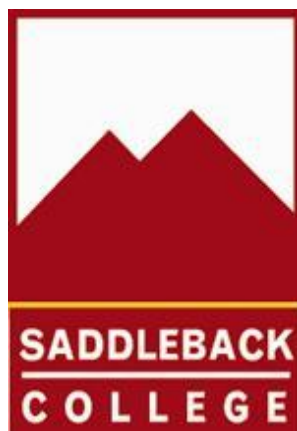


Saddleback College
Administrative Unit Review for Student Financial Assistance &
Scholarship Office



October, 2010

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Administrative Unit Review Team Members

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Administrative Unit Review Checklist

	Action
	Contact EPA Chair for orientation
	Form Administrative Unit Review Team (AURT)
	Gather documents (Org Chart/Staffing Profile/AUO Assessment Forms/etc.)
	Solicit input from students, faculty, staff, and college community
	Determine if additional research is needed
	Contact College Research Specialist if necessary
	Write Administrative Unit Review report
	Submit report to EPA Chair for review
	Submit report to Vice President for review and approval
	Report submitted to College President
	Report posted to the EPA website
	Presentation to the Consultation Council

Section I: Unit Overview

The Mission of the Unit and its Link to the College's Mission, Vision, and Strategic Directions

The mission of the Student Financial Assistance & Scholarship Office is to provide services to students to help offset the cost of their education and thereby help students pursue their personal and educational goals.

The Saddleback College SFASO staff adopted a “Statement of Good Practices” in the form of the MISSION STATEMENT below:

The Student Financial Assistance/ Scholarship Office Shall:

- 1. Be committed to removing financial barriers for those who wish to pursue postsecondary learning.**
- 2. Make every effort to assist students with financial need.**
- 3. Be aware of the issues affecting students.**
- 4. Support efforts to encourage students, as early as the elementary grades, to aspire to and plan for education beyond high school.**
- 5. Educate students and families through quality consumer information.**
- 6. Respect the dignity and protect the privacy of students, and ensure the confidentiality of student records and personal circumstances.**
- 7. Ensure equity by applying all need analysis formulas consistently across the institution's full population of student financial aid applicants.**
- 8. Provide services that do not discriminate on the basis of race, gender, ethnicity, sexual orientation, religion, disability, age, or economic status.**
- 9. Recognize the need for professional development and continuing education opportunities.**
- 10. Commit to the highest level of ethical behavior and refrain from conflict of interest or the perception thereof.**

Historical Background and Unique Characteristics of the Unit

The launching of Sputnik in 1958 made Americans aware that we, as a nation, were behind the Russians in math, science and foreign languages. Because of this event, the National Defense Act of 1965 authorized new funding for postsecondary education.

Progress since the Last Administrative Unit Review

The main focus of the Student Financial Assistance & Scholarship Office has always been to provide a smooth, efficient and timely delivery of financial aid to students and to provide the best services that we can with current staffing.

Permanent staffing remains a challenge; however, permanent staffing was added with the use of BFAP funding since the last program review. This includes one full time and one part time Financial Aid Specialist's positions.

With the approval from the State Chancellor's office the use of BFAP funds continue to support an Academic/Financial Aid counselor to assist on the appeals committee and provide individual counseling, advisement and the completion of the Student Educational Plan for financial aid students.

The current strengths of the Student Financial Assistance & Scholarship Office are found in the dedication of the staff members and the knowledge they bring to their positions. The team includes a dedicated and knowledgeable Senior Financial Aid Specialist with many years of experience, four full-time Financial Aid Specialists, one Administrative Assistant and two part-time Financial Aid Specialists.

A. Current Strengths, Opportunities, and Challenges

Program Strengths

- **Strong state, federal and institutional programs**
- **Dedication and enthusiasm of the SFASO staff to meet the needs of students**
- **Financial aid knowledge, experience and cross training among staff members**
- **BFAP funding enhances the office needs**
- **Good working relationship with other departments, which includes EOPS, VPSS, Business Services, District IT, Counseling, Outreach, Student Payment Office, Bookstore, Special Services, and Foundation**

Program Challenges

- **Encouraging students to file financial aid applications early and getting them to complete their files**
- **Increased numbers and the need to maintain program compliance to satisfy state and federal regulations**
- **Getting students through a complex process in a timely and effective manner**
- **The mandate to change from the Family Educational Loan Program to the Direct Loan Program**
- **The introduction of the Higher One Saddleback Card for financial aid disbursements**
- **Procuring the physical office space to assure privacy and confidentiality for students**
- **Creating a successful and responsive outreach and orientation program that engages our population of students and produces results**

Program Opportunities

- **Better, faster communication and access with students through the use of current technologies including our state and college websites and future required email protocol with students**
- **Increase participation and identify EOPS eligible students in a timely manner with the addition of the online application process, CCC Apply Board of Governor's Fee Waiver**
- **Create a successful and responsive outreach and retention program**
- **Create a culture of financial aid acceptance**
- **Expand staff knowledge and understanding through participation in financial aid workshops, training and conferences**

Program Threats

- **Audit findings that produce compliance issues and repayment**
- **The need to go paperless by automating the office**
- **Any reduction of the BFAP funding due to state budget cuts**
- **Delayed funding in the Cal Grant Program**

Section II: Review Report

A. Staffing and Organizational Structure

The Student Financial Assistance & Scholarship Office consists of the following permanent staff: Director, 1 Senior Financial Aid Specialist, 4 Financial Aid Specialists, 1 Administrative Assistant and 2 part-time Financial Aid Specialists. The office has 4 temporary Project Specialists and 2 Federal Work Study students.

