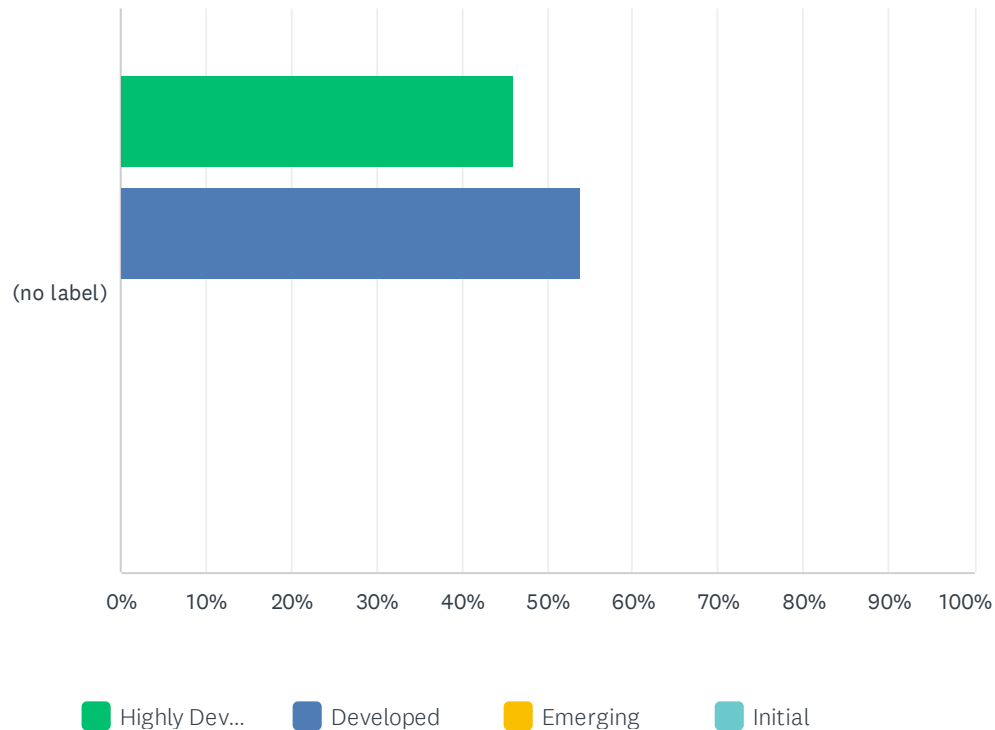


Q1 SUPPORT OF THE COLLEGE MISSION Highly Developed: Exhibits ongoing and systematic evidence of mission achievement. Developed: Exhibits evidence that planning guides program and services selection that supports the college's mission. Emerging: Evidence that planning intermittently informs some selection 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: 13 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	46.15%	53.85%	0.00%	0.00%	13	3.46
	6	7	0	0		

#	FEEDBACK:	DATE
1	Clear connection to College mission- without this administrative function, a high percentage of our KCC students would not be able to afford the cost of tuition and fees.	4/27/2023 10:15 PM
2	We would not be able to function as a college without their hard work and attention to detail.	4/27/2023 10:45 AM
3	Financial Aid is an integral part of meeting the KCC mission and the review indicates complete alignment.	4/27/2023 8:23 AM
4	Access is a big piece of our mission with Financial Aid providing may individuals opportunity for access.	4/26/2023 8:47 AM
5	Arguably one of the most important divisions on campus in terms of ensuring student access via the resources facilitated by this team.	4/18/2023 1:39 PM

