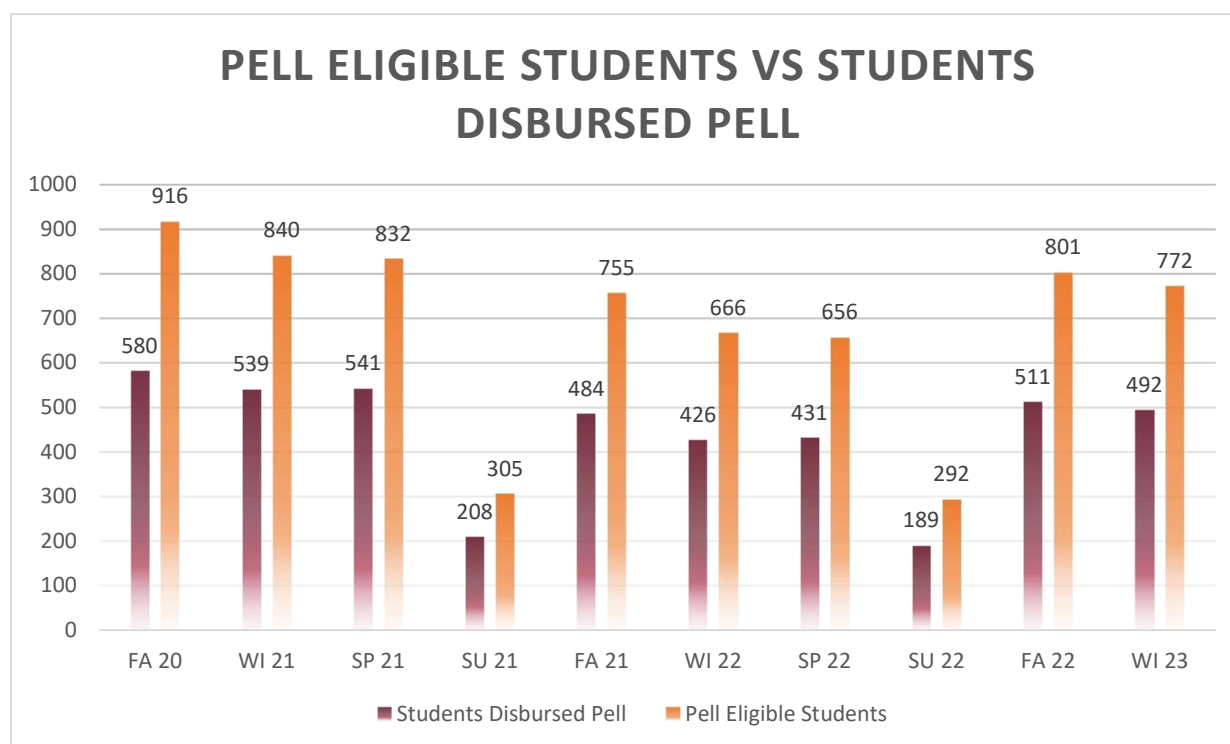
Students must meet FAFSA Eligibility criteria:

- Qualify to obtain a college or career school education
- Be enrolled or accepted for enrollment as a regular student in an eligible degree or certificate program
- Have a valid Social Security number
- Be a U.S. CITIZEN or U.S. NATIONAL
- Have a GREEN CARD
- Have an ARRIVAL-DEPARTURE RECORD
- Have BATTERED IMMIGRANT STATUS
- Have a T-VISA

Students who are not FAFSA eligible will complete the ORSAA. Eligibility criteria:

- Undocumented Oregon student
- Student's with Deferred Action of Childhood Arrivals status (DACA) or Temporary Protected status (TPS)

The graph below shows the number of students who qualified for the federal Pell Grant compared to the number of students who were actually disbursed the federal Pell Grant. When FAFSAs are downloaded into our system, students are contacted via email letting them know if there is additional information required for processing. If there is no further information required our office will move forward with the package and offering process.

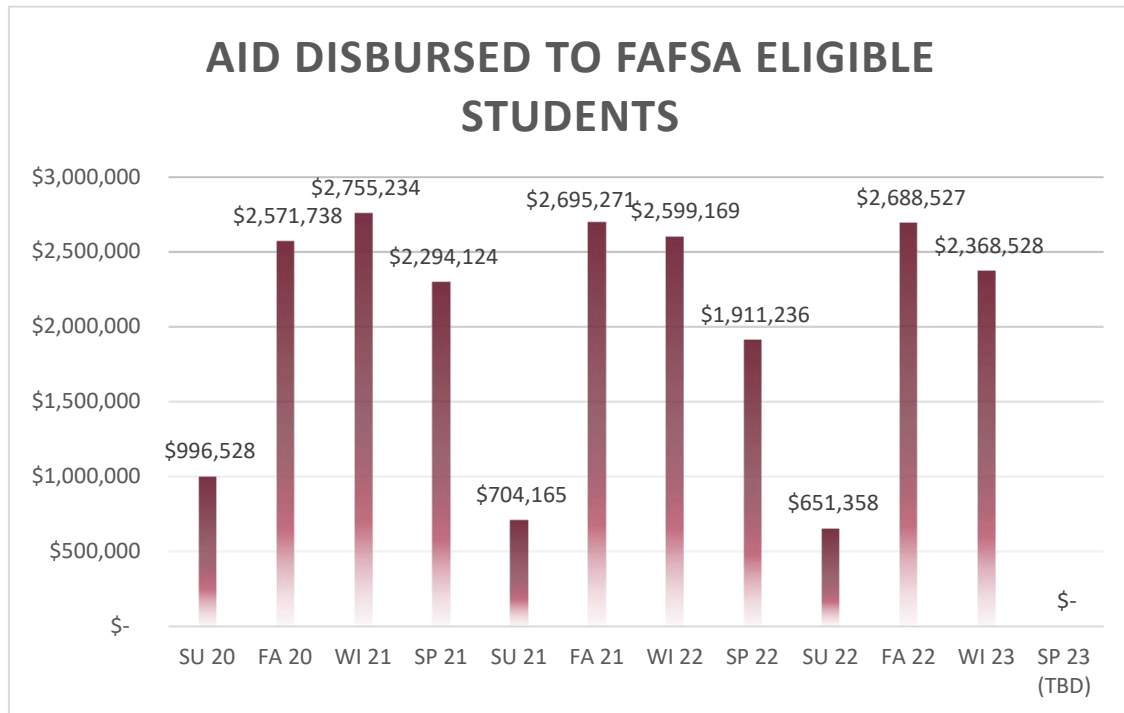


When we package a student's account we go through a series of steps in our financial aid system (PowerFAIDS) to see what funds a student qualifies for as far as federal student aid (Pell Grant, Subsidized & Unsubsidized Loans). The graph shows how not all who are eligible plan to attend and others may decide to defer enrollment. There are some students who put Klamath Community College on their FAFSA, but later choose to attend a different college as they can decide to put up to 10 different institutions on an annual application. However, all students who are generated an offer in our system will be sent correspondence letting them know what they qualify for and what further steps they need to take.

#### 1D. DESCRIBE DEPARTMENT RESOURCES INCLUDING USAGE METRICS.

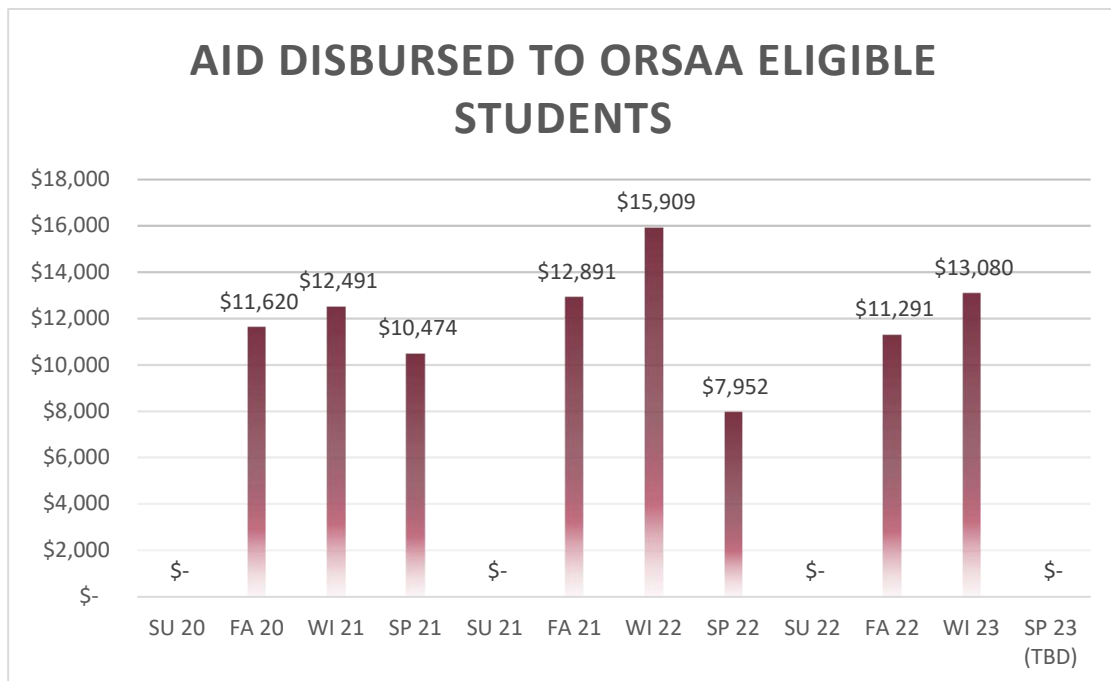
Federal aid eligible students are able to submit the FAFSA and OSAC scholarship and can apply for the following awards:

- Oregon Promise Grant- Award based on FAFSA EFC.
- Oregon Opportunity Grant- Award based on FAFSA EFC.
- OSAC Scholarships- Award based on varies criteria.
- Federal Title IV Aid- Based on FAFSA EFC.
  - Pell Grant- Award based on FAFSA EFC.
  - Federal Supplemental Educational Opportunity Grant- Based on EFC.
  - Unsubsidized and Subsidized Loans- Based on FAFSA EFC.