Within the eight current permanent staffing levels, four are funded totally or partially with categorical funding received from the State of California through the Board Financial Assistance Program (BFAP) received for the first year 2003/2004. These categorical funds are strictly legislated and guidelines were established by the legislature and published by the California Community Colleges Chancellor's Office. If the categorical funding ceases, the staffing will drop below the established national published guidelines.

B. Programs and Services

The Student Financial Assistance/ Scholarship Office is responsible for the administration of the following federal, state and institutional programs:

Federal

**Pell Grant
Supplemental Educational Opportunities Grant
Academic Competitiveness Grant
Federal Work Study Program
Carl D. Perkins National Direct Student Loan
Federal Direct Loan Program (Subsidized & Unsubsidized)**

State

**Board of Governors Fee Waiver
California Grant Program
California Chaffee Grant**

Child Development Grant

Institutional

Online Scholarship Program Emergency Loan Program

Student financial assistance for all federal and state programs is determined and established by the federal government in the form of need analysis. Need analysis is computed by taking the institution's cost of attendance minus the parent's and/or student's financial resources determining the student's financial need. Within the guidelines and monetary constraints, the Student Financial Assistance Office determines the amount of student financial assistance that is awarded each applicant. In no instance is the student awarded more than the cost of attendance.

The demand for students to take advantage of the financial aid programs in other campus departments goes hand and hand with the mission of the college for student retention and in assisting them in their academic goal. Some of the programs have a direct impact on other campus offices. For example, to be EOPS eligible students must be BOG eligible and file a FAFSA application. This makes the Student Financial Assistance Office's role vital to the success of their program and to the goals of Saddleback College.

The need to improve the delivery of services to students is an on going priority. In November, 2010 CCC Apply online application for the Board of Governor's fee waiver was launched. This allows students to apply electronically to determine eligibility for the Board of Governor's fee waivers A & B.

C. Student/Constituency Satisfaction

The Student Financial Assistance & Scholarship Office has not had a formal student Satisfaction Survey to determine students' satisfaction with our office and procedures. Students who are dissatisfied will voice a complaint either in person, in writing or by phone and the Director will respond to the complaint and solve the problem in the best way possible. The SFAO was included in the formal Student Services Satisfaction Survey that was given out in March 2007 and helped to determine our unit's performance.

D. Facilities, Technical Infrastructure, and Resources

Since 1990 the Student Financial Assistance Office has been located in the Student Services Center, Room 106. This move improved communication, increased visibility, reduced confusion and integrated services to students.

However, the Educational Resource Plan 2006, the space needs plan has identified the existing space of the Student Financial Assistance & Scholarship Office of 1493 square feet to be short by approximately 1457 square feet. Total projected space for our area should be at least 2950 square feet. Since office space was inadequate, new work stations were purchased and installed in 2004 to accommodate new staff members and to facilitate a more efficient and smooth operation within the office structure.

E. Outreach and Collaboration

One Financial Aid/Outreach Specialist hired in 2007 is responsible for outreach activities for better communication to students through workshops, class room presentations and numerous outreach activities as his calendar permits. Examples of these activities are events like: FAFSA Fridays, which assist students and parents in completing the FAFSA application, EOPS/Financial Aid student workshops, and information tables at on campus events. There is a tremendous need to have resources available to conduct orientation sessions, financial literacy and debt management.

Financial Aid/academic counselors were added to the counseling staff and all financial aid students are required to have an individual academic and financial aid counseling appointment. Students develop a Student Educational Plan to ensure that they meet the required academic and unit standards for financial aid.

Section III: Needs Assessment and Annual Update

A. Statement of Unit's Current Situation

The current situation of our unit is that we have experienced a significant increase of at least 24% with the number of students applying and receiving financial aid funds. This coupled with new federal mandates for Direct Lending, Year Round Pell as well as the need to implement AND MAINTAIN the STARS scholarship program and a new Higher One Financial Aid Disbursement Card has left our office resources stretched to the breaking point. We have significantly more work, new duties, new processes and more federal mandates and yet are working with the same resources in terms of staff, budget, technology, and facilities. We have had to rely heavily on part-time project specialists to assist in the operation of the office and the delivery of financial aid funds to students.

B. Human Resource Needs

The SFASO is in need of full-time permanent staff, including a second Administrator and a second Senior Financial Aid Specialist, to allow for better distribution of responsibilities and duties.

Our office has had to rely heavily on part-time project specialists which complicate staff scheduling. Due to the nature of their employment requirements, they often miss critical training sessions, team building exercise, and weekly meetings. This hampers their ability to retain complex federal polices and regulations and negatively impacts the delivery of financial aid services to students.

With the new federal mandates concerning Direct Lending, Year Round Pell and the troubling economic situation coupled with BFAP funding requirements for student outreach, the number of students applying for aid has increased greatly in the past two years.

C. Instructional/Service Needs

At this time the Student Financial Assistance & Scholarship Office is in the process of training personnel who are taking on new job responsibilities as well as cross training staff in other areas of financial aid. We added a new permanent part-time position and this individual will require added supervision and training to ensure knowledge of job duties and responsibilities. As additional responsibilities have been mandated to the SFASO, staff will need to under go extensive and ongoing training to ensure compliance with new program requirements and regulatory mandates.

D. Research Needs

STARS Online: This is the second year of using the online scholarship program. This requires the need of dedicated campus technical support, as well as institutional support in implementing and maintaining the scholarship program effectively. The SFASO experienced a sizable increase in the burden associated with the implementation of this scholarship program. SFASO staff has dedicated countless hours to implement the program from its inception from the setup through the application phase to its current student winner selection. Additionally the SFASO will need continued technical support and administrative support to help implement the various new programs from Year Round Pell, Federal Direct Lending and the Higher One Card {Financial Aid Disbursement Card}. The SFASO anticipates additional staffing burdens related to implementing these new programs

E. Technical, Equipment and Other Resource Needs

With the use of Technology ever increasing among our student population and campus community, we see the need of keeping up to date our technological infrastructure. Below is a list of our needs:

- 1. *Additional PowerFAIDS licenses:* We currently share a limited number of licenses between the SFASO & EOPS. The limited number of licenses can exclude staff from**

working in PowerFAIDS at a given times when the logins to PowerFaidS exceed the limit. When this happens it negatively affects the ability to serve the students and to perform required job duties and responsibilities.