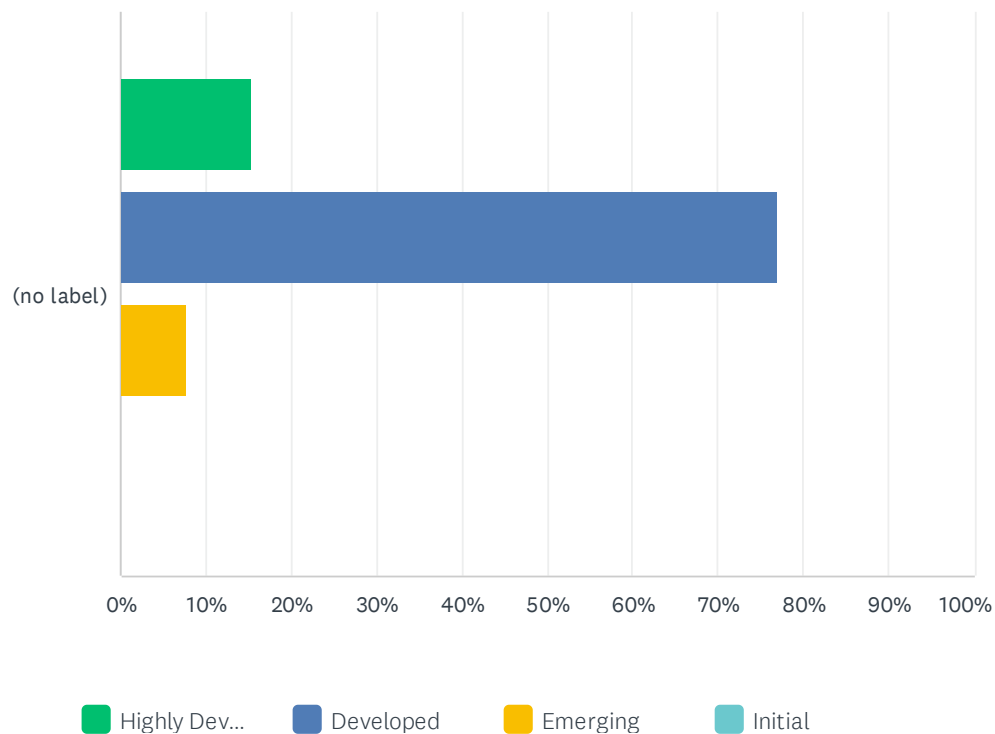
Financial Aid Program Review Feedback

6	The KCC Financial Aid Department prioritizes serving students, reducing the college's loan default rate, being knowledgeable about current federal policies, and implementing changes to make the department operate more efficiently and effectively.	4/14/2023 4:41 PM
7	Basic function is outlined.	3/27/2023 11:59 AM

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: 13 Skipped: 0



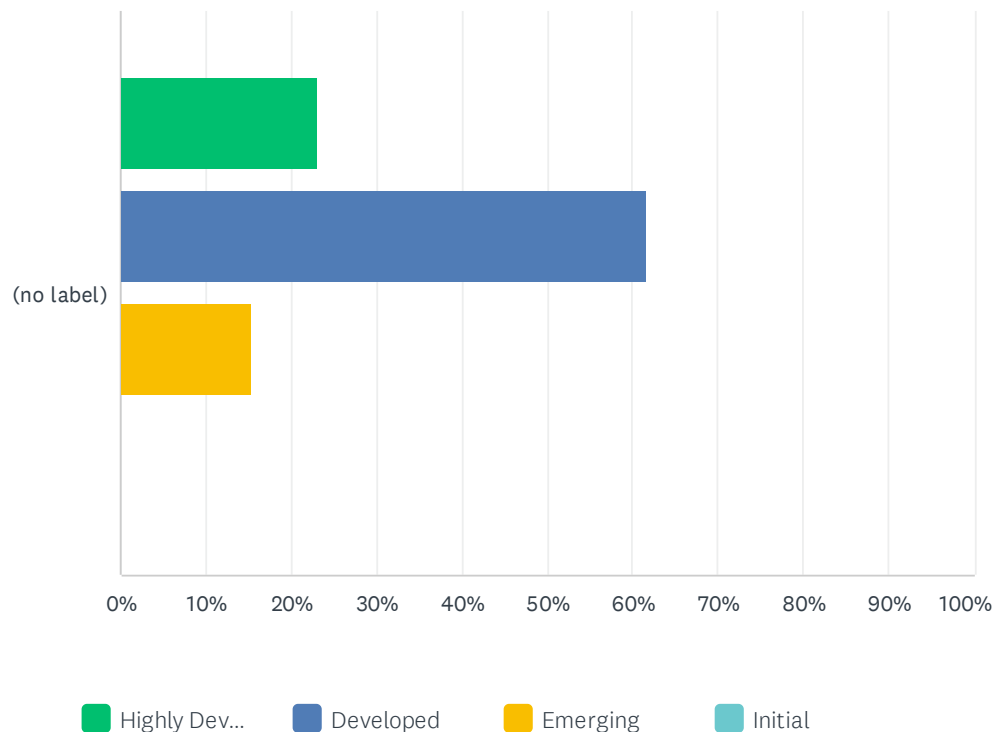
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	76.92%	7.69%	0.00%	13	3.08
	2	10	1	0		

#	FEEDBACK:	DATE
1	Goal achievement is demonstrated in this section, and I'm excited to see what additional goals Fin Aid has for the future.	4/27/2023 10:15 PM
2	Demonstrates excellence.	4/27/2023 10:45 AM
3	Stated goals are being met.	4/27/2023 8:23 AM
4	Positive and forward thinking to have incorporated staff credentialing into strategic goals.	4/18/2023 1:39 PM

5	The department sets achievable goals to improve services to students and maintain compliance with federal regulations.	4/14/2023 4:41 PM
6	3 goals met	3/27/2023 11:59 AM

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: 13 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	23.08%	61.54%	15.38%	0.00%	13	3.08
	3	8	2	0		

#	OTHER (PLEASE SPECIFY)	DATE
1	Staff levels seem adequate given the size of the College. I appreciate Nathan's ability to	4/27/2023 10:15 PM

