Santa Rosa Junior College
Program Resource Planning Process

Financial Aid 2014

1.1a Mission

The mission of the Financial Aid Department is to provide timely financial assistance to qualified students so that monetary concerns that are an obstacle to their enrollment, attendance and success in college are minimized to the extent possible with federal and state grant and loan funds.

1.1b Mission Alignment

The Financial Aid Office closely aligns with several areas of the Strategic Plan:

Strategic Plan: Goals and Objectives	Financial Aid Alignment with Strategic Plan
A. Support Student Success: *Support development of the whole student from early college awareness through successful completion of educational and career goals*	

Providing extensive outreach to all District high schools (including alternative, continuation and community schools) and other on-campus and community locations, to the Latino and ELL community in Sonoma and surrounding counties. Over 80 presentation to 4,000+ contacts (several bilingual) are made annually.

Providing student service four day a week at the Petaluma Campus; provides service one morning weekly at the Windsor Center; provides service by appointment at the Shone Farm; provides serve one afternoon per week at the VOICES foster youth community resource center.

Assists students in successfully meeting their educational goals by providing comprehensive financial aid support services. The department challenges students to participate fully in the learning process by teaching students to be responsible for their academic success through academic progress standards. Their program promotes open access (particularly to underrepresented students) through actively eliminating financial barriers to a college education. Financial Aid recipients then persist fall to spring, complete coursework, degrees and certificates at higher rates that the general student population.

B. Foster Learning and Academic Excellence *Foster learning and academic excellence by providing effective programs and services*

Assists students in successfully meeting their educational goals by providing comprehensive financial aid support services. The department challenges students to participate fully in the learning process by teaching students to be responsible for their academic success through academic progress standards. Their program promotes open access (particularly to underrepresented students) through actively eliminating financial barriers to a college education. Financial Aid recipients then persist fall to

spring, complete coursework, degrees and certificates at higher rates that the general student population.

The Financial Aid Office has an in-house academic counselor to specifically address needs and academic progress challenges of student aid applicants and recipients.

C. ***Serve our Diverse Communities*** *Serve our diverse communities and strengthen our connections through engagement, collaboration, partnerships, innovation, and leadership*

The Financial Aid Office promotes open access and serves a substantial second language student population. Serves a higher % of every non-white ethnic group other than Filipino, and serves a higher % of disabled students as compared the District-wide student percentages. Financial Aid recipients then persist fall to spring and complete degrees and certificates at higher rates than the overall student population.

Spanish speaking staff collaborate with other on-campus departments that serve our Latino population. Several other staff are involved with and collaborate with EOPS, Foster Youth and DRD departments to serve our diverse population.

D. ***Improve Facilities and Technology*** *Provide, enhance, integrate, and continuously improve facilities and technology to support learning and innovation*

Financial Aid is continually searching for methods to enhance our service to students using technology. Future plans focus on implementing CCCBog, notifying students electronically in all areas of student file processing and electronic award letters.

E. ***Establish a Strong Culture of Sustainability*** *Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity*

FAO forms are available from the Financial Aid website to assist students in completing their financial aid files. Regularly evaluate for new areas toreduce paper usage in the operation and have been successful eliminating some of the need for printing forms and letters to students. The student portal is being used more and more to communicate with students an to speed up file processing.

F. ***Cultivate a Healthy Organization*** *Cultivate an inclusive and diverse organizational culture that promotes employee engagement, growth, and collegiality*

Financial Aid employees are encouraged and provided opportunities to grow and develop professionally through in-office on-line webinars, on-campus PDA sessions and other activities, as well as through state and federal trainings and association conferences.

G. ***Develop Financial Resources*** *Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability*

The Financial Aid Office receives BFAP/SFAA funds based on prior year BOG fee waiver and credit enrollment numbers. Every effort is made to have strong MIS numbers, to maximize this funding.

H. *Improve Institutional Effectiveness* *Continuously improve institutional effectiveness in support of our students, staff, and communities*

Financial Aid staff participate in the District's Shared Governance structure through committees, task forces and workgroups.

1.1c Description

The Financial Aid Office offers year-round assistance to students applying for federal financial aid, the BOG fee waiver, Cal Grant and other specialized funds that provide financial assistance for college students. The department administers and disburses all federal and state aid including determination of student eligibility, processing of special circumstances, monitoring satisfactory academic progress, providing an appeals and extension process, and reconciliation of all funds.

Since receiving BFAP/SFAA augmentation fundingin 2002-03, as of the 2012-13 year, the number of aid applicants has increased 261%, the number of packaged aid recipients has increased 408%, and the number of unduplicated Pell Grant recipients has increased 280%.

Preliminary numbers of applicants for the 2014-15 year indicate a leveling off of applicant numbers, after several years of acute growth. This should allow for longer term planning of staffing needs, and for more timely processing of aid files for students during the busy start of fall term. Processing time has lagged to 8+ weeks on verified files and loan requests, for a 2-3 month period. This level of tardiness in processing is less than desirable.

The recent Presidential Initiative of a Sonoma Promise necessitates the addition of additional permanent staff, to increase capacity in the operation, as well as to bring more timely processing to reality.

1.1d Hours of Office Operation and Service by Location

Departmental hours of operation in Santa Rosa are:

8 am to 5 pm Monday, Tuesday, Thursday and Friday
8 am to 7 pm Wednesday
closed Fridays in June and July.