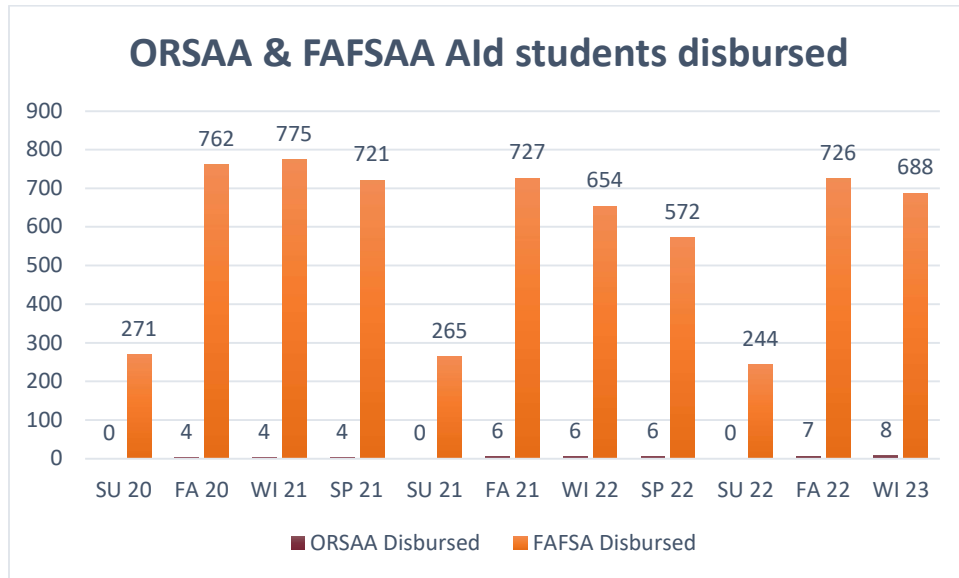


Non-Federal aid eligible students are eligible to complete the ORSAA, which could potentially make them eligible for the following awards:

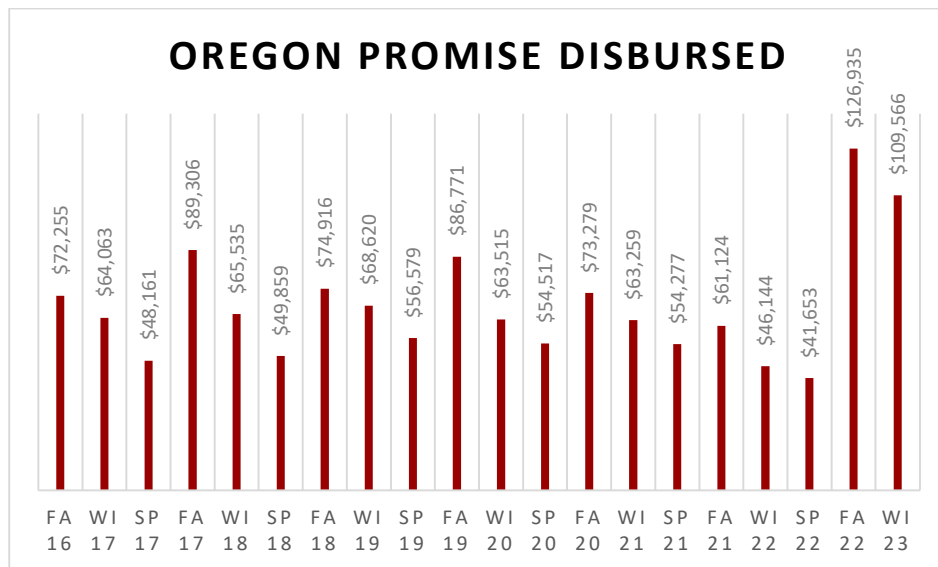
- Oregon Promise Grant
- Oregon Opportunity Grant
- OSAC Scholarships



Below, shows the number of Oregon Student Aid Application (ORSAA) recipients and Free Application for Federal Student Aid (FAFSA) recipients per term. As ORSAA students only qualify for scholarships (if they apply), Oregon Promise and Oregon Opportunity Grant. Often, we have zero ORSAA students during Summer term since most will be self-pay without third party scholarships. The Oregon Promise and Oregon Opportunity Grant funds are only disbursed during Fall, Winter and Spring terms.



Since the inception of the program, disbursement of Oregon Promise has dramatically increased due to the increase in approved authorized funds by Oregon legislature.





## 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.

The Financial Aid department is no longer overseeing the reception area in Founders Hall (Building 9). This change in coverage has allowed financial aid employees ample time to research necessary topics to better serve students and complete their training modules through FSA. Staff members are now able to attend multiple training/conferences, off-campus and virtually, each academic year to stay in compliance with state and federal government regulations. Lastly, all of our forms are PDF fillable and are available to students via MyKCC and our main webpage.

Please see the previous strategic plan in [Appendix 8D](#) or use the following link:

<https://info.klamathcc.edu/IR/layouts/15/ReportServer/RSViewerPage.aspx?rv%3aRelativeReportUrl=/IR/Reports/Strategic%20Planning/My%20Department%20Strategic%20Plan%20with%20Progress%20and%20Success%20Notes.rdl> and select financial aid.

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

☒ Yes

☐ No

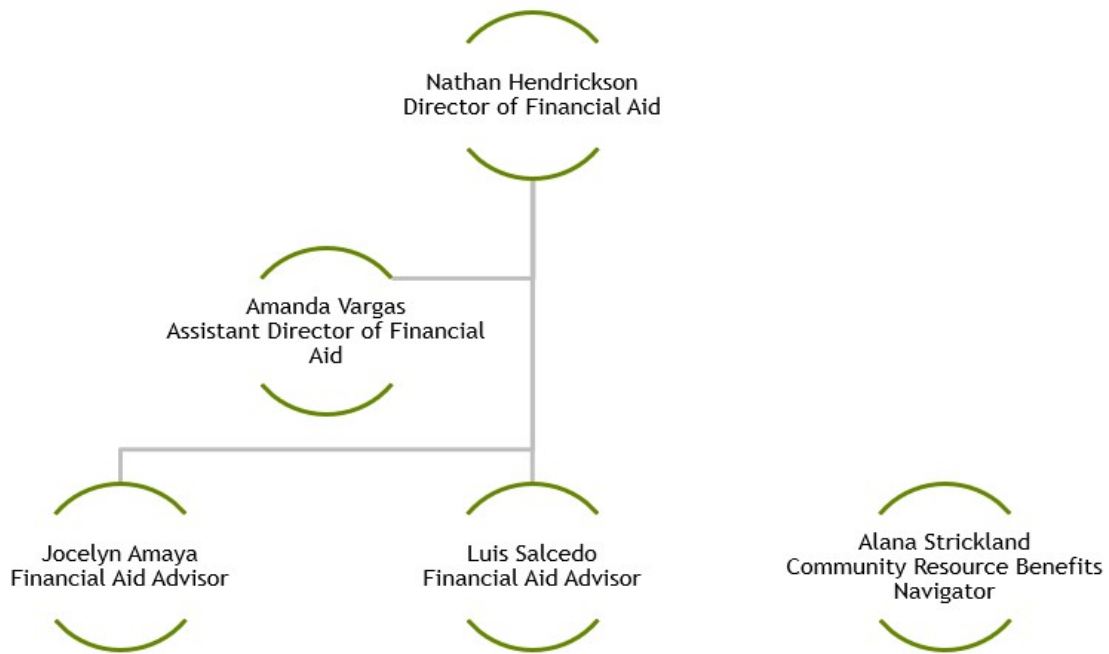
Action plan 1 – The reception area is no longer under the supervision of financial aid since the development of the Director of Retention and Student Success Position. There was a goal to increase reception coverage; there is now full-time coverage from student workers and one full-time employee.

Action plan 2 – There has been increased professional development for all financial aid staff as they have all attended numerous in-person and virtual conferences and also gained NASFAA credentials within the academic year.

Action plan 3 – The goal was to improve the efficiencies with student financial aid paperwork. Since the last department review all student files have been archived into our digital system, reducing paper storage by 100%. Also, student documents have been made available via PDF-fillable online through our main webpage, their MyKCC profile and their financial aid portal.

## 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

Currently the department consists of:

Director

Assistant Director

Two Advisors

A listing of duties for each position are listed in [Appendix 8C](#).

The **Director Financial Aid** administers and manages Title IV, state grant, and institutional aid programs to ensure compliance with federal, state, and institutional policies and regulations. The Director fosters an environment that promotes an effective, responsive financial aid program to meets institutional goals and students' needs. The Director is also responsible for recommending the hiring of new employees and for training and supervising staff members. The current director has been in the financial aid office for a total of 9 years, 3.5 has been as the director. The previous director oversaw the office from December of 2015 to September of 2019.

The **Assistant Director of Financial Aid** oversees and assists with a variety of activities performed by the Financial Aid Office i.e. reconciliation, required reporting, policy review, and ensuring regulations are implemented in a timely and accurate manner and for the oversight and supervision of the receptionist and front desk operation of the College. Provides internal control functions as deemed necessary. Assists in the determination of financial aid eligibility of students including but not limited to loans, grants-in-aid, scholarships; etc., and facilitates the delivery of financial aid by performing the following duties. The current assistant director has been in the financial aid office for 3.5 years and in her current role for 9 months. The title of Assistant Director has not been used since 2014.