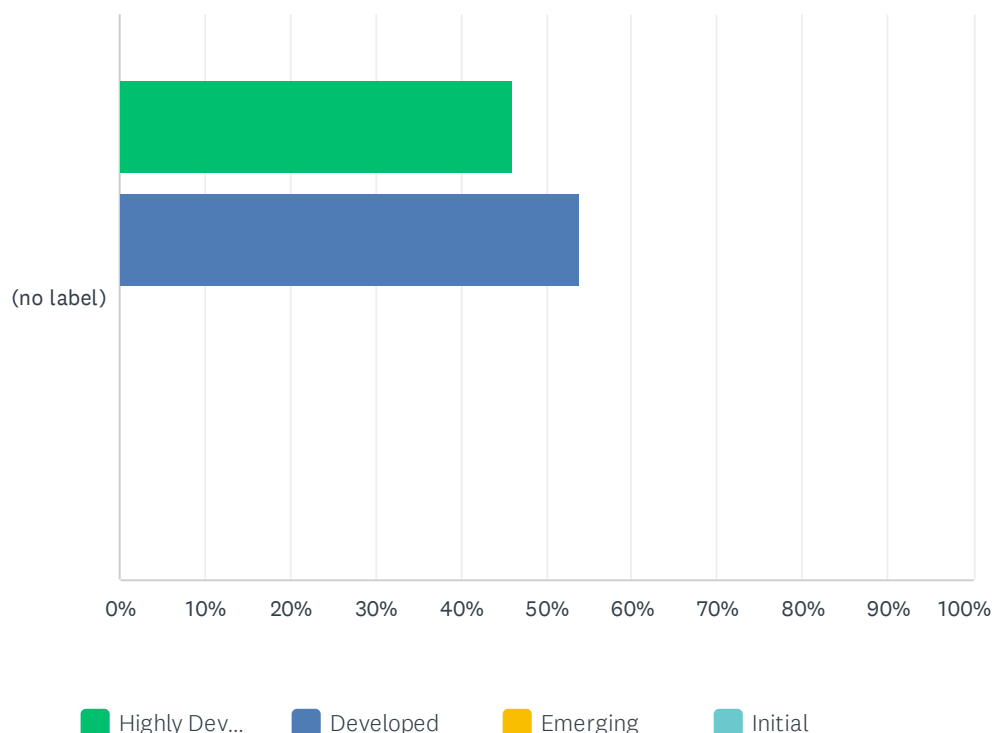
Financial Aid Program Review Feedback

cultivate talent from within as demonstrated by Amanda's promotion to assistant director this past academic year.

2	The example of a well managed team. Needs an additional member to function as it should.	4/27/2023 10:45 AM
3	Staffing issues over the last few years have had an impact on student service in financial aid and have hindered reaching a highly developed ranking.	4/27/2023 8:23 AM
4	Fully staffed and operational.	4/26/2023 8:47 AM
5	An additional staffer is needed to improve availability and services for students and outreach, as well as efficiency of the department.	4/14/2023 4:41 PM
6	Staffing situation is improved but still of concern as solutions to hiring difficulties, steep and extensive learning curves, and focus on in-person services are not resolved.	4/7/2023 1:58 PM
7	Positions and associated duties were described. This department is appropriately staffed when all positions are filled.	3/29/2023 3:54 PM
8	The case for additional staff is weak. No longer supervise front desk. On line forms have reduced face to face contact Paper work turn around time is 2 weeks much better than industry standards. Staff of 4 seems adequate if all 4 are doing intake. Adding a person when the simplification program to be implemented seems odd too.	3/27/2023 11:59 AM

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: 13 Skipped: 0



Financial Aid Program Review Feedback

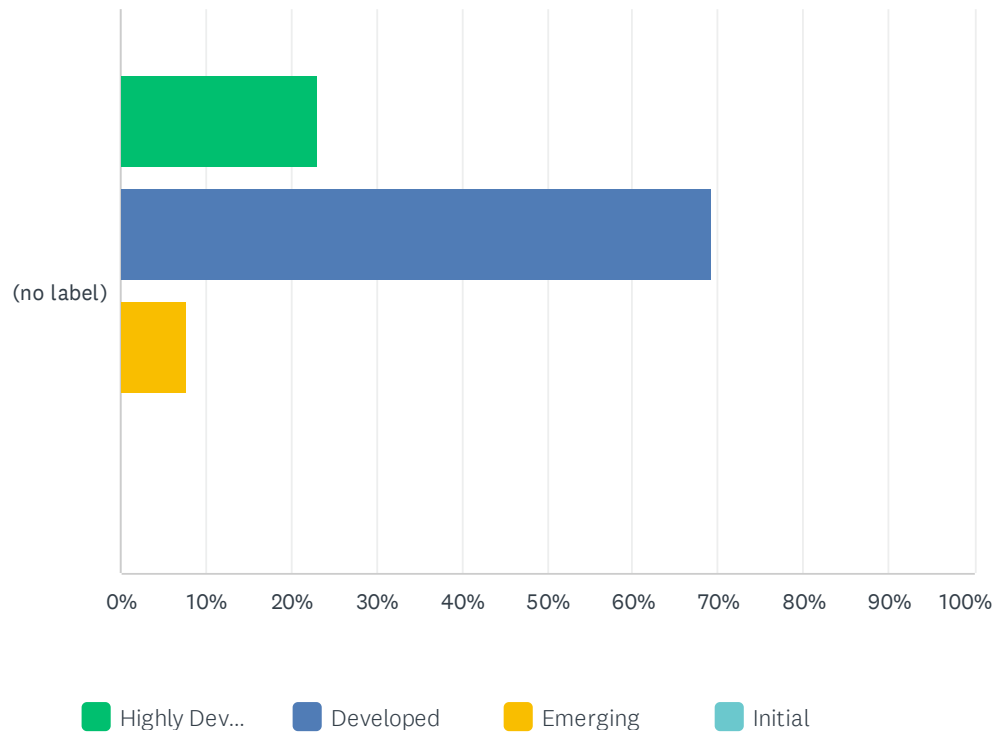
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	46.15%	53.85%	0.00%	0.00%		
	6	7	0	0	13	3.46