During all service hours (including evenings) a permanent financial aid technician is assigned to the front desk along with at least one student or STNC worker and a manager is present. Closures to public service were implemented for 2 complete weeks during Summer 2010 and 2011, and Wednesday and Thursday morning closures were implemented July 1 through October 31. These closures were part of a triage plan imlemented to address the acute growth in applications for aid and the need to process files and deliver the aid to students on a timely basis. File processing still lagged to 9 weeks from receipt of documents, for a 2 1/2 month period during fall 2012, after a one

week summer closure and 3 months of Wednesday/Thursday morning closures. Fall 2013 a one week closure after first census was implemented.

The financial aid service center at the Petaluma Campus is staffed by a permanent financial aid technician. The Petaluma technician spends Fridays at the Santa Rosa campus for meetings, training and coordination. To enhance student choice, beginning November 2013 a Financial Aid Technician II began rotating to the Petaluma Campus on Mondays, affording the Petaluma Technican 2 days per week in Santa Rosa. Service hours are:

8 am to 5 pm Monday, Tuesday and Thursday
10 am to 7 pm Wednesday.

Since 2008, the Public Safety Training Center is provided service each Tuesday morning by the Financial Aid Outreach Coordinator, who also attends all Public Safety career days and orientation programs offered at this center.

Shone Farm service and information is provided upon request and by appointment. The Financial Aid Outreach Coordinator then provides service at that site, with appropriate computer support available.

Since 2009, VOICES, a local foster youth community resource center, is staffed Wednesday afternoons by the Financial Aid Outreach Coordinator.

Beginning Fall 2013, an approved Allowable Use Exception for BFAP/SFAA funds allowed staffing of 2 STNC peer advisors in the Foster Youth/Kinship Care departmernt, to assist foster youth with FAFSAs and academic progress issues one day per week.

1.2 Program/Unit Context and Environmental Scan

There were no unusual expenditures during the 2012-13 year in this department. However, the lack of COLA and growth on the BFAP/SFAA funds continues to reduce funding for discretionary spending and adjunct counseling hours. Nearly $75,000 per year of BFAP/SFAA funds are spent on administrative capacity providing peak season direct service to students in the form of STNC and student salaries and staff overtime. These expenditures are a critically necessary supplement to regular classified staffing, to meet SRJC's federal administrative capacity responsibilities.

The significant environmental issue affecting this department is the continued, deep and extended recession, creating nearly unmanageable growth in applicant and recipient numbers. The department struggles to meet production needs in a timely manner, with file processing slipping to 9 weeks for a 2 1/2 month period of time. This timeline of aid delivery was accomplished through a combination of office closures, overtime and supplemental STNC staffing.

In addition, the 2010 year included two mandated large-scale program changes: implementation of Two Pells in a Year, and implementing Direct Lending rather than FFELP for the processing of student loans. The department successfully implemented both, proudly delivering the same volume of student loans in a slightly more timely manner. The Two Pells in a Year initiative was then repealed in 2011-12, as was the Academic Competitiveness Grant program.

The 2011-12 year brought new federal regulations regarding publication of Consumer Information (52 required items) new and more stringent Satisfactory Academic Progress standards, and the first year of Gainful Employment reporting.

The 2012-13 year brought new federal regulations regarding IRS Data Match to student's FAFSA/ISIR, Ability-to-Benefit tests are no longer acceptable for financial aid eligibility, Pell Grant eligibility is now limited to the equivalent of six full time years (600%) retroactively, California SB70 Gainful Employment reporting requirements began, and the California Dream Act which created BOG Fee Waiver eligibility for AB 540 waiver recipients.

The 2013-14 year brought additional new federal regulation changes regarding Verification of student financial aid files, resulting in an increase of time spent to process verified files to ensure compliance. In addition the California Dream Act now provides Cal Grant entitlement awards to AB 540 waiver recipients beginning Fall 2013.

The 2014-15 years brings fewer federal regulation changes, with the only large-scale change being implementation of the 150% limit on Subsidized Direct Loan borrowing. Preliminary numbers indicate a leveling off of FAFSA applications, and this year should provide an opportunity for long-term planning of resource needs and a more timely processing of student aid files.

2.1a Budget Needs

The budget allocated for supplies and services is used fully and effectively as demonstrated by continual and sustained growth in delivery of aid to students. The lack of COLA and growth on the BFAP/SFAA funds continues to reduce funding for discretionary spending and adjunct counseling hours. BFAP/SFAA funding was one of the few categorical line item budgets not significantly cut for the 2009-10 through 2012-13 years by the Legislature and Governor.

Maintenance of Effort level was reset to $700,328 beginning with the 2009-10 year, mandated to be reached by the 2012-13 year. SRJC has been and is currently meeting this new MOE level.

The Petaluma Campus technician's salary, benefits and associated 4000s and 5000s are included in the Santa Rosa campus budgets. In addition, $10,00 of BFAP/SFAA funds is budgeted for student (or STNC) employee salaries at the Petaluma resource center. The technicians working at that campus performs duties that necessitates them reporting to the Director of Student Financial Services.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0000	ALL	00	00	$0.00	