- 2. *New Student Access Computers:* Increase from one, the number of student computers located in our front lobby. This will allow more students access to a one on one appointment for assistance with FAFSA Applications, Entrance/Exit Loan Counseling, Financial Aid Document printing & other Financial Aid Research.**
- 3. *Scanning Equipment:* Our office has recognized the need to “go paperless”. This will allow for better tracking of student files as well as quicker processing times. To do this we will need additional monitors, two per staff workstations, in addition to a number of scanning units dedicated to scanning incoming documents.**
- 4. *Office Copier:* upgrade to networked copier/scanner to allow for greater collaboration between SFASO & other departments. This will allow office staff to better use technology to serve and communicate with students.**
- 5. *SARS:* Acquire student appointment scheduling system to better track students requesting appointments. SARS allows better functionality for setting daily staff schedules, student appointments, and reminders.**

F. Facilities Needs

Currently the SFASO operates in facilities that are below the state recommended minimums for an office staff & volume of our size. There is a need to increase the physical space which the SFSAO utilizes for offices and processing of financial aid. Doing this would allow for greater privacy of student records as required by federal law and privacy and confidentiality for students and parents. Currently, additional workstations have been ordered and will be installed in late February or early

March in the prior conference room. The SFASO will acquire additional space within the Admissions & Records area for the imaging and purging of archive file process. Not ideal, but will allow for the much needed workstations and the reorganization of responsibilities and duties within the office.

G. Marketing and Outreach Needs

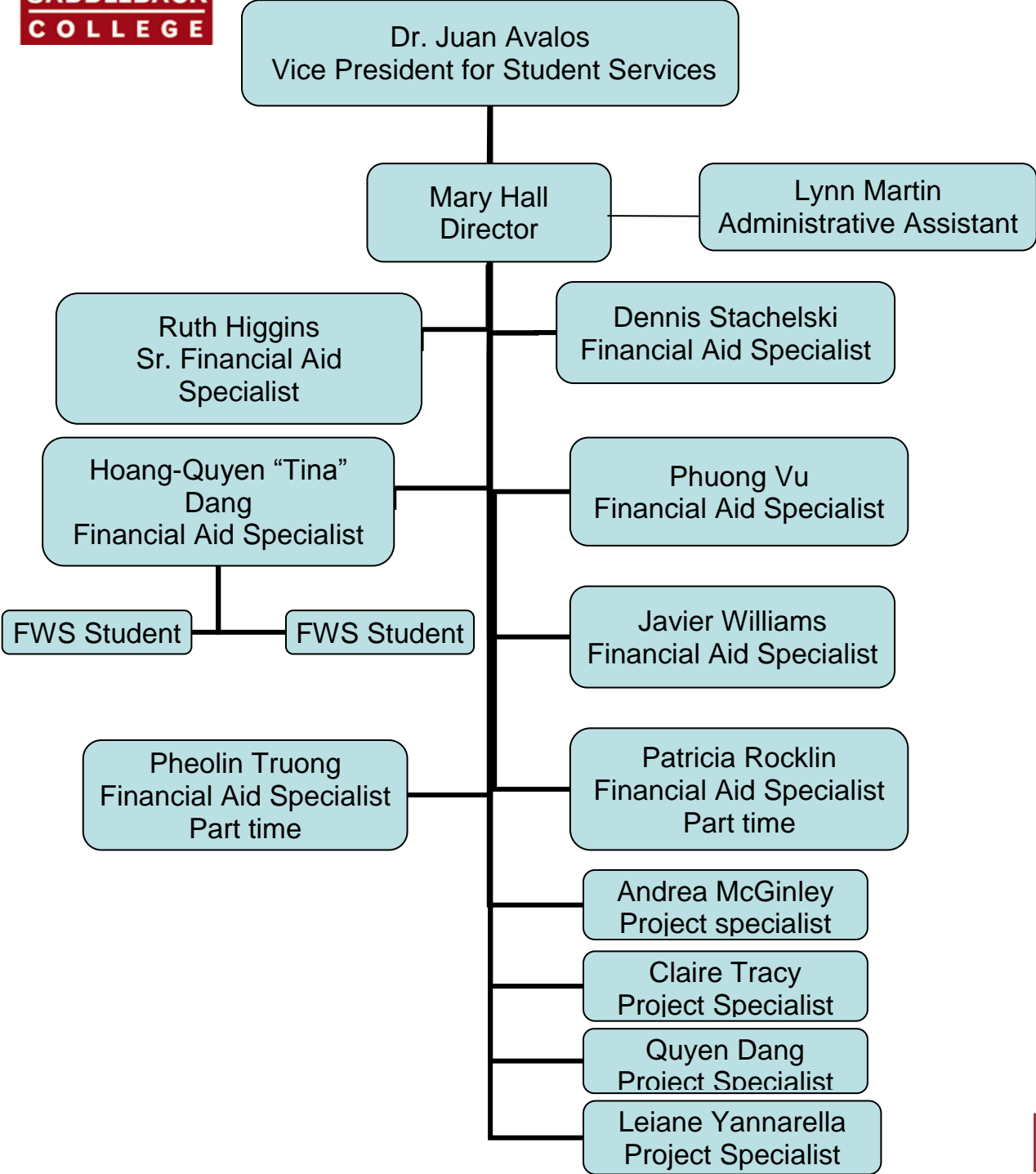
***Full-time Staff member:* Having a staff member dedicated to Marketing & Outreach activities for the SFASO will greatly increase student awareness of Financial Aid Programs. This would better allow for the growth of a coordinated outreach & retention program encompassing financial aid awareness, early application submission, student and parent orientation services, early intervention, default prevention, and financial aid literacy.**