#	FEEDBACK:	DATE
1	Great work on the PD. Much training goes into this work, and I appreciate the systematic approach Fin Aid takes to accomplishing this task.	4/27/2023 10:15 PM
2	The review shows evidence of the staff's dedication to knowing all the regulations and how they can help our students.	4/27/2023 10:45 AM
3	This department is highly regulated as to training and development. There is clear support by leadership in the professional development of staff but some limits were shared regarding the need for additional funding to meet the development needs of staff in this area.	4/27/2023 8:23 AM
4	Regular attendance at annual trainings.	4/26/2023 8:47 AM
5	Good clarity around specific roles and responsibilities, as well as overview of the (staffing/hiring) challenges inherit in adding staff capacity. Funding for future trainings to stay current on trends and requirements evidently needs to be increased	4/18/2023 1:39 PM
6	Ongoing professional development is evidenced. Department needs additional funding to reach frequency and consistency goals.	4/14/2023 4:41 PM
7	Detailed professional development was provided.	3/29/2023 3:54 PM
8	Seems to be the main goal of the department is to be trained and up to date.	3/27/2023 11:59 AM

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: 13 Skipped: 0

Financial Aid Program Review Feedback



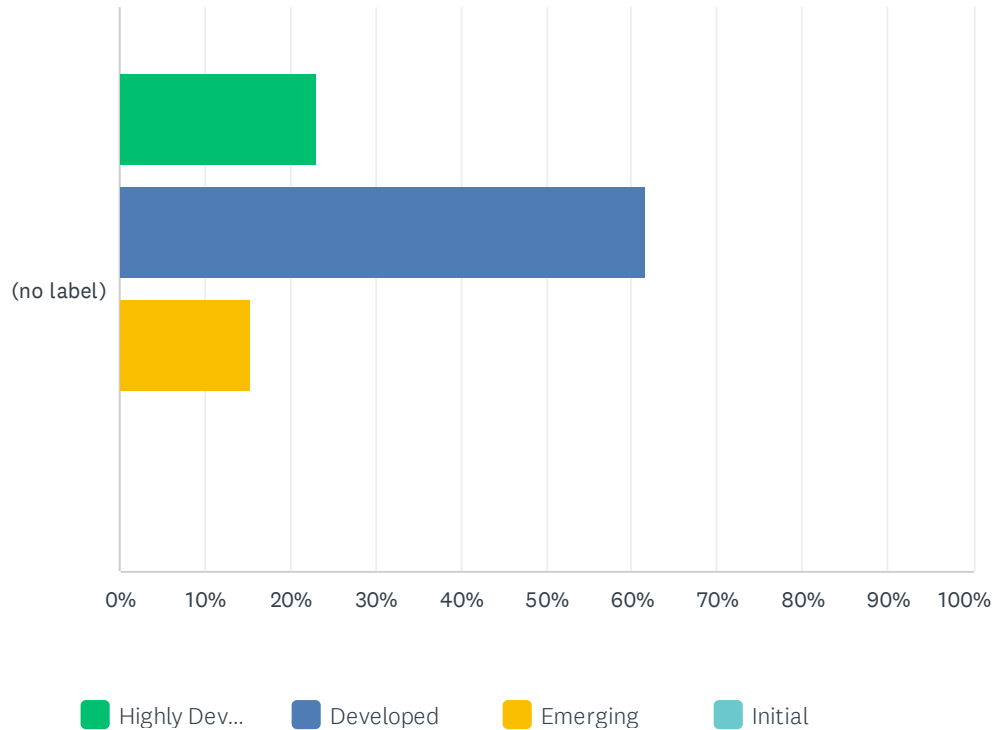
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	23.08%	69.23%	7.69%	0.00%	13	3.15
	3	9	1	0		