2.2a Current Classifed Positions

Position	Hr/Wk	Mo/Yr	Job Duties
FA Tech Il Bilingual	40.00	12.00	FILLED BY RE-ENGINEERING OCTOBER 2010; changed to a Tech II bilingual effective July 2013. May provides FA outreach to Spanish speaking students and parents: processes and packages aid for verified files including state and federal grants, book vouchers, fee waivers, Work Study; assists students and parents with complex FAFSA application and process; scheduled 1 hours per day at front counter.
FA Tech I	40.00	12.00	FILLED BY RE-ENGINEERING December 2013. Processes and packages aid for non-verified files including state and federal grants, book vouchers, fee waivers, Work Study; assists students and parents with complex FAFSA application and process; scheduled 2 hours per day at front counter.
FA Tech I	40.00	12.00	Processes and packages aid for non-verified files including state and federal grants, book vouchers, fee waivers, Work Study; assists students and parents with complex FAFSA application and process; scheduled 2 hours per day at front counter.
FA Tech II	40.00	12.00	Processes and packages aid for verified files including state and federal grants, book vouchers, fee waivers, Work Study; assists students and parents with complex FAFSA application and process; scheduled at least 1 hoursper day at front counter; processes special condition income adjustments, and Return to Title IV Aid calculations.
FA Tech II	40.00	12.00	Processes and packages aid for verified files including state and federal grants, book vouchers, fee waivers, Work Study; assists students and parents with complex FAFSA application and process; scheduled 1 hour per day at front counter; processes special conditions income adjustments, and Return to Title IV calculations.
FA Tech II	40.00	12.00	Processes and packages aid for verified files including state and federal grants, book vouchers, fee waivers, Work Study; assists students and parents with complex FAFSA application and process; scheduled 1 hour per day at front counter; processes special conditions income adjustments, and Return to Title IV calculations.
FA Specialist-Pell- Bilingual	40.00	12.00	Reconciles Pell Grant program; tracks Return to Titile IV notifications and posting, processes and packages aid for verified files including state and federal grants, book vouchers, fee waivers, Work Study; assists students and parents with complex FAFSA application and process; scheduled 1 hour per day at front counter; processes special conditions income adjustments, and Return to Title IV calculations; translates documents into Spanish; serves second language students (20% of service population) and parents.
FA Tech Petaluma Bilingual	40.00	12.00	Primary service provider at Petaluma Campus. Assists students and parents, through a combination of counter service and appointments, with complex FAFSA application and process; troubleshoots processing and disbursement issues for students through coordination with Santa Rosa FA office. Provides informational FA and Scholarship workshops on campus. Assists with non-verified file processing as able, depending on in-person service demands. Assists with bilingual needs in the A&R area also.
FA Specialist-Loans	40.00	12.00	Calculates and processes $3 M in student loans annually; reconciles student loan program with Accounting Office; may process and packages aid for verified files including state and federal grants, book vouchers, fee waivers, Work Study; assists students and parents with complex FAFSA application and process.
Computer Application Specialist	40.00	12.00	Installs, maintains and upgrades software applications designed specifically for the Financial Aid Office; provides staff related training and support; acts as lead worker, uploads and downloads data from the US Department of Education and

Position	Hr/Wk	Mo/Yr	Job Duties
			California Student Aid Commission; runs packaging programs and generates disbursement files from Regent database; prepares reports; serves as department liaison with software vendor and Computing Services department.
Coordinator of Financial Aid Outreach	40.00	12.00	Plans, coordinates and conducts financial aid outreach presentations to high schools, parents and local agencies; creates outreach flyers and materials; serves as lead worker to staff and back up for other staff with overflow work in all areas; coordinates currency and maintenance of web pages; assists students and parents with complex FAFSA application and process; coordinates Responsible Borrowing Workshop series.
Administrative Assitant III	40.00	12.00	Document creation, editing, publication ordering (50,000 annually) and graphic ordering; correspondence for 3 managers; purchase order creation and supply ordering and inventory; budget tracking; serves as back up worker to other FA Tech Is with overflow work.
FA Tech I	20.00	12.00	VACANT. Was scheduled to be reengineered to the FAO October 2011; continues to be delayed due to staffing needs of the Petaluma Campus and Business Services.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Student Financial Services	40.00	12.00	Plans for, organizes, evaluates and supervises the Financial Aid, Scholarship and Veterans Affairs departments. Develops, interprets and implements District policies and procedures for these departments; interprets and implements federal and state regulations for Title IV aid, Title XXXVIII aid and California aid programs. Oversees awarding and disbursement of $33 million in awards and certifications annually; oversees reconciliation of all funds; prepares for and responds to audits and program reviews. Prepares and analyzes detailed financial statements and forecasting reports; makes recommendations for scholarship program growth development.
Manager, Financial Aid	40.00	12.00	Manages day-to-day operations; supervises, schedules and evaluates staff and workflow; creates annual student expense budgets; under direction oversees the Pell Grant, FSEOG, Cal Grant, R2T4, Loan and Federal Work Study programs. Assists with monitoring and maintenance of Regent system; hears student appeals and grievances and makes the appropriate decision; develops and monitors operational procedures. Acts for Director in his/her absence.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
STNC Financial Aid Tech I	32.00	7.00	Assists foster youth students in person and on the phone with the complex FAFSA application and process; supplementary document, academic progress issues, etc.
STNC Financial Aid Tech I	32.00	5.00	Assists students and parents in person and on the phone with the complex FAFSA application and process; supplementary document data entry; processes BOG fee waivers; files and routes files for technician processing
Student Workers -6	20.00	12.00	Assists students and parents in person and on the phone with the complex FAFSA application and process; processes tapeloads, builds files; files and routes documents for technician processing; purges file room annually; restocks publications and documents.

Position	SP	M	Description
Student Workers - Petaluma	25.00	12.00	At the Petaluma Resource Center, Assists students and parents in person and on the phone with the complex FAFSA application and process.
STNC Financial Aid Tech I	10.00	10.00	IN the Foster Youth Office: assists students and parents in person and on the phone with the complex FAFSA application and process; supplementary document data entry; may processes BOG fee waivers; files and routes files for technician processing

2.2d Adequacy and Effectiveness of Staffing

Management coverage is adequate, but peak season workload necessitates long (50-55 hour per week) work weeks for a 4-5 month period.