Section IV: Appendices

A. Unit Organizational Chart



SADDLEBACK COLLEGE
Student Financial Assistance & Scholarship Office



B. Five-Year Program Staffing Profile
Five Year Program Staffing Profile

2010 - 2011

<i>Position</i>	Staffing Levels for Each of the Previous Five Years					<i>% Change from Year 1 to Year 5</i>
	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	
Administration	1	1	1	1	1	0.00%
Bargaining Classified Staff FT	6	6	6	6	6	0.00%
Bargaining Classified Staff PT	0	0	0	2	2	0.00%
Non-bargaining Classified Staff FT	0	0	0	0	0	0.00%
Non-bargaining Classified Staff PT					2	
Student Workers	2	2	2	2	2	0.00%
Faculty FT	0	0	0	0	0	0.00%
Faculty PT	0	0	0	0	0	100%

C. Supporting Data

Chart 1: Total Number Awarded

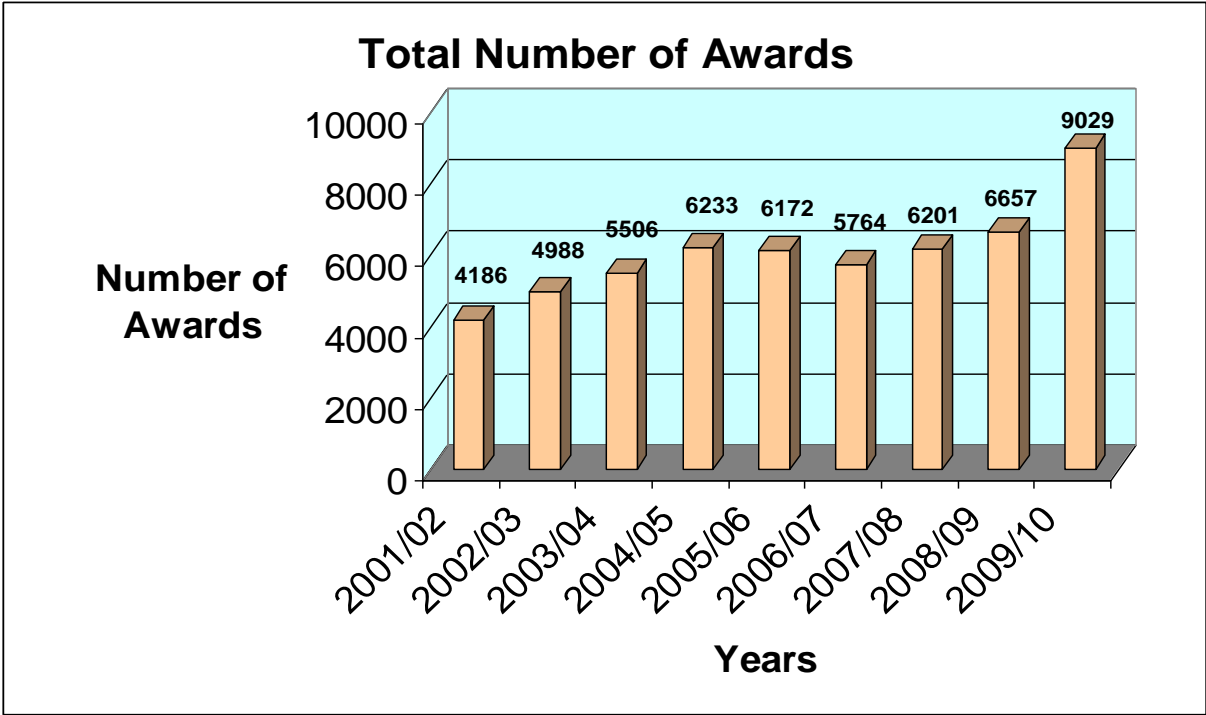


Chart 2: Total Amount Awarded

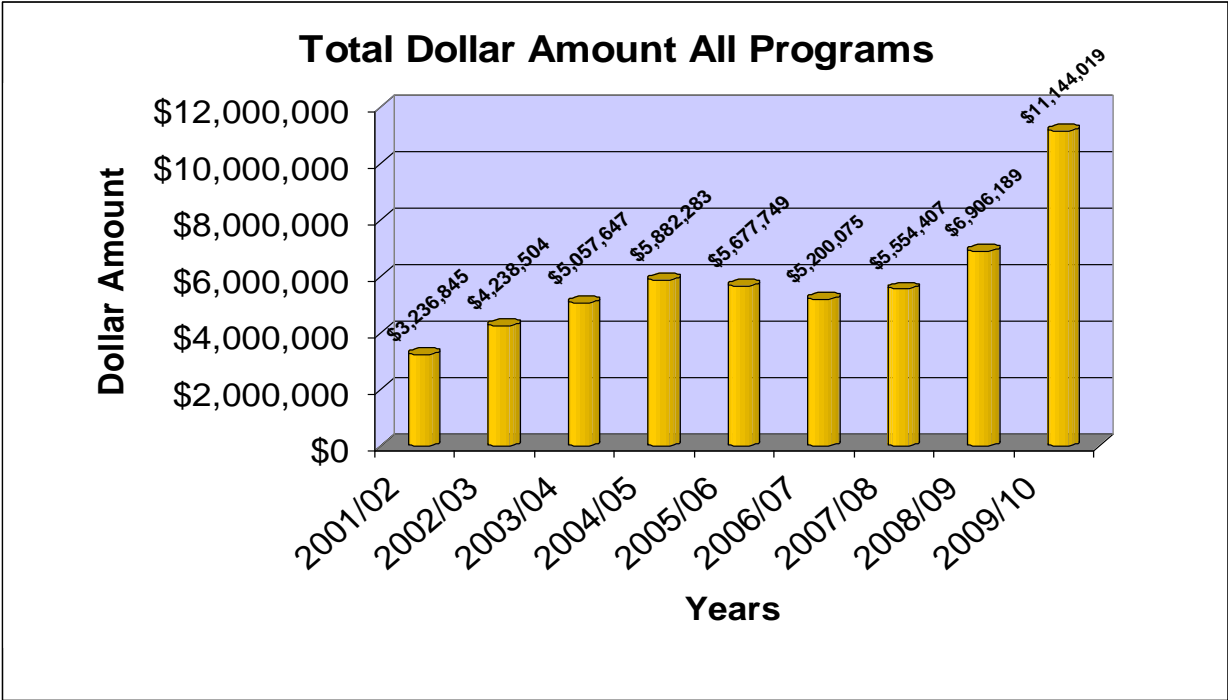