#	FEEDBACK:	DATE
1	Seems adequate for current staffing levels. However, a new position would require additional office space and equipment.	4/27/2023 10:15 PM
2	Most needs are met.	4/27/2023 10:45 AM
3	Will need additional office space when fully staffed (goal).	4/27/2023 8:23 AM
4	Financial Aid was an early adopter to the electronic archiving system which has greatly saved the college in hard copy paper sorting and storage.	4/26/2023 8:47 AM
5	Evidence of accurate evaluation of current needs, with plans for potential future needs.	4/14/2023 4:41 PM
6	New facilities	3/29/2023 3:54 PM
7	adding a person with no open office is going to be an issue.	3/27/2023 11:59 AM

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: 13 Skipped: 0

Financial Aid Program Review Feedback



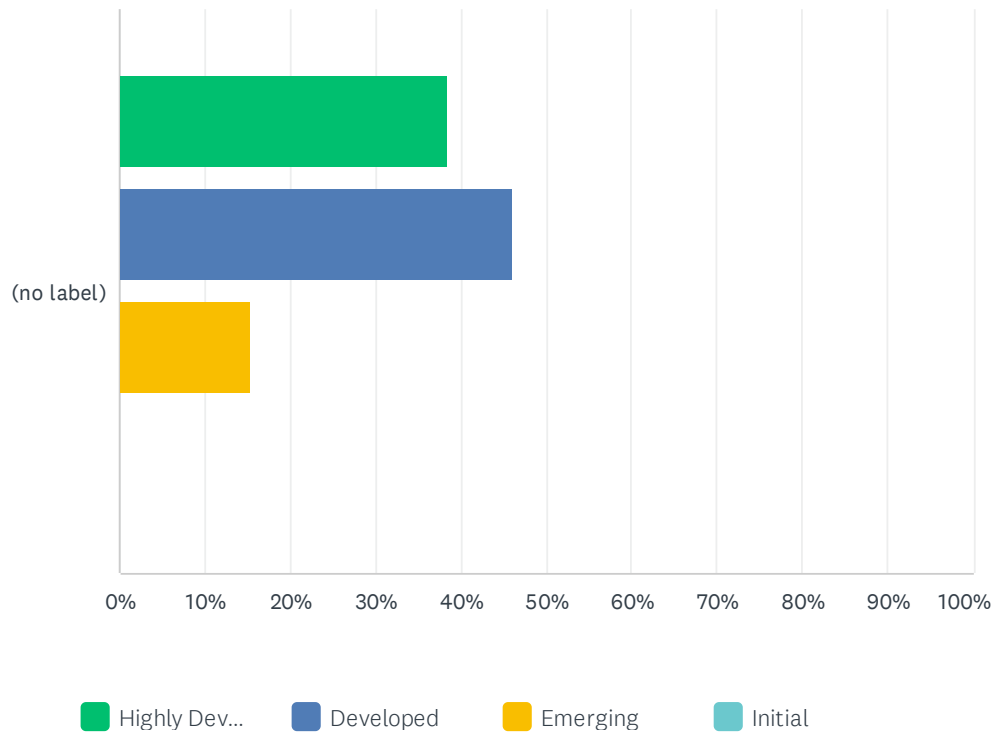
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	23.08%	61.54%	15.38%	0.00%		
	3	8	2	0	13	3.08

#	FEEDBACK:	DATE
1	I think adjusted for inflation, the budget will continue to prove adequate for Financial Aid.	4/27/2023 10:15 PM
2	Shows evidence of a sufficient budget.	4/27/2023 10:45 AM
3	Adequate resources are provided.	4/26/2023 8:47 AM
4	Compliance training to meet federal priorities, and adequate staffing to serve our students are accurately identified as top budgeting priorities.	4/14/2023 4:41 PM
5	Curious about contracted services line item. Budget has almost doubled since FY 2019/20 FY 20/21	3/27/2023 11:59 AM