Classified staff level appears to be adequate with the two 1.0 Financial Aid Technician 1 reassignments, although service delivery still lags to a 9 1/2 week wait for students at start of fall term.   Permanent staff level is not enough during the peak season, so is supplemented by STNC, student staff and overtime during this 5-6 month period. Delay of the 50% planned re-engineered position also adds to the strong needs for extensive overtime, STNC and student staff, to meet SRJC's federal administrative capacity responsibility.

The relocation in June 2010 of the financial aid service center in Petaluma from Counseling to the Resource Center has been successful, with demand for service increasing. The need for permanent, non-student clerical support staff in that resource center is growing and becoming acute.

Given growth over the last 9 years of 261% in FAFSA applications, 408% in award packaging, and 280% in Pell Grants paid, current staff is struggling to meet current demands. Fall 2013 FAFSA numbers indicate program size may be leveling off or slightly decreasing, resulting in an improvement in the backlog of processing time. However, as SRJC is pursuing growth, this may change and could result in a continuing workload that exceeds current capacity to process timely.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	08	02		Financial Aid Loan Specialist	Classified
0002	Santa Rosa	08	02		Financial Aid Technician 1	Classified
0003	Petaluma	01	02		Admin Asst I	Classified
0004	Santa Rosa	03	02		Financial Aid AB 540 Specialist-50%	Classified

2.3a Current Contract Faculty Positions

Position	Description

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description

2.3c Faculty Within Retirement Range

2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

Over the last 9 years, 1-3 part-time counselors have been assigned to the Financial Aid area to assist financial aid recipients with educational planning and intervention after dropping courses. These counseling hours have been funded by BFAP/SFAA funds and the number of hours of counseling provided has consistently dropped each year as fewer BFAP/SFAA funds have been available (these funds do not receive COLA nor growth each year, yet support several classified positions). More often each year, financial aid recipients in need of assistance with appeals or long-term educational plans are meeting with general Counselors which is often frustrating for Counselors during drop-in only seasons, and results in students needing to see a Counselor more than once. The alternative is for a student to wait 3-4 (sometimes more) weeks to see a Counselor to assist with their financial aid appeal, which delays the aid approval and delivery process.

Beginning with the 2011-12 year, the financial aid appeal process changed: students with progress/completion issues attended a SAP workshop, then saw a Counselor (if needed) offered on a drop-in basis daily; students with excess units attempted filed a Request for Extension of financial aid and saw a Counselor in general Counseling, offered only on a drop-in basis.

The SAP workshops are successful. The length of time a student waits to see a Counselor for an appeal process has decreased significantly. The workshops make better use of limited counseling hours.

The SAP workshops will continue in their current format due to the ongoing limited counseling hours available.

A full-time Counselor generalist, assigned to Financial Aid, is approved and planned to begin Spring 2015, funded with SSSP funds. This is necessary to effectively meet financial aid recipient counseling needs, given that the Chancellor's Office indicated last year when they approved the Allowable Use Exception for BFAP/SFAA spending, that it would be the last year it would be approved.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale

2.4b Rational for Instructional and Non-Instructional Equipment, Technology, and Software

2.4c Instructional Equipment and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact

2.4d Non-Instructional Equipment, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Petaluma	04	02	reconfigure technician office, new furniture	1	$5,000.00	$5,000.00	Financial Aid	116	Kris Shear
0002	Santa Rosa	04	07	reconfiguration of Specialist office area	1	$2,000.00	$2,000.00	Financial Aid	505	Kris Shear

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description

2.5b Analysis of Existing Facilities

Existing facilities in Plover Hall in Santa Rosa are adequate and spacious, serve students well and have been able to accomodate acute program growth. Addition of staff has resulted in the sharing of workstation space between both the Scholarship and Financial Aid Offices, specifically the relocation of the Financial Aid Specialist (loans) to the Scholarship Office. The lobby kiosk stations are regularly used by students to file or correct their FAFSA information on the web. A possible ergonomic concern, requiring new furniture, is outlined in the previous section.

Initiated by the Dean of Student Services (Petaluma), Financial Aid Services at the Petaluma Campus were relocated to Jacobs Hall #116 in June, 2010. This allowed financial aid to provide service in concert with the Petaluma Welcome Center during the Summer of 2010 and also addressed accessibility and ergonomic concerns. The move is successful, the facility houses financial aid comfortably, and allows for better overall service to students. The lack of a second regular staff member in this area occasionally results in closure of service since staff cannot work alone. The desk and office furniture in the technician's office needs replacement, to better serve students in wheelchairs, allow for more document storage, and to look more professional.

3.1 Develop Financial Resources

BFAP/SFAA funding is attached to budget bill language that 1) requires that a Maintenance of Effort level be met each year, and 2) clearly prohibits supplanting by other resources. SRJC traditionally meets or exceeds the Maintenance of Effort level, and does not supplant other expenditures.

Nearly $70,000 per year in BFAP/SFAA funds have been spent on adjunct counselor salary and benefits through an annual Allowable Use Exception. With Student Success Funding, the Chancellor's Office informed SRJC that after 2013-14, no more Allowable Use Exceptions would be granted in this area.

Beginning in 2013-14, $20,000 per year in Allowable Use Exception is used to partially fund a dedicated Programmer Analyst for Admissions and Financial Aid.