The **Financial Aid Advisor** assists with the administration of financial aid processing, eligibility, awarding, and disbursing of funds to ensure compliance with federal, state, and institutional policies and regulations; assists with accurate and thorough completion of financial aid applications; maintains current working knowledge of regulations; assists with default prevention, accreditation, and training as needed. Jocelyn Amaya has been in the office for nearly 2 years and Luis Salcedo recently began his financial aid career in January of 2023.

**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.**

An advisor position would allow the office to provide additional office hours to students, increase productivity, as well as, more bandwidth to expand our outreach to the community. It would also allow for back-up advisors during times of transition.

Currently to complete disbursements and weekly functions our office hours had to remain as set in previous academic years. We must close for first term disbursement the second week of term from Mon-Thurs. Also, Monday and Wednesday office hours are adjusted to process the weekly disbursements and other document processing. If an additional Financial Aid Advisor position was added to the department, the office would be able to remain open to serve students in-person while still completing daily and term processes.

During the previous four years, we had to replace 2 advisors: one due to the pandemic and another because they were accepted into nursing school. Since the pandemic, the hiring pools have severely decreased in size. Hiring has been difficult with limited applicants and additional guidelines that must be followed when hiring financial aid personnel. Requirements such as, no defaulted loans, no unpaid balances from return of Title IV funds (R2T4), no balances created by Pell Grant overpayments and some positions also require the ability to be bondable. The most recent Financial Aid Advisor started their training in January 2023. Before January 2023 the position was vacant since September 2022. The previous open position required a search that took nearly a full year before the role was filled.

Having a small staff has meant limited cross-training due to the potential to overwhelm with so many complex tasks. When someone does put in their notice it creates a rush to fill the position because the training for financial aid can take up to a year to understand most basic processes. The more complex the task, the greater the learning curve. Our Federal Student Aid modules and other trainings are extensive and there are abundant number of rules and regulation to abide by in our department.



#### 4. STAFF DEVELOPMENT

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

**Western Association of Student Financial Aid Administrators (WASFAA) 2022** – Attended in-person by the entire office. All staff attended 2020 and 2021 virtually.

Each year, WASFAA members gather in the spring to learn and share ideas. The 2022 conference did feature updates from NASFAA, an update from the Department of Education, and the opportunity to network with business partners. WASFAA members, ED Trainers, NASFAA staffers and business solutions vendors will also present breakout sessions on a wide range of topics from verification to how to communicate more effectively.

**Oregon Association of Financial Aid Administrators (OASFAA) Virtual FA 101** – Attended by one financial aid advisor in 2021.

FA 101 is geared towards newer financial aid professionals (those with 2 or less years of experience), but is also a great primer course in financial aid for other student services professionals such as academic advisors, TRiO advisors, business office staff and high school counselors.

**National Association of Student Aid Administrators (NASFAA) 2022** – Entire office attended virtually.

The NASFAA national conference is the premier event serving the student financial aid community. Thousands of student aid professionals from across the nation attend the NASFAA national conference each year to teach, learn, network, and share best practices.

**Federal Student Aid (FSA) Training Conference-** Attended virtually 2020, 2021, 2022 and in-person by the director and advisors 2018 and 2019.

The annual conference provides training experience on the processes and management of Federal Student Aid products and services and features dynamic keynote addresses, engaging general forums, and informative breakout sessions.

**OASFAA 2023-** Entire office attended, **2020, 2019, and 2018** – Attended by the director and one advisor.

The Oregon Association of Student Financial Aid Administrators (OASFAA) is the professional organization for student financial aid administrators in Oregon. Each year Oregon colleges will gather and be provided information from various entities to better serve their students.

**State-wide Community College Financial Aid Director Meetings-** Director attended in-person or virtual, all quarterly meetings 2018-2023.

Quarterly, all community college financial aid directors meet to discuss federal, state, and institutional rules and regulations. These meetings are vital to aid administrators in implementing programs and following guidelines. They are an invaluable resource for obtaining guidance from other professionals.

**Certifications-** Entire staff has attended required trainings both in-person and virtually to obtain financial aid NASFAA credentials. This requires someone who works in financial aid to sit through a

training course and then go through a timed test. Credentials include, Administrative Capability, Cost of Attendance, Need Analysis and Verification. Our goal is for the entire office to be fully certified when possible.

Lastly, each new employee must complete Federal Student Aid modules that take step-by-step through the financial aid process and how it works. Each year there are new fundamental training series made available to us. The modules include tracks for beginners, intermediate, and advanced.

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

With additional funds the office will be able to attend both our annual NASFAA conference, as well as, the PowerFails conference. The NASFAA conference will be imperative to staying abreast of the major financial aid changes that are on the horizon. The PowerFails software is our offices aid processing platform. The PFAids upcoming conference trainings will be vitally important to attend as our desktop version will become cloud based. These changes will be occurring during the same time frame the federal regulation overhaul is implemented. Another advisor position will allow us to attend the additional conferences while meeting department goals of increased access.

At a recent OASFAA conference and a NASFAA professional update, it was announced that the 24-25 FAFSA would not be released by the annual Oct. 1<sup>st</sup> deadline due to the implementation of the *FAFSA Simplification Act*. The team will need to better understand the changes coming by attending the in-person NASFAA 2023 training. There are numerous training sessions that overlap so multiple team members would need to attend in order to get the most information possible. The changes coming for the 2024-25 FAFSA are:

- The *FAFSA Simplification Act*- institutions must implement them for the 2023-24 Award Year.
  - Professional Judgement- Changes to rules.
  - Documentation – Updates on acceptable documentation and timelines of processing.
  - Cost of Attendance (COA)- All elements will be updated.
  - Verification requirements- Requirement changes.
  - FAFSA- EFC will no longer exist. It will become the Student Aid Index (SAI).

#### 5. FACILITIES AND EQUIPMENT

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

☒ Yes

☐ No

☐ Somewhat

Currently the Financial Aid Department consists of four offices and a front facing counter. Two offices are for the Financial Aid Advisors, one for the Assistant Director and one for the Director. If there was an additional Financial Aid Advisor added there would need to be an additional office space provided to accommodate their needs and the privacy needs of the students. Currently, our technology needs are being met.



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

- ☒ Yes  
☐ No  
☐ Somewhat

In our current capacity there is sufficient equipment and space but if we are able to expand our office hours and add an addition position, our department will require additional equipment. Please see below for additional explanation.

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

The Financial Aid Office will need to acquire an additional office to accommodate an increase in staffing. The increase in staff will require tech equipment, such as, a phone and a computer, keyboard, monitors, and mouse, as well as, office furnishings.

## 6. BUDGET

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

### KLAMATH COMMUNITY COLLEGE DISTRICT

#### Fiscal Year 2022-2023

#### 4001 - Financial Aid - General Fund

| <u>Actual</u><br><u>2019-20</u> | <u>Actual</u><br><u>2020-21</u> | <u>Budget</u><br><u>2021-22</u> | <u>Acct#</u> | <u>Account Description</u>            | <u>Proposed</u><br><u>Amount</u> | <u>Approved</u><br><u>Amount</u> | <u>Adopted</u><br><u>Amount</u> |
|---------------------------------|---------------------------------|---------------------------------|--------------|---------------------------------------|----------------------------------|----------------------------------|---------------------------------|
| 55,619                          | 54,374                          | 54,543                          | 6600         | Administrative Salaries               | 61,350                           | 61,350                           | 61,350                          |
| 118,065                         | 89,576                          | 166,953                         | 6700         | Full Time Support Staff               | 196,148                          | 196,148                          | 196,148                         |
| 12,761                          | 10,276                          | 16,944                          | 1            | FICA                                  | 19,699                           | 19,699                           | 19,699                          |
| 77                              | 61                              | 150                             | 2            | Worker's Compensation                 | 150                              | 150                              | 150                             |
| 474                             | 407                             | 2,215                           | 3            | Unemployment                          | 2,575                            | 2,575                            | 2,575                           |
| 45,697                          | 39,408                          | 60,622                          | 4            | PERS                                  | 75,524                           | 75,524                           | 75,524                          |
| 316                             | 267                             | 583                             | 5            | Life Insurance                        | 583                              | 583                              | 583                             |
| 627                             | 531                             | 270                             | 6            | Accident/Disability Insurance         | 270                              | 270                              | 270                             |
| 52,732                          | 46,887                          | 90,000                          | 7            | Health Insurance                      | 93,000                           | 93,000                           | 93,000                          |
| <b>286,369</b>                  | <b>241,787</b>                  | <b>392,281</b>                  |              | <b>Total Personnel Services</b>       | <b>449,299</b>                   | <b>449,299</b>                   | <b>449,299</b>                  |
| 1,096                           | 1,049                           | 800                             | 7050         | Supplies                              | 800                              | 800                              | 800                             |
| 312                             | 120                             | 250                             | 7100         | Printing                              | 250                              | 250                              | 250                             |
| 880                             | 0                               | 2,000                           | 7240         | Travel                                | 4,500                            | 4,500                            | 4,500                           |
| 4,654                           | 450                             | 10,000                          | 7250         | Training & Continuing Education       | 10,000                           | 10,000                           | 10,000                          |
| 1,061                           | 1,023                           | 1,500                           | 7350         | Dues / Memberships                    | 1,500                            | 1,500                            | 1,500                           |
| 18,906                          | 15,213                          | 22,000                          | 7400         | Contracted Services                   | 22,000                           | 22,000                           | 22,000                          |
| 5,944                           | 4,832                           | 5,000                           | 7757         | Senior Discounts                      | 6,000                            | 6,000                            | 6,000                           |
| 0                               | 1,144                           | 0                               | 7940         | Furniture < \$5,000                   | 0                                | 0                                | 0                               |
| <b>32,852</b>                   | <b>23,830</b>                   | <b>41,550</b>                   |              | <b>Total Materials &amp; Services</b> | <b>45,050</b>                    | <b>45,050</b>                    | <b>45,050</b>                   |
| <b>319,222</b>                  | <b>265,617</b>                  | <b>433,831</b>                  |              | <b>Total Expenditures</b>             | <b>494,349</b>                   | <b>494,349</b>                   | <b>494,349</b>                  |