Chart 3: Total Award Distribution by Program

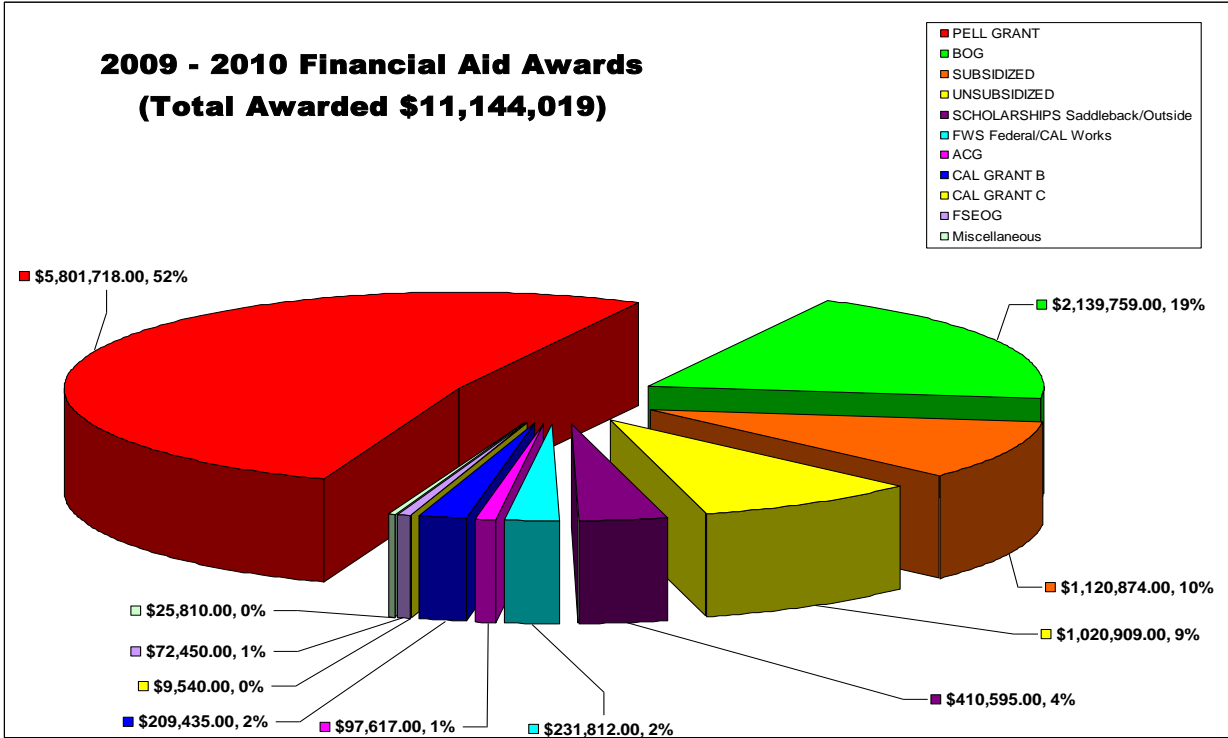


Chart 4: Total Pell Grant Awarded

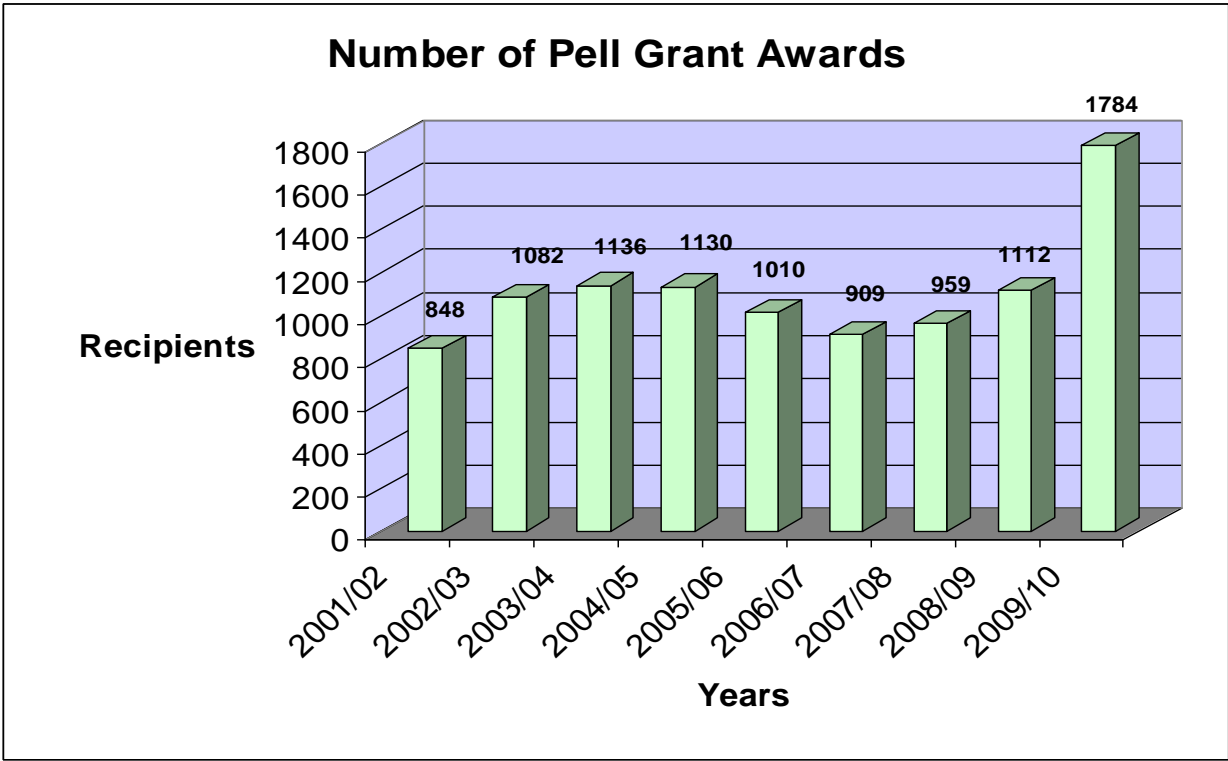


Chart 5: Total Pell Grant Amount Awarded

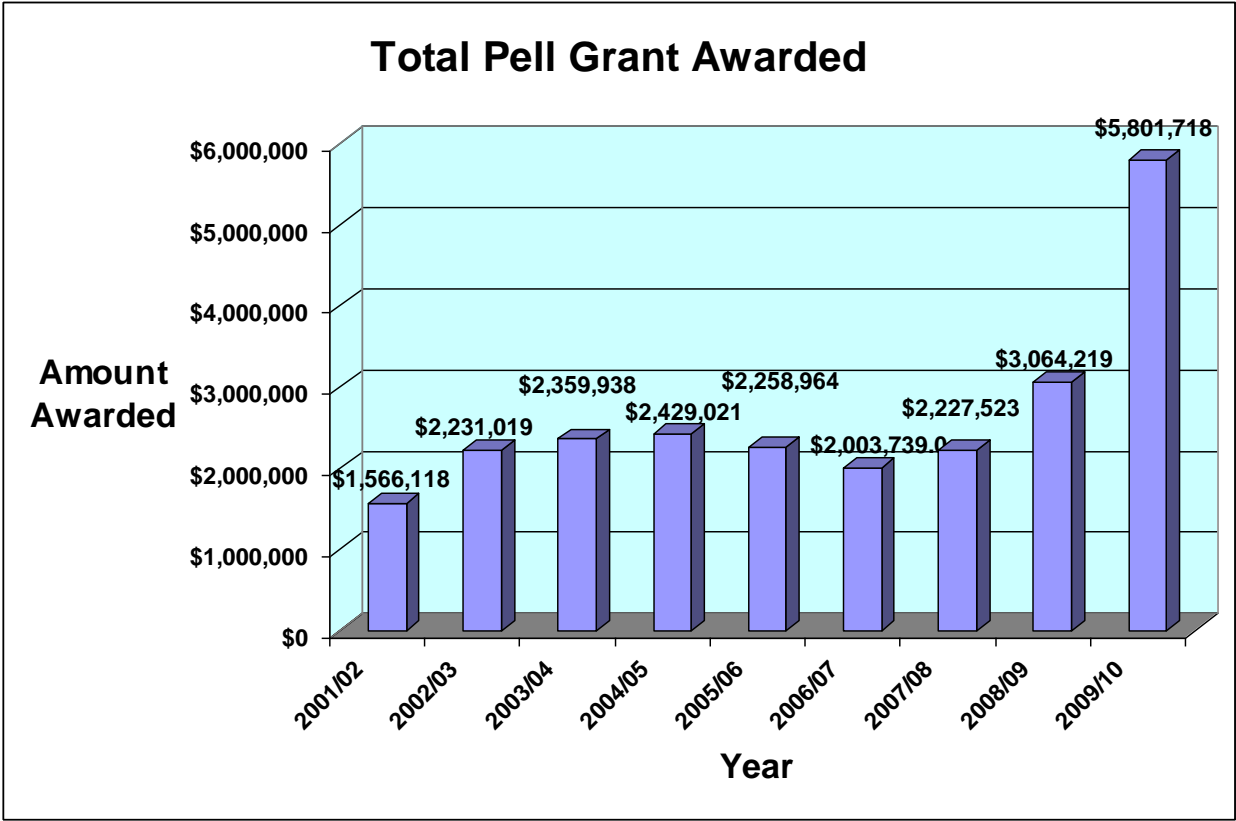


Chart 6: Total FSEOG Awarded

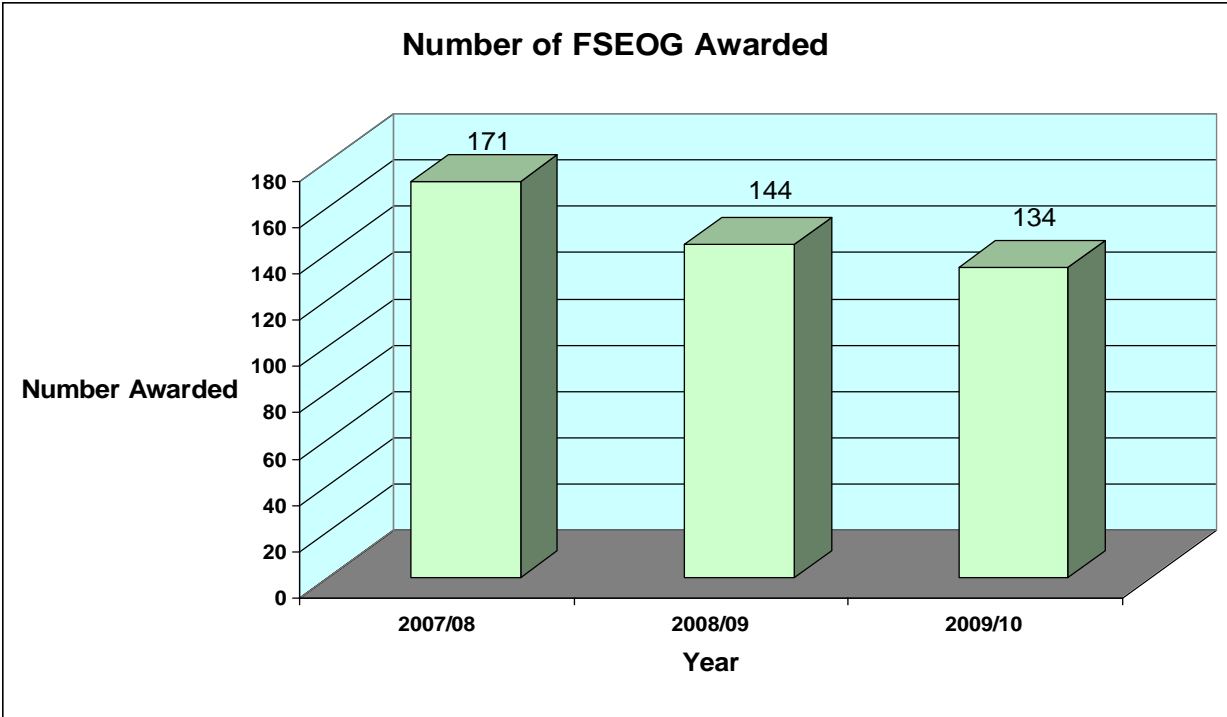