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: 13 Skipped: 0

Financial Aid Program Review Feedback



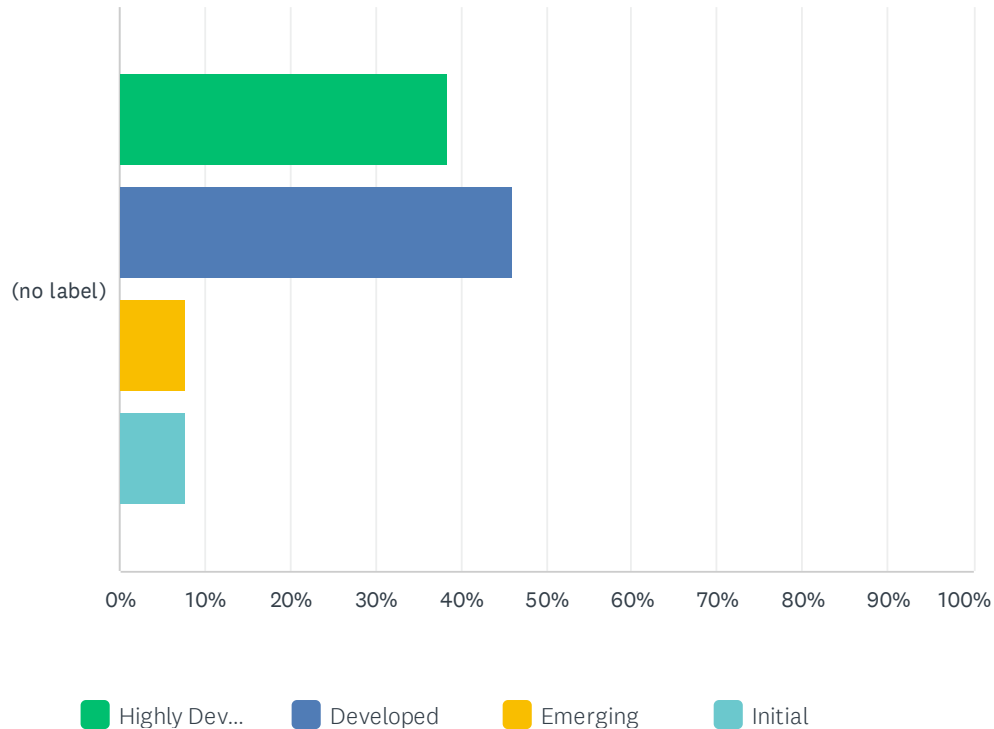
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	38.46%	46.15%	15.38%	0.00%		
	5	6	2	0	13	3.23

#	FEEDBACK:	DATE
1	Clear analysis of the strengths of the program and opportunities for growth.	4/27/2023 10:15 PM
2	Excellent review that explains the situation faced by the department.	4/27/2023 10:45 AM
3	Clearly stated weakness in funding to reach the training needed to continue to meet requirements and goals. An additional staff person would help spread the work more efficiently across the team.	4/27/2023 8:23 AM
4	Well outlined in the document.	4/26/2023 8:47 AM
5	My biggest concern is, all the reporting in this document focuses on in-person services and in-person experiences. While "creating an online presence" is a fragmentary line in Goal 4 on the presentation, it doesn't appear at all in the program review and also not at all in the new Goals. The ability to serve purely remote students who are either online, or at remote instruction delivery sites, and not ever able to come to campus, is missing from this narrative.	4/7/2023 1:58 PM
6	Student satisfaction surveys are provided to receive timely feedback from users.	3/29/2023 3:54 PM
7	Retention is good. Student satisfaction is on a great trend. FWS situation is an utter failure. This has been a deteriorating situation the past couple years.	3/27/2023 11:59 AM

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.

Financial Aid Program Review Feedback

Answered: 13 Skipped: 0



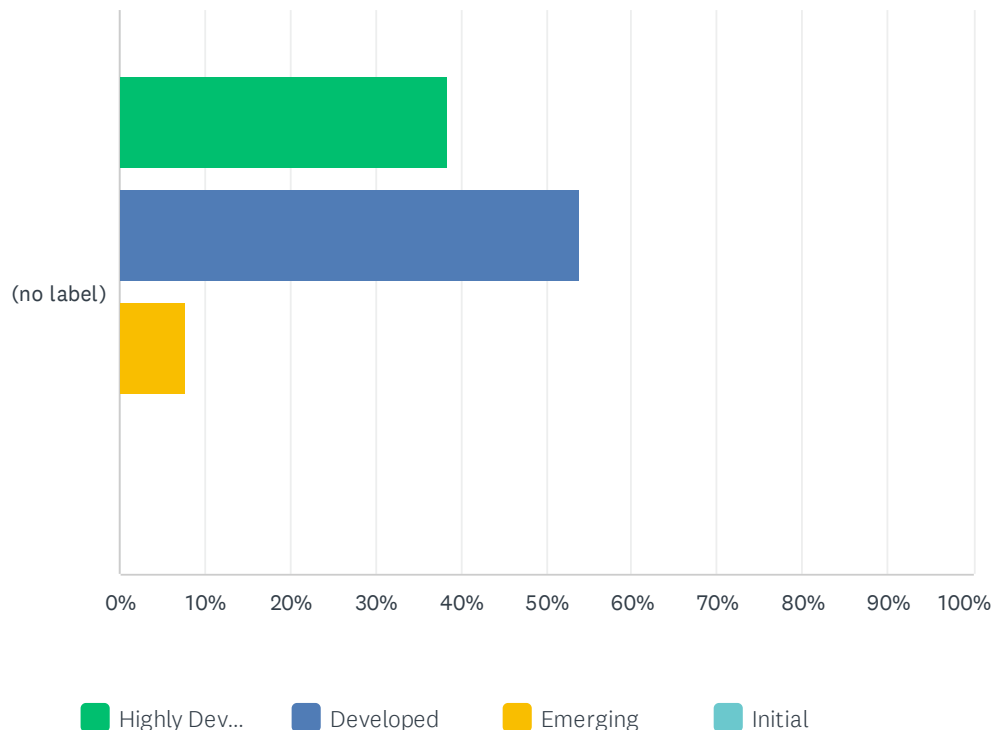
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	38.46%	46.15%	7.69%	7.69%	13	3.15
	5	6	1	1		