**KLAMATH COMMUNITY COLLEGE DISTRICT****Fiscal Year 2022-2023****4501 - Financial Aid Fund**

| <u>Actual<br/>2019-20</u> | <u>Actual<br/>2020-21</u> | <u>Budget<br/>2021-22</u> | <u>Acct#</u> | <u>Account Description</u>                 | <u>Proposed<br/>Amount</u> | <u>Approved<br/>Amount</u> | <u>Adopted<br/>Amount</u> |
|---------------------------|---------------------------|---------------------------|--------------|--|----------------------------|----------------------------|---------------------------|
| 49,740                    | 46,178                    | 75,000                    | 6900         | Student Wages                              | 75,000                     | 75,000                     | 75,000                    |
| 0                         | 0                         | 5,738                     | 1            | FICA                                       | 5,738                      | 5,738                      | 5,738                     |
| 0                         | 0                         | 750                       | 3            | Unemployment                               | 750                        | 750                        | 750                       |
| <b>49,740</b>             | <b>46,178</b>             | <b>81,488</b>             |              | <b>Total Personnel Services</b>            | <b>81,488</b>              | <b>81,488</b>              | <b>81,488</b>             |
| 0                         | 0                         | 0                         | 7630         | Bank Charges                               | 0                          | 0                          | 0                         |
| 3,407,068                 | 2,944,718                 | 5,000,000                 | 7700         | Pell Grant                                 | 5,000,000                  | 5,000,000                  | 5,000,000                 |
| 63,081                    | 49,772                    | 70,000                    | 7701         | F S E O G                                  | 70,000                     | 70,000                     | 70,000                    |
| 0                         | 403,614                   | 381,488                   | 7703         | CARES Act - Student                        | 381,488                    | 381,488                    | 381,488                   |
| 1,623,176                 | 1,384,438                 | 3,000,000                 | 7710         | Subsidized Student Loans                   | 3,000,000                  | 3,000,000                  | 3,000,000                 |
| 2,009,652                 | 1,673,043                 | 3,000,000                 | 7711         | Unsubsidized Student Loans                 | 3,000,000                  | 3,000,000                  | 3,000,000                 |
| 28,673                    | 9,949                     | 1,000,000                 | 7712         | Plus Loans                                 | 1,000,000                  | 1,000,000                  | 1,000,000                 |
| 155,542                   | 82,176                    | 1,000,000                 | 7713         | Alternative Loans                          | 1,000,000                  | 1,000,000                  | 1,000,000                 |
| 687,600                   | 832,473                   | 1,000,000                 | 7721         | State Need Grant                           | 1,000,000                  | 1,000,000                  | 1,000,000                 |
| 204,486                   | 186,810                   | 300,000                   | 7722         | Oregon Promise Scholarships                | 300,000                    | 300,000                    | 300,000                   |
| 8,545                     | 5,610                     | 34,000                    | 7730         | Board Scholarships                         | 34,000                     | 34,000                     | 34,000                    |
| 11,941                    | 15,872                    | 20,000                    | 7732         | Service to Country Scholarship             | 20,000                     | 20,000                     | 20,000                    |
| <b>8,199,764</b>          | <b>7,588,475</b>          | <b>14,805,488</b>         |              | <b>Total Materials &amp; Services</b>      | <b>14,805,488</b>          | <b>14,805,488</b>          | <b>14,805,488</b>         |
| 6,960                     | 0                         | 20,000                    | 9110         | Indirect Cost Expense                      | 20,000                     | 20,000                     | 20,000                    |
| <b>6,960</b>              | <b>0</b>                  | <b>20,000</b>             |              | <b>Total Transfers Out</b>                 | <b>20,000</b>              | <b>20,000</b>              | <b>20,000</b>             |
| 0                         | 6,344                     | 0                         | 3998         | Fund Balance                               | 0                          | 0                          | 0                         |
| <b>0</b>                  | <b>6,344</b>              | <b>0</b>                  |              | <b>Total Fund Balance</b>                  | <b>0</b>                   | <b>0</b>                   | <b>0</b>                  |
| <b>8,256,464</b>          | <b>7,640,997</b>          | <b>14,906,976</b>         |              | <b>Total Expenditures and Fund Balance</b> | <b>14,906,976</b>          | <b>14,906,976</b>          | <b>14,906,976</b>         |

There are currently no deviations above 10%.

**6B. DESCRIBE BUDGETARY CHALLENGES.**

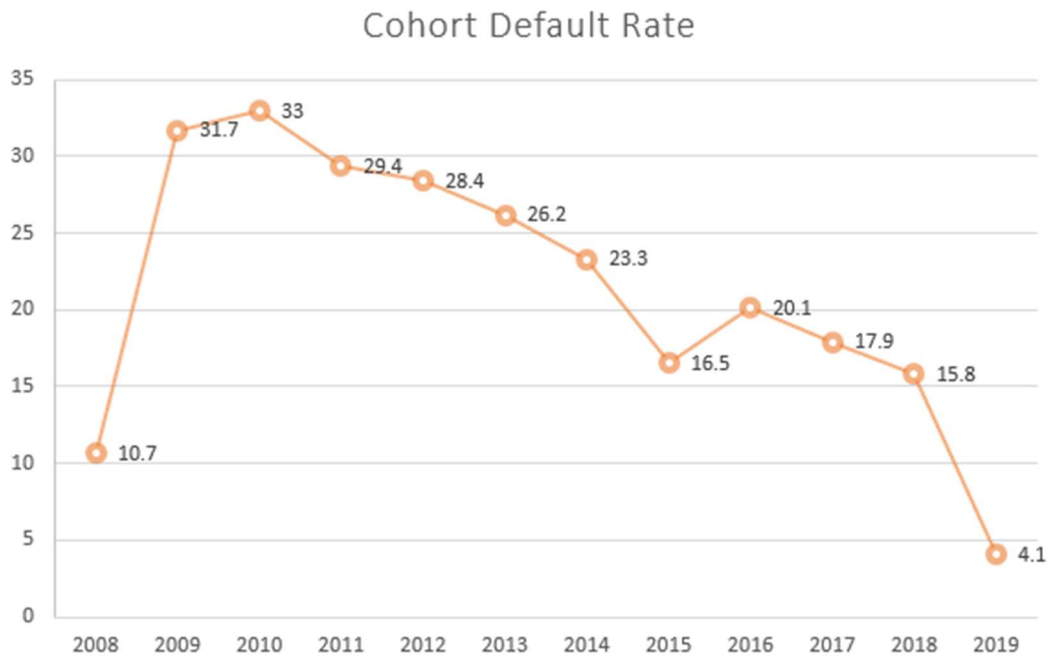
The office has requested additional funds to attend both our NASFAA and PowerFairs conferences, as well as, to cover the cost of inflation for all other travel and training. At this time an increase of approximately \$5000 was requested. Training fees and all modes of transportation, lodging, and meals has increased. Our budgeted amounts are not going as far as they would in previous years. It is difficult to foresee the changes in inflation and we hope that in the new year we have budgeted enough for our in-person training as it is imperative for the coming changes.