3.2 Serve our Diverse Communities

Diversity of staff is a vital component of the Financial Aid Office necessitated by the diversity of the student population being served. The Financial Aid Office actively encourages and hires a diverse Classified, STNC and student staff. The department promotes sensitivity to diversity and endeavors to provide a welcoming and comfortable environment for our increasingly diverse student population.

Our ELL service population is substantial, with 14.23% of our service population's primary language being other than English, and 34.45% of our service population being Hispanic. One Financial Aid Technician II, a Financial Aid Specialist, and the Petaluma Technician receive a bilingual (English/Spanish) stipend. STNCs are compensated as bilingual (English/Spanish) as appropriate. Most

terms, one or two student staff are also bilingual (English/Spanish). All recent technician hirings are advertised as bilingual (English/Spanish) preferred.

In general, the financial aid staff is not only ethnically diverse, but also reflects a diverse educational attainment level from high school to master's degree graduates, and an age range from 30 to 60.

3.3 Cultivate a Healthy Organization

Staff members are encouraged and supported to volunteer to serve on committees and to attend state and national trainings and seminars, or to participate in web-based seminars. Attendance at PDA sessions is also encouraged and supported by campus office closures.

Technicians Candice Richardson and Teresa Giusto serve on the EOPS Advisory Committee; Specialist-Tina August serves on the Health Services Advisory Committee; Administrative Assistant--Melinda Giambruno serves on the Harvey Hansen Committee, is a Classified Senator and participated in a Stragic Planning Work Grou; Coordinator Margaret Mann serves on the Classified Executive Council, co-chairs the Classified Review Committee, serves as the back-up Foster Youth Liaison with the Chancellor's Office and serves as 2014 Secretary for CCCSFAAA; Computer Specialist Brian Wilson serves on the Day Under the Oaks Planning Committee.

Coordinator Margaret Mann attended the CCCSFAAA (California Community College Financial Aid Administers Association) and CASFAA (California Association of Student Financial Aid Administrators Conference; Tech IIs Candice Richardson and Jacqueline Esmeijer participated in CalGrant webinars;Tech IIs Gregory Granderson, Crystal Morris, Candice Richardson and Rosa Garcia participated in the Verification and the Citizenship webinars; Tech I Teresa Giusto and Tech II Candice Richardson participated in the AB 540 CalGrant webinar; Tech I Lenelle Arnold attended the Summer WASFAA Institute.

3.4 Safety and Emergency Preparedness

Student Financial Services has three area safety leaders, Rachael Cutcher (Scholarship), Craig Rowland (Veteran's Affairs), and Brian Wilson (Financial Aid). These employees participate in District-wide safety trainings. Financial Aid Manager and Scholarship Manager attended a District Police training regarding Plover Hall safety concerns and relayed the information to staff. Director of Student Financial Services. Financial Aid Manager, Scholarship Manager and Director all viewed the Active Shooter Video.

3.5 Establish a Culture of Sustainability

To process aid more timely by removing unnecessary forms, several changes have been made during the last few years, resulting in less printing and paper being used.

1. In 2009-10, loan requests stopped being mailed to all applicants. Instead, the form availability is outlined in tracking and award letters, where students are referred to the departmental website. This resulted in not printing over 12,000 two-sided forms.

2. In 2010-11, certification forms and SAP agreements were not printed nor mailed to students. Instead, tracking and award letters references the SAP standards on the department web page. This eliminated the printing, mailing and computer tracking of over 35,000 forms.

2. In 2011-12, clean, non-verified files that did not require supplementary documents were not mailed a preliminary welcome/tracking letter. Instead, they were processed and packaged, and sent an award letter. This eliminating printing and mailing nearly 5,000 2-page letters.

4. In 2012-13, clean, non-verified files that are only eligible for a BOG fee waiver were not packaged and sent an award letter (time consuming for file review) that was 2 pages in length, instead they are sent a notification letter that is one page. This saved nearly 2000 pages of printed paper.

5. For 2013-14 implementation of the use of "SIS long-term educational plans" only for Financial Aid extension requests began. Tthese educational plans are all in SIS and in electronic form. The specific form for financial aid use has been eliminated. This avoids the printing of over 2500 2 NCR forms, and the printing of over 1200 other printed pages.

4.1a Course Student Learning Outcomes Assessment

not applicable

4.1b Program Student Learning Outcomes Assessment

1. As a result of a counseling session, financial aid applicants/recipients will either 1) be able to state their educational goal, and identify the requirements necessary to reach that goal OR 2) be able to outline strategies for overcoming obstacles to academic success or progress as demonstrated by their appeal statements. **(Assessed during the 2009-10 year, then changed.)**

2. As a result of meeting with Financial Aid staff, students will gain understanding of the federal and state aid programs as well as his/her rights and responsibilities as an applicant. Student's will also be able to complete a FAFSA online.This will be demonstrated by a student's reported acknowledgement. **(Changed Fall 2010.)**

3. As a result of attending a "Responsible Borrowers" workshop, students will gain understanding of the requirements, rights and responsibilties, and repayment obligations associated with acquiring a federal student loan. **(Assessed during the 2008-09 year, then changed and incorporated into #5 listed below.)**

Program Level SLOs identified beginning Fall 2010:

As a result of interactions with Student Financial Services, including Financial Aid, Scholarship Programs and Veterans Affairs, students will:

4. Apply for and receive financial assistance to assist with the costs of attending college; **(Assessed during the 2012-13 year.)**