#	FEEDBACK:	DATE
1	Great goals- lots of opportunity to support the new funding formula efforts by being proactive in encouraging students to complete the FAFSA/ORSSA apps.	4/27/2023 10:15 PM
2	Evidence of a good understanding of where they want to grow.	4/27/2023 10:45 AM
3	Metrics and Measurables are clearly outlined and incorporate internal (staffing/professional development, organizational improvement) and external (outreach and student/customer facing) elements.	4/18/2023 1:39 PM
4	Tracking measurable outcomes will help chart progress, and effectiveness of effort, in achieving new goals.	4/14/2023 4:41 PM
5	Same as in Item 7, online/remote services are not addressed in the new goals	4/7/2023 1:58 PM
6	Specific relevant goals were provided. Strategic plan and goals were provided.	3/29/2023 3:54 PM
7	Disappointed the the FWS situation was not goal #1 or even addressed. Secondly the default rate will undoubtedly explode after the moratorium runs out and you have not listed it as a goal or have a plan to address it.	3/27/2023 11:59 AM

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: 13 Skipped: 0



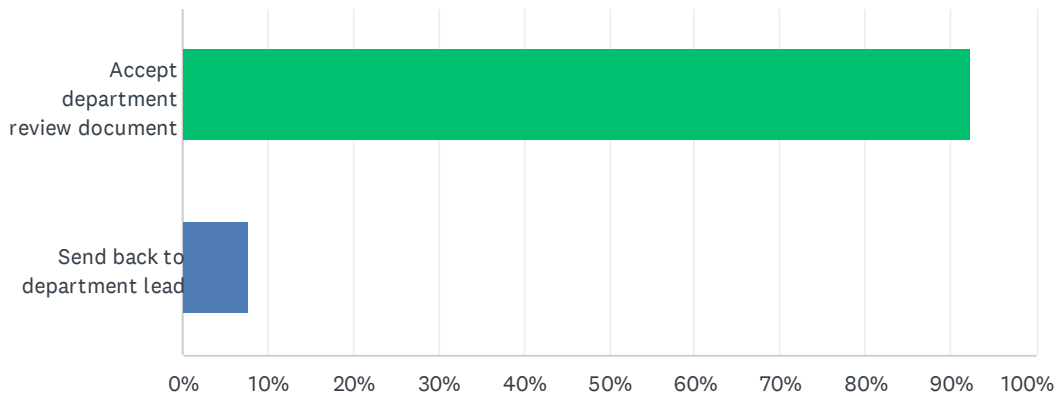
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	38.46%	53.85%	7.69%	0.00%	13	3.31
	5	7	1	0		

#	FEEDBACK:	DATE
1	Well done and lucky to partner with you in student success.	4/27/2023 10:15 PM
2	Excellent work describing a department that is wholly necessary to the college, but the regulations and difficulties are little understood, until now.	4/27/2023 10:45 AM
3	The Financial Aid Department does tremendous work in supporting our students and the college. The staff is highly knowledgeable and motivated.	4/14/2023 4:41 PM
4	Thoughtful data an related analysis were provided.	3/29/2023 3:54 PM
5	Lacks awareness or any solution to FWS. Day to day operations seem to be well done.	3/27/2023 11:59 AM

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

Answered: 13 Skipped: 0

Financial Aid Program Review Feedback



ANSWER CHOICES	RESPONSES	
Accept department review document	92.31%	12
Send back to department lead	7.69%	1
TOTAL		13

Q11 Please highlight the strengths of the department.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Strong commitment to becoming experts of their craft and support students, faculty, and staff with their financial aid guidance.	4/27/2023 10:15 PM
2	Great staff. Bilingual staff which helps with Diversity, Equity, and Inclusivity. Default rate!!!! Customer Service	4/27/2023 11:16 AM
3	Caring personnel who have walked in their clients footsteps.	4/27/2023 10:45 AM
4	The dedication of staff and interest in serving the financial needs of students is a strength.	4/27/2023 8:23 AM
5	The department is well trained in the handling of federal aid to students. The department efficiently distributes the aid to the students.	4/26/2023 8:47 AM
6	Training/professional development appears to be a major strength of the Financial Aid office. Employees make efforts to demonstrate care/empathy for students.	4/26/2023 7:27 AM
7	Mgt. dedication to ensuring staff training and consistency across credentials. Staff commitment to students is evident.	4/18/2023 1:39 PM
8	Awareness of needs and determination to effectively serve students and the college.	4/14/2023 4:41 PM
9	We could not exist without this department! They have done an excellent job of circling the wagons to maximize their effectiveness for in person students.	4/7/2023 1:58 PM
10	Nathan and the FA team work tirelessly to help all students. But, they also take great care to follow all the rules and meet all the guidelines required.	4/7/2023 12:46 PM
11	Experienced team, low employee turnover, all KCC graduates. High engagement with students	3/29/2023 3:54 PM
12	Fully staff that values training.	3/27/2023 11:59 AM
13	Knowledgeable staff and Director	3/24/2023 2:47 PM