**7. CONCLUSION****7A. DESCRIBE DEPARTMENT STRENGTHS.**

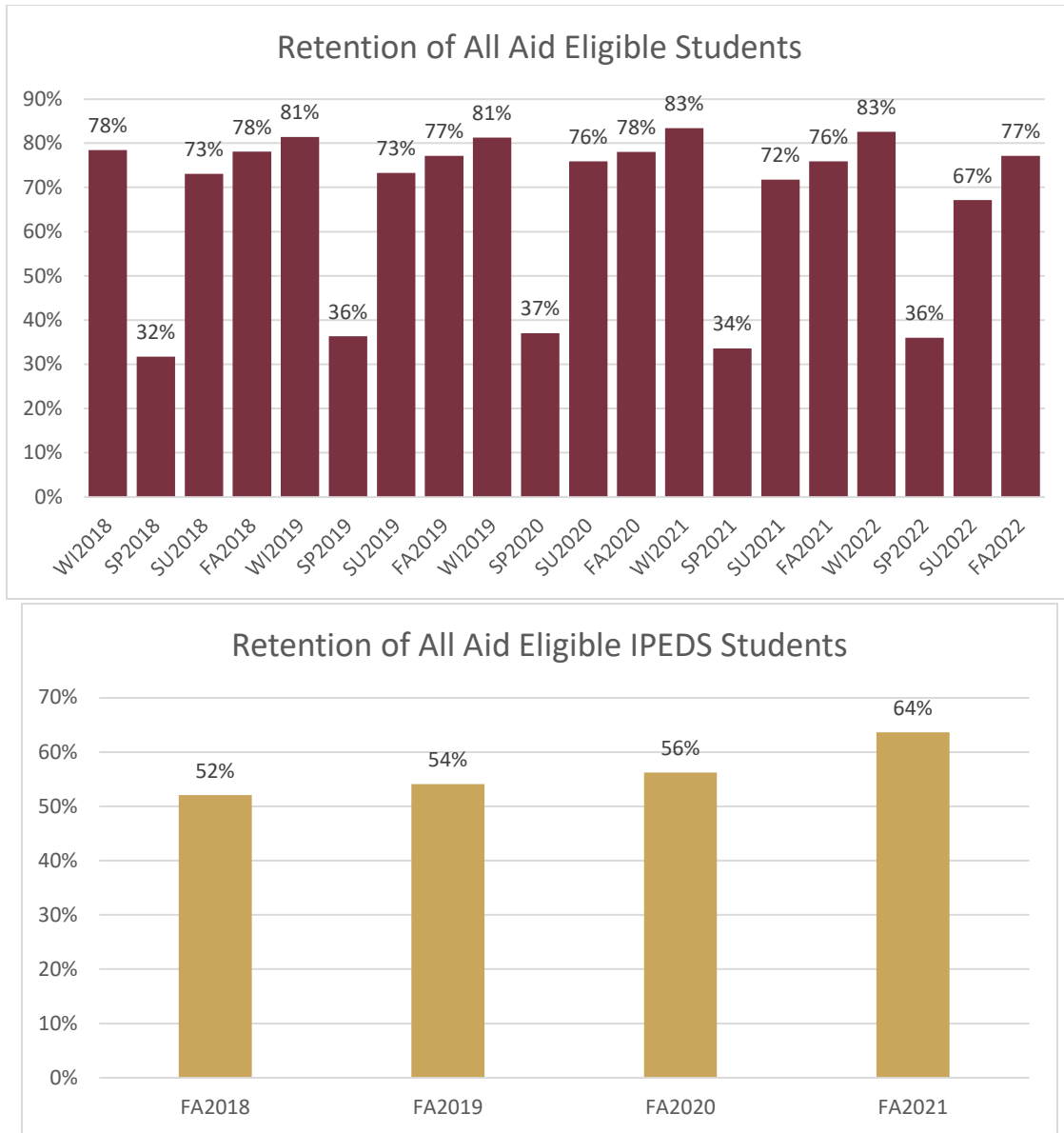
The main function of this department is to assist students with funding applications and all available options. This is started with our department working closely with high schools throughout Klamath and Lake county. The office has begun reaching out to high school counselors to set up meetings with high

schoolers and their parents to ensure the applications they need to submit are started and completed before their deadlines. We have also worked closely with departments around campus to offer training and workshops when needed.

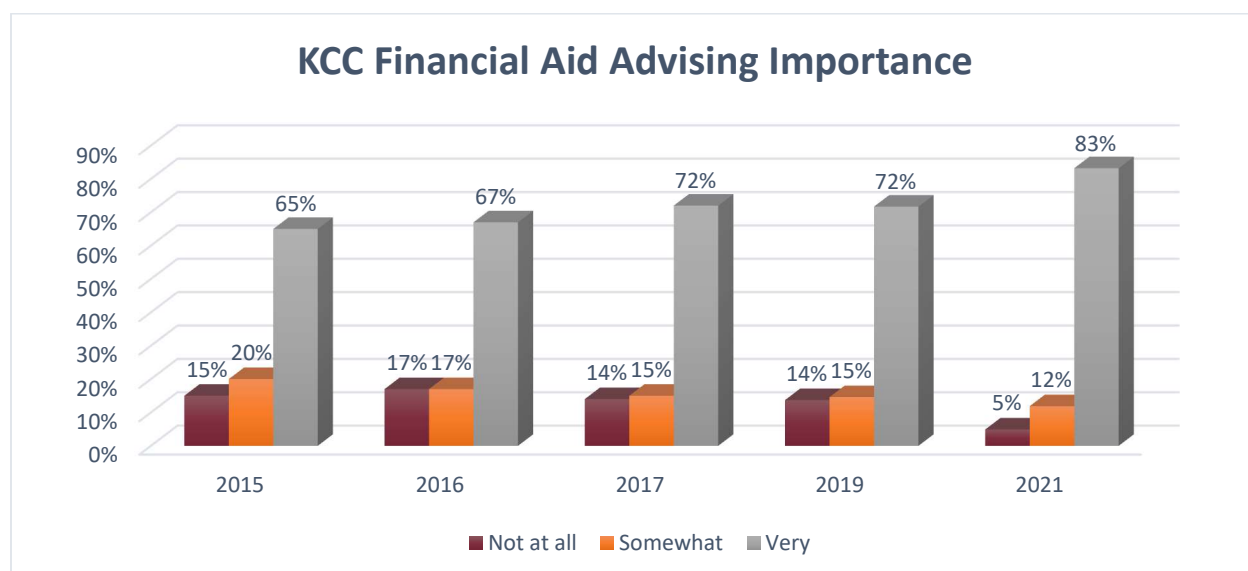
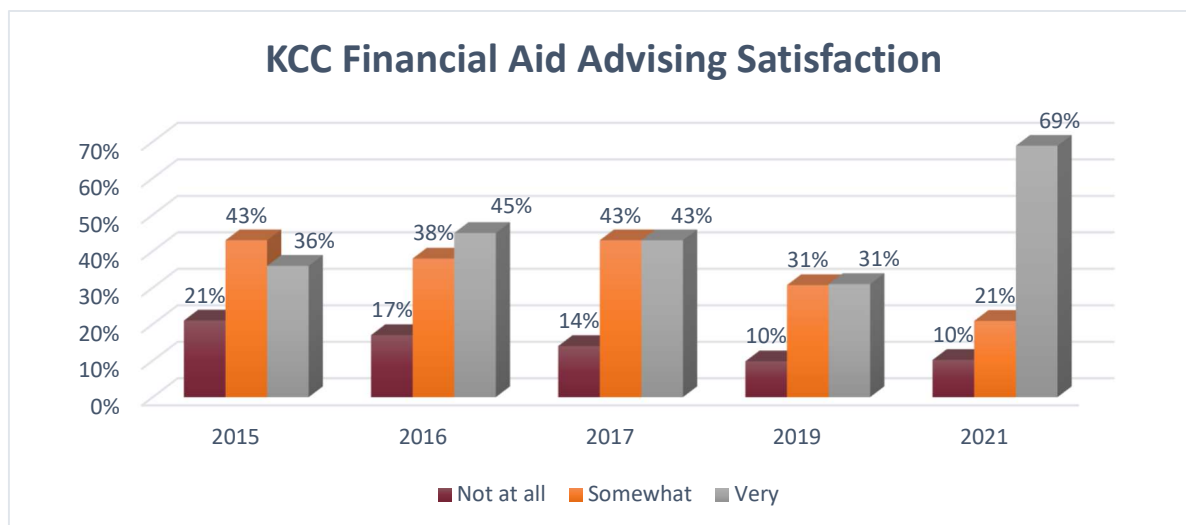
The Financial Aid office is stable and very well-trained in all aspects of their positions. All employees take advantage of opportunities for new training. Through the last few years they have gained ample institutional knowledge, as well as, federal, state rules and regulations. It has also been a big goal of our office to not only form new community partnerships but strengthen existing partnerships as well. Our office has also made increased efforts in decreasing the cohort default rate by having in-person entrance counseling, holding students accountable when not attending their courses or when their grades begin to decline dramatically.



In Financial Aid we pride ourselves on teamwork and the ability to communicate with our students. We know that finances can be a tough subject, especially when everyone's story is different and emotions tend to run high. Regardless of hardships that students face Financial Aid was able to assist with the increased retention of financial aid eligible students compared to previous years.



Also, the student satisfaction and importance of financial aid has greatly increased from previous years. This shows our dedication to our department and the success of students.



## 7B. DESCRIBE DEPARTMENT WEAKNESSES.

One main weakness is managing Federal Work Study along with the Business Office. It is a difficult task when it is a campus wide project and our department needs to keep balances for each departments FWS employee and their balances. Sometimes, mid-term changes are made that we are not made aware of or changes we make are missed so funds are then not balanced.

Another weakness, is the inability to attend all the adequate in-person trainings due to lack of funds in the Financial Aid Budget. Not all information is absorbed or credentials are not provided through virtual trainings. This creates a roadblock for our department when there are many regulation changes in the world of financial aid. With additional budget funds and an advisor, we will be able to rectify these issues.

#### 7C. DESCRIBE SUPPORT NEEDED.

The Financial Aid Office has met or exceeded all goals, but we strive to always improve upon our previous accomplishments, which is why we need a third Financial Aid Advisor. Currently we maximize our time the best way that we can to serve students, as well as, staff and faculty. While our current staffing allows for us to fully operate, we do so at maximum production capacity. In order for us to strengthen our presence in the community, expand our access to students, and continue our excellent service times, we need an additional person.

As of now, the Director tasks include large portions of advisor level duties that could be shifted to an additional advisor or the Assistant Director. These shifts would remove the weekly burden of the equivalency of 1-2 days' worth of advisor tasks from the Director. The hours could then be best spent on implementation of industry best practices and required regulations. It would also allow us to more closely follow required separation of duties between roles.

Currently, there is overlap of duties because there is only so much cross-training that can take place with limited staffing. One of the hardest aspects of being a smaller department is when we lose a team member it is felt for a very long time. We cannot adequately cross train for someone to immediately step in the role with our current model. The position can be very demanding and typically a new hire is not up to full advisor speed until the one-year mark. An additional person means we would always be ready for unexpected surprises like illness, accidents, maternity/paternity leave and the unfortunate event someone finds other employment.

Additional support will need to come from the Business Office, as well as, all FWS hiring managers. All FWS eligible departments will need to balance their own workers versus available funds and to do so by communicating with Financial Aid, Payroll, and Human Resources.

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

Below are our goals for the current/upcoming academic year. Each goal is just as important as the last but some goals will always stay on our list, such as our default rate.