5. Learn to manage finances, plan a budget and understand the costs associated with attending SRJC and/or four-year institutions; **(Assessed during the 2010-11 year; assessed during the 2011-12 year.)**

6. Identify conditions that are likely to contribute to, or interfere with, their academic performance. **(Assessed during the 2013-14 year.)**

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Service/Program	FA-Counseling session	Spring 2010	Fall 2010	Fall 2011
Service/Program	FA-general information	N/A	N/A	Fall 2010
Service/Program	FA-Borrowing workshops	Summer 2009	Fall 2009	Spring 2010
Service/Program	Apply for & receive aid	Spring 2013	Summer 2013	N/A
Service/Program	Budget and manage resources	Fall 2011	Summer 2012	Fall 2012
Service/Program	Identify success factors	Summer 2014	Summer 2014	Fall 2014

4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
FAFSA application process	X	X	X		X			X		X	X					X
Financial aid file completion	X		X	X	X			X	X	X	X					X
Stafford Loan process	X	X	X	X	X			X	X	X	X					X

4.2b Narrative (Optional)

Institutional Learning Outcomes:
Applying for and completing the federal and state financial aid process is complex and bureaucratic, requiring the student's active involvement. Record-keeping, filing of taxes, budgeting and expenditure planning, and reading and interpretation of detailed information is involved. The federal student loan process of incurring debt, signing promissory notes, etc. is more complex and detailed and requires deeper understanding of personal finance. As a result, the financial aid process contributes toward student learning in several institutional outcome areas.

Departmental Learning Outcomes:
Each year beginning in 2008-09, one or more Student Learning Outcome Assessment projects have been done in the Student Financial Services area.

1. The 2012-13 project included assessing the following departmental SLO:
As a result of interactions with Student Financial Services, including Financial Aid, Scholarship Programs and Veterans Affairs, students will apply for and receive financial assistance to assist with the costs of attending college.

The assessment method used was to quantify the number of federal aid applicants and recipients and the number of BOG fee waiver recipients over a 5-year period, relative to the credit headcoun of the College. Success was measuerd by the % of credit students applying for and/or receiving state or federal aid. The data showed:

year	CR headcount	# FAFSAs	%	# Pells	%	# BOGs	%
2012-13	32373	18202	56%	4764	15%	13146	41%
2011-12	34726	16849	49%	4948	14%	13076	38%

2010-11	37651	14943	40%	4469	12%	11865	32%
2009-10	38358	11356	30%	3648	10%	10707	28%
2008-09	41563	9744	23%	2405	6%	9356	23%

During the 5 year period 2008-09 to 2012-13, students applied for and received state and federal aid in increasing numbers and at increasing rates. Specifically, the number of FAFSAs filed, as a percentage of Credit students, increased from 23% to 56%; the number of Pell Grants received increased from 6% to 15% and the number of BOG fee waiver recipients increased from 23% to 41% of credit headcount. This growth trend demonstrates that more and more SRJC students are learning to apply for and are receiving financial assistance to assist with the costs of attending college. Post-recession, there is still a high demand for financial assistance for students. As a result, there are no current plans to make changes to outreach or processing, except to try and speed up processing by increasing staff and capacity for backlogged work.

2. The 2013-14 project is planned for Summer 2014, to assess the following departmental SLO: **As a result of interactions with Student Financial Services, including Financial Aid, Scholarship Programs and Veterans Affairs, students will identify conditions that are likely to contribute to, or interfere with, their academic performance.**

5.0 Performance Measures

Financial Aid recipients consistently significantly exceed the percentages of District-wide students in most areas: persistence, course completion and ethnic diversity. **Persistence** for Pell Grant recipients from fall to spring is 86.5% orover 16% higher than District-wide. For recipients of all types of aid the persistence is 78.56%, reflecting a 8.7% higher rate.

Degree applicable course completion of Pell Grant recipients is 76.5%, 2.5% higher than District-wide. Recipients of all types of aid received 53.9% of **degrees conferred** in 2012-13; recipients of the Pell Grant received 24.3% of degrees conferred and 24.8% of **18+ unit certificates awarded** in 2012-13, while representing only 14.8% of total students. Recipients of any type of aid received 55% of 18+ of unit certificates conferred in 2012-13, while representing only 41% of total students.

The Financial Aid Office has consistently experienced a **growth in the minority population** of students for both Pell Grant recipients and recipients of all types of aid. The percentage of student recipients that are Hispanic is 34.5%, 8.1% higher than that District-wide and is expected to continue to grow. Recipients that are African-American is 4.1%, 2.5% higher than that District-wide. Overall, 52.6% of financial aid recipients are from a non-white ethnicity group, significantly exceeding the District-wide measure of 42.7%. The percentage of recipients of financial aid with a **primary disability** is 9.4%, significantly higher than the District-wide measure of 6.2%.

At the **Petaluma Campus** the number of Pell recipients enrolled in 18+ units per year has grown over the last five years from 57 to 177, and for all aid recipients has grown from 158 to 368. This may be due to having a permanent full-time technician providing service at that campus, or it may indicate a growing need for full-time service at that campus, or both. 2010-11 was the first year of service post Phase II completion and may continue to show an increased demand for services in the future as class offerings are restored at that campus. The summer service delivery model at the Petaluma site changed in Summer 2010, to include financial aid into the Welcome Center at the Petaluma Resource Center. This service model seemed to work well for students, and has been continued since then.