Q12 Please outline weaknesses of the department.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Opportunities for growth- seems like staffing is a major opportunity if the Director is doing advisor-level work.	4/27/2023 10:15 PM
2	Unable to get needed professional development Work Study students and communications with other departments regarding balances. Need additional help	4/27/2023 11:16 AM
3	Needs one more staff member.	4/27/2023 10:45 AM
4	Currently, there is a focus on recruiting and serving high school students in the plan and review documents. And, while following the regulatory processes necessary to meet compliance requirements, there are some pain points around aligning financial supports from other public funding sources that can cause consternation in non-traditional or underserved adult populations.	4/27/2023 8:23 AM
5	Not necessarily a weakness as a result of the department, but the upcoming significant changes to Financial Aid from the federal rules changes will provide challenges.	4/26/2023 8:47 AM
6	The department struggles with jointly managing Federal Work Study efforts.	4/26/2023 7:27 AM
7	Staying current (i.e. via trainings) with an evolving landscape and shifting federal requirements/process is more of a challenge than a weakness, but has potential (negative) student impacts if not invested in. Better logistical systems needed for Federal Work Study.	4/18/2023 1:39 PM
8	A solution for managing Federal Work Study employee balances – with a timeline for actions – needs to be proposed, with input from all departments involved.	4/14/2023 4:41 PM
9	Staffing looks good on the surface but I have concerns about succession planning, cross-training, and staffing adequate to serve increases in distance students.	4/7/2023 1:58 PM
10	Turnover in personal would seem like an obstacle. But, Nathan has done an excellent job in supporting his departments goals and helping them enjoy their jobs.	4/7/2023 12:46 PM
11	Big changes in financial aid in the near future could present challenges to the team to adjust services and supports. Financial aid will be easier to submit but might not meet all student needs.	3/29/2023 3:54 PM
12	I recommend a reevaluation of goals and solutions.	3/27/2023 11:59 AM
13	N/A	3/24/2023 2:47 PM

Q13 Please make recommendations for department improvement.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Increase staffing to support continued efficiencies in the office.	4/27/2023 10:15 PM
2	Keep up the good work. Look to your campus resources to see if you can get help where needed.	4/27/2023 11:16 AM
3	College needs to provide an additional staff member.	4/27/2023 10:45 AM
4	There is growing need to address the over 25 adult student population through recruitment and support. Ways need to be found to manage the various special funding supports for students and not negatively impact students overall needs when braiding funding. Due to federal and	4/27/2023 8:23 AM

Financial Aid Program Review Feedback

state regulations, this is not entirely under the control of Financial Aid but the department will need to support planning and alignment efforts as part of meeting new merit-based budgeting requirements and the braiding of special grant-based funding over the next few years.

5	I feel like appeals are as confusing as all get out. It feels like a significant effort between the Registrar, Student Services Advisors, and Financial Aid. There was not much mention of appeals and management of appeals in the review. It was mentioned in the goals briefly, but it is perceived as a bigger part of the wheel than what I was reading.	4/26/2023 8:47 AM
6	Consider hosting a lunch and learn or similar event to inform other departments about Federal Work Study challenges and communication expectations.	4/26/2023 7:27 AM
7	Identify resources and invest in additional/supplemental trainings for staff, add staff capacity. Continue informational outreach to KCC Staff as well as potential students.	4/18/2023 1:39 PM
8	An additional staff member needs to be provided, as well as funding for necessary professional development.	4/14/2023 4:41 PM
9	Modify future goals	4/7/2023 1:58 PM
10	I think that the financial aid department is well run.	4/7/2023 12:46 PM
11	Expand financial aid awareness and outreach events in the community.	3/29/2023 3:54 PM
12	Address the FWS issue once and for all.	3/27/2023 11:59 AM
13	Need to have plan in place to counter the possible loan defaults when student loan payments resume.	3/24/2023 2:47 PM

Q14 Please enter your name.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Zach Jones	4/27/2023 10:15 PM
2	Edis	4/27/2023 11:16 AM
3	David Edgell	4/27/2023 10:45 AM
4	Charles Massie	4/27/2023 8:23 AM
5	Bill Jennings	4/26/2023 8:47 AM
6	Rochelle Daniel	4/26/2023 7:27 AM
7	Peter Lawson	4/18/2023 1:39 PM
8	Holly Owens	4/14/2023 4:41 PM
9	Tom Nejely	4/7/2023 1:58 PM
10	Joni Hansen	4/7/2023 12:46 PM
11	Jamie Jennings	3/29/2023 3:54 PM
12	Mike Homfeldt	3/27/2023 11:59 AM
13	Rick Ball	3/24/2023 2:47 PM