##### **Goal 1 – Improve student success (continue to lower default rate)**

- A 2% reduction in default rate
- Return to offering entrance/exit counseling in-person (pandemic affected this)

Measurable metrics

- Department of Education cohort default rate report & Loan Tracker by ECMC.
- Amount of Loans disbursed on time
- Student attendance of the in-person course

##### **Goal 2 – Improve/expand staff expertise**

- At least three annual financial aid conferences/trainings to be attended by each financial advisor.

- Department professionals will complete financial aid credentials is made available.
- Each advisor will continue with the FSA Fundamental training modules each academic year.

Measurable metrics

- By completing new credentials, employees will have a better understanding of the topics encompassed within financial aid. With the better understanding they will better serve our students.
- Understanding of new federal regulations for each academic year from the financial aid conferences/trainings will be apparent and applied to daily tasks.

**Goal 3 - Improve department efficiencies**

- Visit high schools within our serving counties (Klamath & Lake) for parent/student Q&As.
- Continue to work with 3<sup>rd</sup> party lenders to make them accessible to high cost program students.
- Increased partnerships different departments to create a better understanding of the financial aid process and a smoother transition for students.

Measurable metrics

- There will be an increase of Oregon Promise applications, FAFSAs and ORSAAs.
- Increased loan services providing services to enrolled students
- Less errors being seen in student paperwork and aid applications and there will be a better understanding of the aid process across campus.

**Goal 4 – Improve financial aid accesses**

- Contact each student who has a current balance but has yet to complete a FAFSA or ORSAA
- Send out communication by mail to encourage students who have special circumstances or those that could qualify for professional judgement and assist them with the PJ process.
- Create a presence online, on campus and in the community.

Measurable metrics

- Less delinquent account and more completed FAFSAs & ORSAAs.
- The number of professional judgements being turned in and processed.

**Goal 5 – Improving processing times**

- Prepare for continuation of FAFSA simplification – SAI, loan repayment and Fresh Start Loan Program
- Communicate with all advisor prior to the processing of withdraws to avoid possible R2T4 balances.
- Communicate with students ahead during the term about the need for appeal so they can be processed in a timely manner.

Measurable metrics

- Better understanding of the switch from EFC to SAI and there will be a decrease in defaulted loans due to the increased number of students taking part in the Fresh Start Loan Program.
- There will be a potential decrease in the amount of balances owed and R2T4s being processed
- Students will be able to register on time and there will no longer be an influx of appeals being received at the very end of term.

## 8. APPENDICES

### 8A. FINANCIAL AID TIMELINE

# FINANCIAL AID TIMELINE



# 2022-23

As you progress closer to college, we hope this financial aid timeline will help you become familiar with the aid application process. Dates may vary, so check with your campuses of interest to confirm requirements and deadlines. Apply for financial aid early and online, if possible.

## Before College Admission

### July *(or earlier – in your Junior year)*

- Begin to search for scholarships. The best place to find scholarship information is at your colleges of interest, parents' places of employment, local libraries, high schools, and the websites to start your search:
  - [www.fastweb.com](http://www.fastweb.com)
  - [studentaid.gov](http://studentaid.gov)
  - [www.scholarships.com](http://www.scholarships.com)
  - [Oregonstudentaid.gov](http://Oregonstudentaid.gov)

### August

- Start applying to colleges.

### September

- Start a financial aid folder to keep all financial aid documents organized. Information you should collect for your financial aid folder:
  - Your social security number
  - Your parents' social security numbers and dates of birth
  - Your parents' marital status
  - Tax returns for you and your parents
  - W2s for you and your parents
  - Bank, stock, real estate, and business records for you and your parents
  - Your driver's license number
  - Your alien registration number (for non-U.S. citizens)
- Create an FSA ID for you and your parent at [fafsa.gov](http://fafsa.gov).

### October

- File the FAFSA now at [fafsa.gov](http://fafsa.gov). (Opens 10/1 each year)
- If you need a paper application, call 1.800.4.FED.AID.
- If you have filed your FAFSA and are an Oregon resident, complete your Oregon Promise application before your high school graduation.

### November

- If you have completed the FAFSA:
  - Watch your email for a notice from the U.S. Department of Education with a link to access your Student Aid Report (SAR).
  - Call 1.800.4.FED.AID, if you have not received your SAR.
- If you have not completed the FAFSA, do so now at [fafsa.gov](http://fafsa.gov).

### December - April

- Oregon state residents should apply for the OSAC Scholarships. For more information regarding application dates and deadlines, visit [oregonstudentaid.gov/scholarships.aspx](http://oregonstudentaid.gov/scholarships.aspx).
- If you qualify for the Chafee Education and Training Voucher to help current and former foster care youth visit [oregonstudentaid.gov/chafee-etg.aspx](http://oregonstudentaid.gov/chafee-etg.aspx).
- After you receive your college acceptances, watch for financial aid award letters.

### May

- Contact your college with your enrollment decision. Accept both offers of admission and financial aid at your college of choice.

### June - July

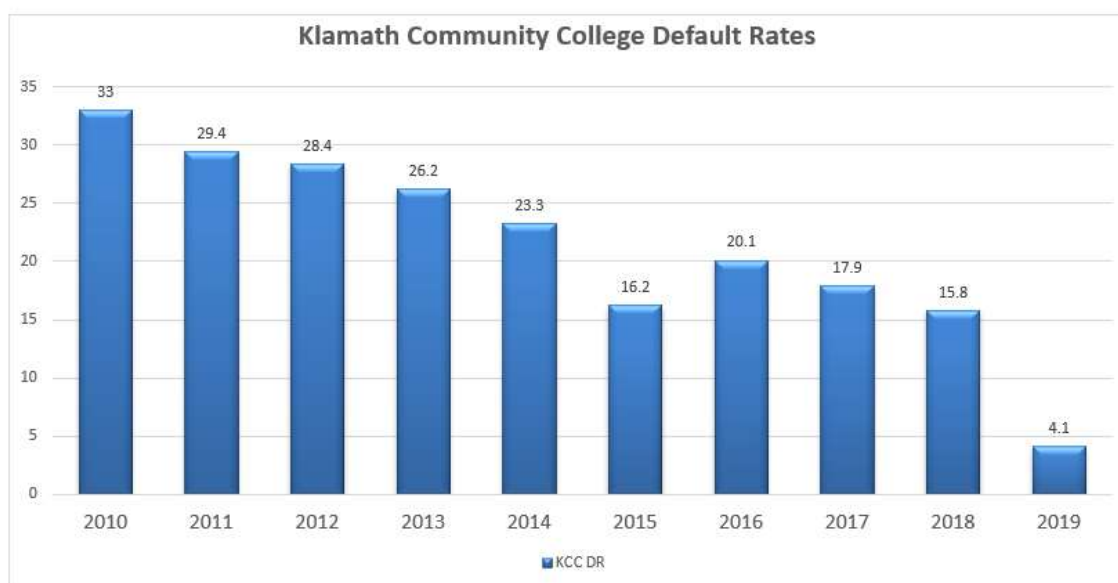
- Attend Summer term, if applicable.

Please know that KCC has rolling deadlines and financial aid applications and documentation can be turned in throughout the academic year. Once your FAFSA is received by KCC it will take 7-14 business days for processing. If there is further documentation required our office will contact you using the contact information on your FAFSA.

Klamath Community College • [www.Klamathcc.edu](http://www.Klamathcc.edu)



This graph below is public facing for all students, as required by the Department of Defense and is updated as new information becomes available.



Cohort default rates are provided and retrieved from NSLDS.  
The fiscal year of 2019 is the most current information available at the time this report was created.

## 8C. JOB DESCRIPTIONS

### DIRECTOR OF FINANCIAL AID

**The Director of Financial Aid administers and manages Title IV, state grant, and institutional aid programs to ensure compliance with federal, state, and institutional policies and regulations.**

- Interprets and maintains current knowledge and understanding of financial aid laws, regulations, College policies, and rules.
- Acts as the College compliance administrator for Federal Title IV programs.
- Monitors state, federal, and institutional default rates and reports the results to the Vice President of Student Affairs.
- Monitors consumer information requirements regarding student loans, budgeting, and financial literacy.
- Ensures that deadlines are met regarding the application for and reporting of Title III, Pell, Fiscal Operation Report and Application to Participate (FISAP), Gainful Employment, and Oregon Opportunity Grant.
- Prepares and inputs required data for the financial aid section of the annual Integrated Postsecondary Education Data System (IPEDS) report.