ISIRs (FAFSA applications by students) have increased by 261% over a nine year period. Packaged and **awarded files** have increased 408% and **Pell Grants paid** have increased 280%. 2013-14 year showed a slight leveling off of ISIRs and students paid Pell Grants (-2.5%). Given the 7% cut to credit offerings and resultant drop in headcount of Credit students, this leveled off number is still staggering. Given that these high numbers remain post-recession, there clearly is a high demand for financial support for students to attend SRJC.

In general, data indicates that **Pell Grant recipients** at SRJC persist from fall to spring, complete both degree applicable and basic skills courses, and are more ethnically diverse at **significantly higher rates** than the general student population. In looking at all aid recipients (largely BOG only recipients), the rates of ethnic diversity, persistence, and degree applicable and ESL/Basic Skills Math course completion is higher than that of the general student population.

During the last several years, 31-34% of FTEs in the District have been generated by students receiving some type of financial aid and this number has been increasing. During the 2012-13 year, 53.4**% of District-wide Credit FTEs (8659) were generated by students receiving some type of financial aid.**

The Financial Aid student population at SRJC has been growing steadily over the last nine years. With funding remaining flat since the 2003-04 year, this continuing growth indicates a **level of efficiency as well as effectiveness** in the department's operations. However, lack of staff has resulted in file processing and aid delivery lagging to 9 1/2 weeks for a two month period, reflecting less effective support to students with this key and important service.

2012-2013 CREDIT GENERAL DATA	Pell #	All FinAid #	District #	Pell %	All FinAid %	District %
Total Students	4,774	13	32,359	100.00%	100.00%	100.00%
Enrolled in CREDIT	4,769	13	32,359	99.90%	98.99%	100.00%

Is English Primary Language?						
YES	4,203	11,402	28,394	88.04%	85.77%	87.75%
NO	571	1,892	3,965	11.96%	14.23%	12.25%
ENROLLMENT LOCATION						
Online Courses ONLY	96	536	1,887	2.01%	4.03%	5.83%
Santa Rosa Campus ONLY	3,,081	8,523	18,720	64.54%	64.11%	57.85%
Petaluma Campus ONLY	256	924	3,164	5.36%	6.95%	9.78%
Other ONLY	33	227	2,185	0.69%	1.71%	6.75%
Santa Rosa & Petaluma	980	2,257	4,623	20.53%	16.98%	14.29%
Santa Rosa & Other	315	758	1,533	6.60%	5.70%	4.74%
SR, Petaluma, Other	13	69	247	0.27%	0.52%	0.76%

ACCESS

GENDER						
Female	2,767	7,709	17,047	57.96%	57.99%	52.68%
Male	1,948	5,372	14,649	40.80%	40.41%	45.27%
Unknown	59	213	663	1.24%	1.60%	2.05%
AGE GROUP						
< 20	1,234	3,053	7,468	25.85%	22.97%	23.08%
20 - 24	1,602	4,458	10,759	33.56%	33.53%	33.25%
25 - 29	730	2,265	4,605	15.29%	17.04%	14.23%
30 - 34	406	1,155	2,625	8.50%	8.69%	8.11%
35 - 39	247	710	1,670	5.17%	5.34%	5.16%
40 - 49	327	931	2,620	6.85%	7.00%	8.10%
50 +	228	722	2,612	4.78%	5.43%	8.07%
RACE/ETHNICITY						
Black	242	546	828	5.07%	4.11%	2.56%

Asian	187	494	1,227	3.92%	3.72%	3.79%
Filipino	32	109	283	0.67%	0.82%	0.87%
Hispanic	1,551	4,580	8,557	32.49%	34.45%	26.44%
Am. Indian/Alaskan	57	141	266	1.19%	1.06%	0.82%
Pacific Islander	24	60	137	0.50%	0.45%	0.42%
White	2,304	6,295	18,546	48.26%	47.35%	57.31%
Multiple Ethnicities	247	640	1,376	5.17%	4.81%	4.25%
Unknown	130	429	1,139	2.72%	3.23%	3.52%
DISABILITY						
Primary Disability	525	1,245	1,991	11.00%	9.37%	6.15%
Secondary Disability	229	547	837	4.80%	4.11%	2.59%
Dept of Rehabilitation	23	60	73	0.48%	0.45%	0.23%
FINANCIAL AID						
Not Received	0	0	19,199	0.00%	0.00%	59.33%
Received	4,774	13,294	13,160	100.00%	100.00%	40.67%
BOG Waiver	4,701	13	13,160	98.47%	98.33%	40.67%
PELL Grant	4,774	4,774	4,774	100.00%	36.28%	14.75%

PROGRESS

PERSISTENCE						
Enrolled in Fall	4,245	10,755	23,205	88.92%		71.71%
Persisted to Spring	3,671	8	16,192	86.48%		69.78%
COURSE COMPLETION						
DEGREE APPLICABLE						
Attempted	30,968	67,049	128,756			
Failed	7,278	18,161	33,687			
Successful	23,690	48,888	95,069	76.50%	72.91%	73.84%