## Klamath Community College Non-Instructional Department Review:

- Ensures that financial aid support and information is disseminated to online students and branch sites.
- Develops and updates policies and procedures through the College's governance processes regarding administration of Federal Student Aid (FSA) programs, including day-to-day processes for the Financial Aid Office, and adherence to the separation of functions required by federal regulation.
- Oversees implementation and revisions of the cohort default prevention plan and leads standing Cohort Default Rate Prevention team.
- Oversees and maintains the quality and accuracy of financial aid publications, including web pages.
- Prepares and submits monthly reports to the Vice President of Student Affairs for inclusion in the Board of Education.
- Requests appropriate documentation from students and performs verification on required financial records before funds are authorized for release.
- Packages, performs needs analyses, certifies loans, and authorizes the release of federal financial aid, scholarships, and third-party billings to eligible students.
- Serves as Jenzabar Financial Aid Module Manager for the College's information system.
- Coordinates with the Human Resources Department as to the awarding and hiring of students for the Federal Work-Study (FWS) Program.
- Prepares accurate and timely federal, state, institutional, and FISAP reports to participate in financial aid programs; maintains essential records.
- Ensures that all programs and services are fully documented and consistent with applicable laws, regulations, audit guidelines, College policies, and College mission.
- Reconciles student financial aid data provided to the Business Office to ensure that all payments have been made, refunds accounted for, and expenditures reported.
- Serves as the liaison between the Business Office and the Financial Aid Office, collaborating on account management, billings, disbursement, reconciliation, reports, and related matters.
- Follows appropriate appeal procedures regarding financial aid.
- Oversees and assists in the processing of the monthly and annual reconciliation of the various funds disbursed through Financial Aid Office.
- Accurately interprets and utilizes professional judgment in applying published guidelines.
- Coordinates the federally-mandated entrance and exit counseling to borrowers of Direct Loan Program loans and other loan programs as part of the award and delivery process.
- In cooperation with Information Services, manages all Financial Aid Office computerized systems and databases.
- Ensures that all appropriate software and federal updates are completed for accurate reporting of information to students, staff, and outside reporting agencies.
- Maintains financial aid records consistent with program requirements and as needed by the Vice President of Administrative Services.
- Works with other directors to plan and develop workshops and orientations for incoming students.
- Develops an annual strategic packaging plan for review with the Vice President of Student Affairs.
- Assists in developing and implementing Financial Aid Office Strategic Plan.
- Develops and manages the departmental budget and proposes changes as needed.
- Works with the KCC Foundation to coordinate scholarship and other awards.
- Designs and implements a regular schedule of outreach in coordination with other departments.

- Assists with the accreditation process as required.
- Attends or delegates attendance at national, regional, and state financial aid conferences and trainings within budget restrictions.

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#### ASSISTANT DIRECTOR OF FINANCIAL AID

**The Assistant Director of Financial Aid assists with the administration of financial aid processing, eligibility, awarding, and disbursing of funds to ensure compliance with federal, state, and institutional policies and regulations.**

- Oversees and assists in the processing of the monthly and annual reconciliation of the various funds disbursed through Financial Aid Office.
- Prepares financial aid reports and information in regards to Financial Aid Office activities for inclusion in the monthly Board of Education packet.
- Processes the disbursement for all scholarships, Oregon Opportunity Grant, Oregon Promise FSEOG and any other grants.
- Resolves discrepancies in student files in conjunction with the student, parents, Oregon Student Assistance Commission (OSAC), the College, and the US Department of Education.
- Assists the Financial Director in preparing annual reports i.e. FISAP's, annual year-end closeouts, audits, etc.
- Requests required documentation for verification by the Department of Education and for various aid applications to evaluate eligibility.
- Assists student success representatives in the completion of financial aid applications and reviews applications for completeness.
- Processes weekly Financial Aid disbursements to students as well as assists with reporting and reconciling disbursements.
- Compares data on students' applications, such as proposed budget, family income, and transcripts of grades with eligibility requirements of assistance programs.
- Performs needs analysis, considering such factors as funds available, extent of demand, and needs of students and creates financial aid packages using approved software.
- Performs data entry of financial aid information and updates as necessary.
- Maintains working knowledge regarding regulations and trends on financial aid programs and attends training as required.
- Serves as backup to Financial Aid Director as necessary.
- Assists in developing and implementing Financial Aid Office Strategic Plan.
- Oversees the Financial Aid Appeals; advises students on the procedure and outcome of SAP appeals.
- Collaborates with the Information Services Department to review and keep current information on the College website.
- Manage the financial aid section of the website and make edits according.
- Assists with accreditation process and may serve on college wide council as assigned.
- Assists with default prevention efforts and presents financial aid information as needed.
- Prepares material or reports for federal and state auditors.
- Present to Southern Oregon Education Service District for high school professionals.
- Prepare all presentations for occasions (NSO, CGS, KCET, High Schools, Entrance Counseling, SOESD...ETC).

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FINANCIAL AID ADVISORS

**The Financial Aid Advisors assist with the administration of financial aid processing, eligibility, awarding, and disbursing of funds to ensure compliance with federal, state, and institutional policies and regulations.**

- Processes weekly financial aid disbursements to students.
- Assists with reporting and reconciling the disbursements; requests required documentation for completion of financial aid packages as required by the Department of Education (DOE) or the College.
- Reviews documentation for various aid applications in order to evaluate eligibility.
- Performs daily downloads of data and processes electronic files from the DOE, including, but not limited to, Applications for Aid, Master Promissory Notes, changes in students' application information, and verification corrections.
- Compares data on students' applications, such as proposed budget, family income, and transcripts of grades with eligibility requirements of assistance programs to make decisions on awards.
- Seeks Assistant Director and Director's approval for permissible exceptions.
- Performs needs analyses, considering such factors as funds available, extent of demand for certain funds, needs of students, and federal requirements for the funds to be distributed.
- Creates financial aid packages using approved software.
- Sends notifications of awards and answers questions from students.
- Performs data entry of financial aid information.
- Updates information as necessary in Jenzabar and any other system/media.
- Maintains financial aid records consistent with program requirements and standards.
- Implements recordkeeping steps and processes as requested by the Financial Aid Director and the Vice President of Administrative Services.
- Interacts with Business Office staff as needed for maintaining records.
- Calculates and posts Return to Title IV funds in batch process for the Business Office to post.
- Assists students and other staff as needed in the completion of financial aid applications.
- Reviews applications for completeness.
- Meets with students and others individually or in groups to teach the financial aid application process.
- Maintains current knowledge of verification and other federal processing requirements for compliance with federal regulations while processing those files.
- Maintains working knowledge of federal and state financial aid regulations.
- Keeps current on each year's Federal Student Financial Aid Handbook and other updates.
- Stays informed of trends in financial aid programs via on-campus and off-campus training and discussions.
- Assists with default prevention efforts with students in support of the Default Prevention Specialist.
- Helps the Director acquire information for accreditation needs.
- Presents financial aid information as needed to staff, faculty, students, and the public.

## 8D. STRATEGIC GOALS

## Department Plan With Notes

### Financial Aid

#### Mission Statement

The Financial Aid Office provides financial access to higher education. We guide students through the financial aid process by matching the students' needs with the monetary resources available to them. Our office is committed to enhance a foundation of mutual responsibility and respect between the student and the financial aid department. By developing and understanding of the student's current and future financial situation we strive to provide the resources necessary to help the student achieve his or her educational goal.

| Goal  | Goal Title   | Initiative | Explanation  |
|---|--|------------|--|
| 1   | <b>Improve student success: default, non-verifiers, DACA</b> | Prosperity | Preventing default, having/helping students complete their verification papers and knowing the options that are available to DACA so they can be successful. |
| <b>Measurable Target</b>  |  |            |  |
| <b>A 2% reduced default rate. Work with IR to develop a report that provides a baseline for retaining financial aid students and then work to improve retention efforts. Work with OSAC to have more options and information available for DACA and ORSA students. This is currently being reviewed by government so it could change.</b>   |  |            |  |
| <b>Action Items</b>   |  |            |  |
| <ul style="list-style-type: none"> <li>• Lower default rate and improve financial awareness, i.e. CGS presentations, NSO presentation, Entrance Counseling.</li> <li>• Increase the number of completed verifications that are submitted and complete. Decrease "review" time of verifications.</li> <li>• Retain students that receive financial aid (SAP issues).</li> <li>• Develop a process that will assist students in understanding their needs as a DACA or ORSA student.</li> </ul> |  |            |  |
| <b>Progress Notes</b>   |  |            |  |

**Default is currently lower than it has been in the four years previous. (5/14/2019)**

**Financial Aid staff are more thorough when processing so forms are not being accepted incomplete from students. This in turns means that students are awarded aid much quicker. (5/14/2019)**

**Hendrickson- In October the Financial Aid team had a phone conference with our default prevention team ECMC on current default trends and we will be formed an action plan to continue to decrease our default rate. (12/5/2019)**

**Hendrickson- In May the financial aid team teleconferenced with ECMC who we have partnered with to manage default. They will be rolling out a new financial aid literacy portion for our students. The new platform will include a revamped online entracne counseling course and will be included with our current package. Our new tools will help to inform students throughout the borrowing process. (6/1/2020)**

### **Successes**

**Hendrickson- The financial aid office has fully implemented the online platform that ECMC created for us with our guidelines. Students have adapted well and seem to like the course. We have also added Linda Williamson to our literacy portion of the module so she can have her students participate in some of the online literacy that is available to us. We also created online courses in Canvas in case the need arises. The office has lowered our default rate and we are now in the middle of the pack all Oregon CC's. Our online submission of forms is completely operational and students have made use of the ability to submit all forms digitally. This has helped tremendously during the pandemic. (4/28/2021)**