ESL

Attempted	391	1,303	1,813			
Failed	59	275	384	15.09%	21.11%	21.18%
Successful	332	1,028	1,429	84.91%	78.89%	78.82%
ENGLISH						
Attempted	523	1,105	1,705			
Failed	162	382	595	30.98%	34.57%	34.90%
Successful	361	723	1,110	69.02%	65.43%	65.10%
MATH						
Attempted	817	1,494	2,211			
Failed	245	509	730	29.99%	34.07%	33.02%
Successful	572	985	1,481	70.01%	65.93%	66.98%
ACADEMIC SUCCESS						
Degree	372	825	1,531	7.79%	6.21%	4.73%
Certificate	142	315	572	2.97%	2.37%	1.77%
PETALUMA UNIT BREAKDOWN	1,306	3,400	8,169			
Zero Units	22	85	2,814	1.68%	2.50%	34.45%
3.0 OR LESS	368	1,043	2,814	28.18%	30.68%	34.45%
3.5 - 6.0 units	264	749	2,032	20.21%	22.03%	24.87%
6.5 - 9.0 units	193	467	1,097	14.78%	13.74%	13.43%
9.5 - 12.0 units	127	289	652	9.72%	8.50%	7.98%
12.5 - 15.0 units	88	240	522	6.74%	7.06%	6.39%
15.5 - 18.0 units	67	159	324	5.13%	4.68%	3.97%
18.5 - 21.0 units	56		263	4.29%		3.22%
21.5 - 24.0 units	45		207	3.44%		2.53%
24.5 - 27.0 units	44		146	3.40%		1.79%
27.5 - 30.0 units	20		80	0.15%		0.98%
30.0+	12		32	0.92%		0.39%

| 12.0 - 21.0 | 230 | 1,220 | 17.60% | 14.93% |
| 21.5+ | 136 | 519 | 10.40% | 6.35% |

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	Petaluma	01	02	FA Service at the Petaluma Campus.	Enhance FA services at Petaluma through a combination of means: creating student choice, cross-training, enhanced skill sets, etc.	1 year	During 13-14, began rotating 2 technicians to the Petaluma service center. Summer 14 began rotating 2 technicians and 1 STNC. Summer 14 moved to the rear of the Resource Center to accomodate a second permanent employee, the SSSP Specialist.
0002	ALL	08	06	Student portal.	Develop and implmement a student portal through SIS	2 years	No progress this year. On the IT project list, but has not been started yet.
0003	ALL	08	02	Master changed Verification process.	The new Verification process must be fully understood and implemmented correctly this year, including the use of the IRS data retrieval tool.	1 year	Completed; 13-14 Verification processing, although slow in the fall, went smoothly wioth all the changes.
0004	Santa Rosa	08	02	Establish stabilized staffing level.	Define and determine adequate service delivery timeline and staffing level needed for this.	1 year	Have not yet added more permanent staff. 12-13 and 13-14 brought continued high demand levels for student financial assistance. Need to add permanent staff to support this size operation.

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions

6.2b PRPP Editor Feedback - Optional

The major challenge facing financial aid is processing the ever-growing number of applicants. The extended recession created more students with extended need. Staff have been reassigned and re-engineered to financial aid and process mapping has been changed to harness efficiency for the last few years' processing. These changes and additions, together with planned office closures 2 mornings per week for 4 months and 2 full weeks in the summer, still resulted in a 9 1/2 week delay in verified file and loan processing for about 2 months. With a 7% class schedule cut, 2012-13 Pell Grant delivery numbers remained flat with 2011-12 numbers. This was a surprise, and together with 25% more FAFSAs received for 2013-14 (April to April), additional, if not just sustained, growth seems probable. This size of future operation is unplanned for and difficult to sustain with current staffing levels.

Compliance remains the first priority, particularly with Verification changes in 2012-13 and again in 2013-14. Additionally, there are extensive changes in 2014-15 to the Subsidized student loan program that are complex. The second priority is delivery of aid to students, with a 3rd priority being to speed up aid delivery to students.

Fortunately, BFAP/SFAA funding has not been cut by the Legislatue nor by the Governor. This funding has allowed for STNC hiring, staff overtime, hiring of additional student staff, postage/mailing/printing of a growing number of letters and forms during this time of acute growth.

The longer term desire is to automate or semi-automate some of our manual porcesses. This awaits our IT department, which has a growing list of programming projects already. If BFAP/SFAA funding ever increases, programming would be the priority area for spending.

In addition, the recent Presidential initiative of a "Promise" that includes expanding delivery of aid and doing so more timely to Sonoma County High School graduates, will require additional permanent and hourly staff.

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	08	02	Implement financial aid support portion for the Presidential Promise initiative.	Timely delivery of federal aid to more applicants, after advertising the Promise.	1 year	Two additional processing technicians, to support an anticipated 20% level of program growth.
0002	ALL	08	02	Establish stabilized staffing level.	Define and determine adequate service delivery timeline and staffing level needed for this.	1 year	Direcotr, SFS planning time for analysis; clear direction from VPSS on adequate service level; additional staffing if warranted.
0003	Petaluma	01	02	FA Service at the Petaluma Campus.	Enhance FA services at Petaluma through a combination of means: creating student choice, cross-training, enhanced skill sets, etc.	1 year	Planning time by the Dean, SS and Director, SFS. Possible some travel funds, overtime funds, additional student labor funds, etc.
0004	Santa Rosa	08	02	Implement CCCBOG.	Process very few paper BOG applications by implementing the CCCBOG application.	1-2 years	IT programming time for the SIS interface.
0005	ALL	03	02	Staff an AB540 Resource Center	Contribute to the institutionalization of an AB540 information resource center, to further support our growing Latino population.	1-2 years	Additional, specialized staff- BFAP could fund 50% of a position.
0006	ALL	08	06	Student portal.	Develop and implmement a student portal through SIS	2 years	IT programming time-this si a large-scale project.
0007	ALL	08	02	Process Cal Grants electronically.	Work with data uploads and downloads with CSAC and Regent FAM, rather than through manual entry.	3 years	IT programming time, and testing.