### **Status**

In Progress

| <b>Goal</b>              | <b>Goal Title</b>                     | <b>Initiative</b> | <b>Explanation</b>  |
|--------------------------|---------------------------------------|-------------------|---|
| 2                        | <b>Improve/expand staff expertise</b> | Excellence        | Increase staff knowledge of financial aid by attending conferences, trainings and webinars. Also completing SafeCollege and Skillsoft online coursesand implement a schedule to ensure that these happen as assigned. |
| <b>Measurable Target</b> |                                       |                   |   |

| <p><b>Each staff will attend a minimum of 2 conferences/trainings each year, along with one webinar per term and skillsoft and safe college as assigned.</b></p>   |                                 |            |   |
|--|---------------------------------|------------|---|
| <p><b>Action Items</b></p>   |                                 |            |   |
| <ul style="list-style-type: none"> <li>• Staff will become more knowledgeable and improve their understanding of financial aid as well as improve and develop networking relationships with other colleges.</li> <li>• Improve compliance with Department of Ed regs for allow for more accurate and efficient processing for students.</li> </ul>                           |                                 |            |   |
| <p><b>Progress Notes</b></p>   |                                 |            |   |
| <p><b>All financial aid staff attended one off site conference in order to broaden their understanding and knowledge of financial aid and the regulations that are ever changing. (5/14/2019)</b></p>  |                                 |            |   |
| <p><b>Financial Aid staff view webinars as they are available, as well as phone conferences in order to remain current on the latest information as it pertains to financial aid. (5/14/2019)</b></p>  |                                 |            |   |
| <p><b>Hendrickson- In December the Financial Aid team attended the 2019 national conference "Federal Student Aid- Reno" to keep abreast of changes and to continue to improve processes. (12/5/2019)</b></p>   |                                 |            |   |
| <p><b>Hendrickson- In February two financial aid team members attended OASFAA an annual state-wide financial aid training. We were able to learn new techniques to counsel DACA students, as well as, additional scholarship resources that may be available to students. This conference also allowed us to obtain credentials in FA processes for free. (6/1/2020)</b></p> |                                 |            |   |
| <p><b>Successes</b></p>  |                                 |            |   |
| <p>(No Successes)</p>  |                                 |            |   |
| <p><b>Status</b></p>   |                                 |            |   |
| <p>In Progress</p>   |                                 |            |   |
| Goal   | Goal Title                      | Initiative | Explanation   |
| 3  | Improve department efficiencies | Excellence | FA has requested a part-time receptionist to address basic questions from students and staff. |

|  |  |   |
|--|--|---|
|  |  | FA is working to become paperless and to develop a process for students to complete & submit papers electronically. |
| <b>Measurable Target</b>   |  |   |
| <b>Part-time staff would be needed once FA moves to Founders Hall. Part-time staff will allow FA staff to cross train with few interruptions. Scanners have been purchased and we are awaiting guidance to begin using them. These will create less filing, less paper cost. FA to be 70% paperless within 2 years of implementing the scanners fully.</b>   |  |   |
| <b>Action Items</b>  |  |   |
| <ul style="list-style-type: none"> <li>• Part-time staff would allow for fewer interruptions to fin aid reps, in turn making processing more accurate and efficient.</li> <li>• Part-time staff would allow FA reps to attend meetings on and off campus, participate in committee meetings, etc.</li> <li>• Scanners will allow FA to handle fewer papers, allowing for better efficiencies and time management with less potential for lost paperwork, while supporting archiving regulations.</li> </ul>  |  |   |
| <b>Progress Notes</b>  |  |   |
| <p><b>Starting September 2018, Amanda Vargas has been added onto the receptionist team fulltime. This position will continue fulltime until June 30, and then transition back to a part time receptionist position. (5/14/2019)</b></p> <p><b>Currently financial aid has archived 75% of past student records that were being stored, and is up to date on day to day paperwork that is received. (5/14/2019)</b></p> <p><b>The Director of Financial Aid has begun to create fillable pdf forms that students will eventually be able to complete online and submit with an electronic signature. This will decrease the amount of paper that is shuffled and stored on campus. (5/14/2019)</b></p> <p><b>Hendrickson- Approximately 90% of student records have been archived and we are working on finishing remaining disbursement hard copies. (12/5/2019)</b></p> <p><b>Hendrickson- As of March, the financial aid office has made a huge leap into being nearly paperless. We have opened our digital PDF forms for students to begin filling out and we now have an online drop box as well. This will cut down on student wait times, as well as, processing times since students will now be able to instatly upload documents. (6/1/2020)</b></p> |  |   |

|                  |  |  |  |
|------------------|--|--|--|
| <b>Successes</b> |  |  |  |
| (No Successes)   |  |  |  |
| <b>Status</b>    |  |  |  |
| In Progress      |  |  |  |

| Goal   | Goal Title            | Initiative | Explanation   |
|--|-----------------------|------------|---|
| 4  | <b>Improve Access</b> | Access     | FA hired a bi-lingual staff to improve customer service and communication. Improve barrier gaps to increase more accurate completion of verification paperwork. Setup a video chat for off site students to receive financial counseling from FA staff. |
| <b>Measurable Target</b>   |                       |            |   |
|  |                       |            |   |
| <b>Action Items</b>  |                       |            |   |
| <ul style="list-style-type: none"> <li>• Having a bi-lingual staff allows for a better understanding for students, and creates a more inclusive atmosphere.</li> <li>• Develop spanish form for students that need/prefer these forms.</li> <li>• Develop presentations in spanish for students that prefer this.</li> <li>• Increase customer service to off site students to create a better understanding of fin aid.</li> </ul>  |                       |            |   |
| <b>Progress Notes</b>  |                       |            |   |
| <p><b>VP Bryson is researching companies that can translate the financial aid forms into Spanish, as well as other department forms. (5/14/2019)</b></p> <p><b>Financial Aid has hired a bi-lingual rep and that rep has done a FAFSA presentation at Mills Elementary to Hispanic families that had questions about financial aid and the process. (5/14/2019)</b></p> <p><b>Hendrickson- The financial aid team has sent bilingual materials with our admissions recruiter to local fairs and high schools to help our Spanish speaking population informed of what programs KCC offers and of any potential financial aid options available to finance their education. (12/5/2019)</b></p> |                       |            |   |



|   |                          |                   |  |
|---|--------------------------|-------------------|--|
| <b>Successes</b>  |                          |                   |  |
| (No Successes)  |                          |                   |  |
| <b>Status</b>   |                          |                   |  |
| In Progress   |                          |                   |  |
| <b>Goal</b>   | <b>Goal Title</b>        | <b>Initiative</b> | <b>Explanation</b>   |
| A   | <b>Improve retention</b> | Excellence        | <p>To improve retention, FA will take actions of: developing a report with IR to understand who is unable to continue term to term because of financial aid verification documents, to determine patterns within this population, and develop a process to address and remedy this.</p> <p>To improve communication with students so that they get the information that is being sent out.</p> |
| <b>Measurable Target</b>  |                          |                   |  |
| <b>Develop a baseline report, and develop and implement processes to remedy this.</b> |                          |                   |  |
| <b>Action Items</b>   |                          |                   |  |
|   |                          |                   |  |
| <b>Progress Notes</b>   |                          |                   |  |
| (No Progress Notes)   |                          |                   |  |
| <b>Successes</b>  |                          |                   |  |
| (No Successes)  |                          |                   |  |
| <b>Status</b>   |                          |                   |  |
| In Progress   |                          |                   |  |

| Goal  | Goal Title            | Initiative | Explanation  |
|---|-----------------------|------------|--|
| B   | <b>Sustainability</b> | Prosperity | To improve sustainability, FA will take actions of: increasing financial literacy and budgeting to help students remain in good standing term to term. Improve/increase financial literacy, iGrad, CGS presentations, Entrance Counseling, FAFSA Fridays' Fin Aid counseling, awareness of work study/student worker jobs on campus. |
| <b>Measurable Target</b>  |                       |            |  |
| <b>Improve CGS budget presentation. Develop stand alone budgeting course for any and all students to participate in with fin aid owning this program. Increase the number of iGrad users each term by 5%-10%. Having an increase in the number of students that use open office hours.</b>  |                       |            |  |
| <b>Action Items</b>   |                       |            |  |
| <ul style="list-style-type: none"> <li>FA will utilize social media, campus tv's, and flyers to provide FA open office hours so students are better informed.</li> <li>FA will increase the number of CGS students that hear about budgeting so they can develop the skills they need to be successful. FA will present to all CGS classes every term.</li> <li>FA will present to all CGS classes every term, as well as develop a stand alone course.</li> <li>FA will present to all CGS classes every term, as well as develop a stand alone course.</li> </ul> |                       |            |  |
| <b>Progress Notes</b>   |                       |            |  |
| <b>Financial Aid utilizes the tv's on campus to display upcoming dates, events, information, changes, etc. (5/14/2019)</b>  |                       |            |  |
| <b>Financial Aid utilizes Facebook to post dates, updates, events, information. (5/14/2019)</b>   |                       |            |  |
| <b>Financial aid has begun sending text messages to students to inform them of what their missing documents are so that they can work on submitting them quicker. (5/14/2019)</b>   |                       |            |  |
| <b>Hendrickson- As of Fall term 2019 our New Student Orientation presentations have been improved to inform first year students of KCC websites and how to access their student portal, as well as, basic financial aid questions are answered.</b>   |                       |            |  |

|   |
|---|
| (12/5/2019)   |
| <b>Hendrickson- With the additional of online fillable forms, it should cut down on the schools cost to print out required financial aid forms. This will save on printer ink and paper. (6/1/2020)</b> |
| <b>Successes</b>  |
| (No Successes)  |
| <b>Status</b>   |
| In Progress   |

## 9. NON-INSTRUCTIONAL DEPARTMENT PROGRAM REVIEW RUBRIC

|   | Highly Developed   | Developed   | Emerging   | Initial  |
|---|--|---|--|--|
| <b>1—Support of the College Mission</b>     | 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. |
| <b>2—Accomplishments in Achieving Goals</b> | 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.          |
| <b>3—Personnel Summary</b>                  | 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.  |
| <b>4—Staff Development</b>                  | 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.                                    |
| <b>5—Facilities and Equipment</b>           | 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.   |

|                                   |   |  |   |   |
|-----------------------------------|---|--|---|---|
| <b>6—Budget</b>                   | 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.                           |
| <b>7—Strengths and Weaknesses</b> | 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. |
| <b>8—New Goals and Plan</b>       | 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.   |
| <b>9—Overall Evaluation</b>       | 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.    |
|                                   | <b>Highly Developed</b>   | <b>Developed</b>   | <b>Emerging</b>   | <b>Initial</b>  |