Chart 7: Total Amount of FSEOG Awarded

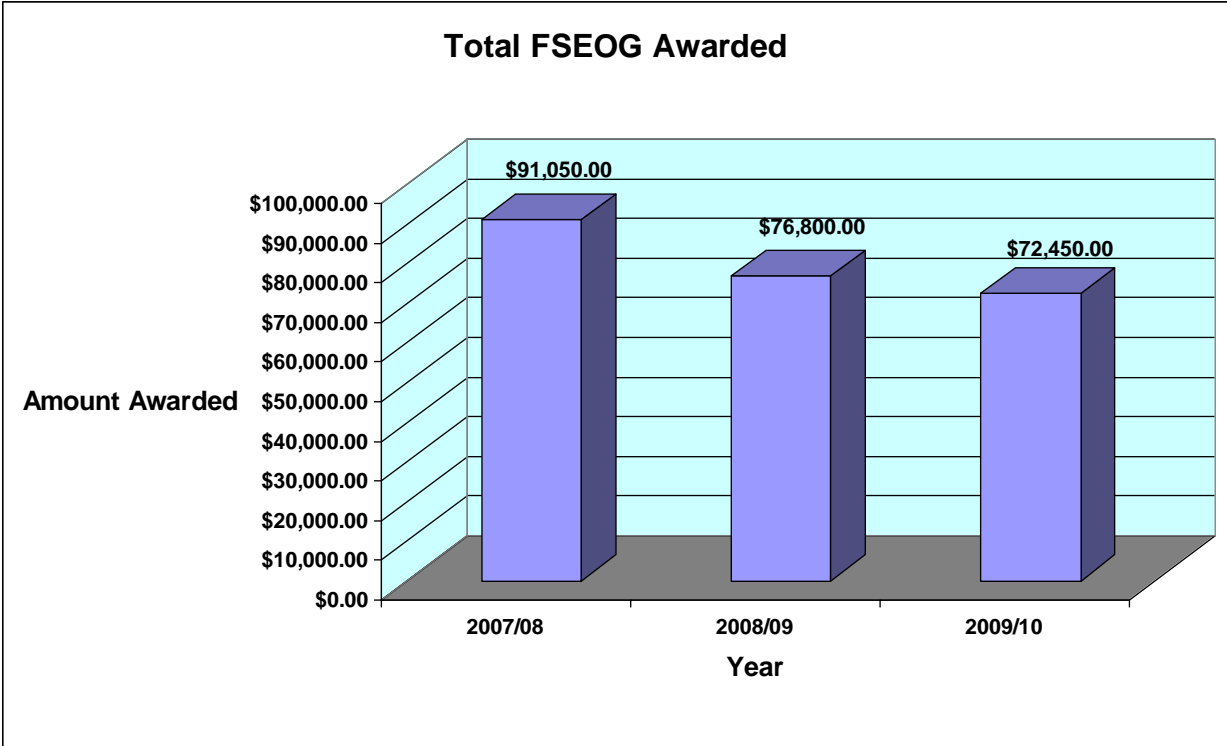


Chart 8: Total ASG Awarded

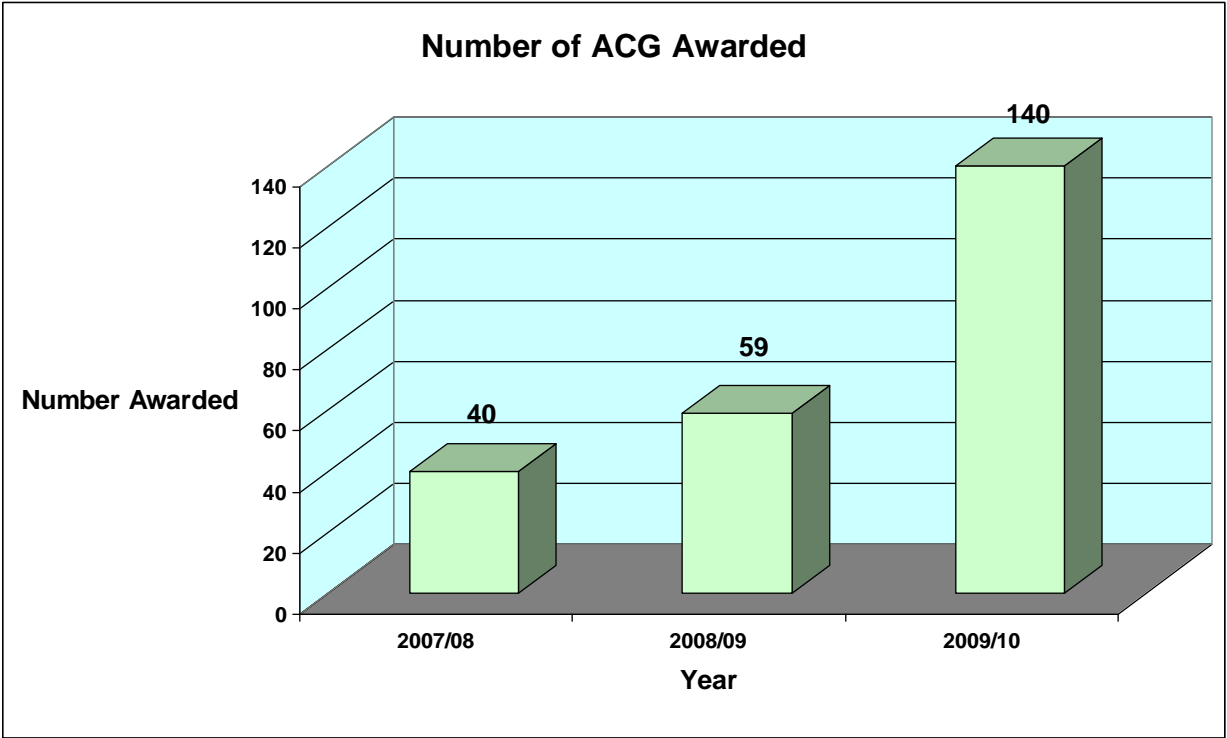


Chart 9: Total Amount of ACG Awarded

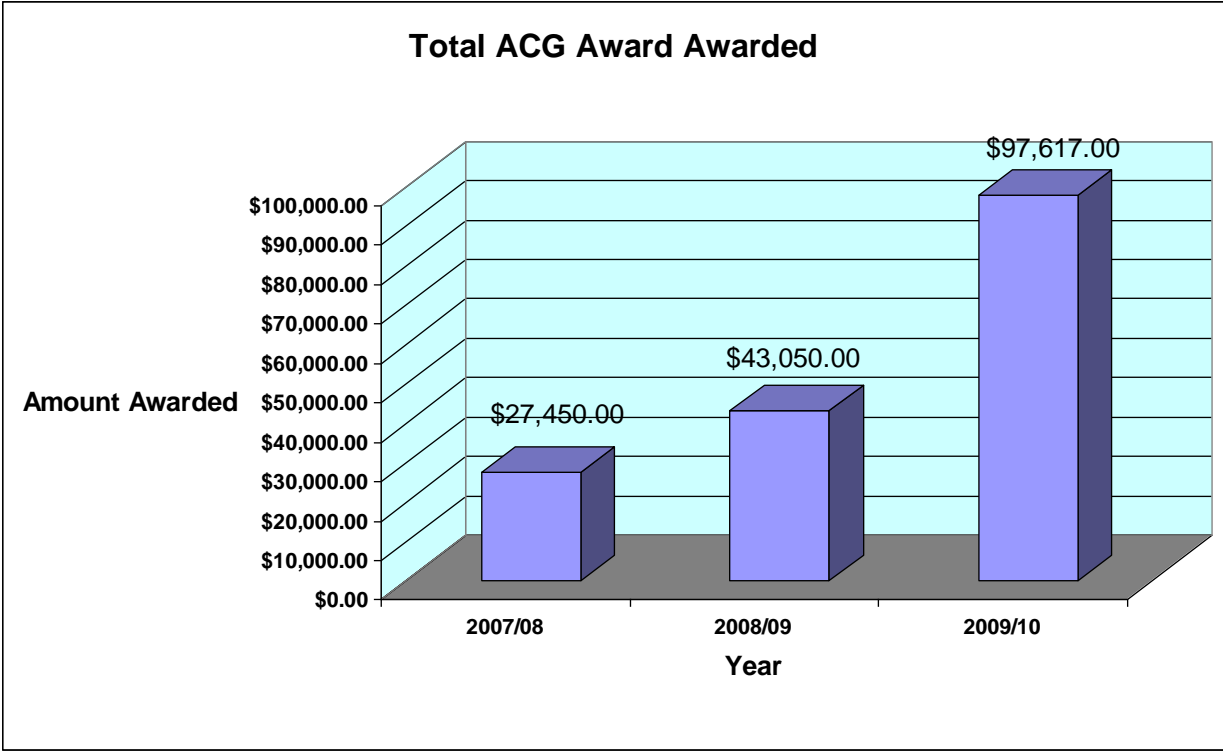


Chart 10: Total CAL Grant B and C Awarded

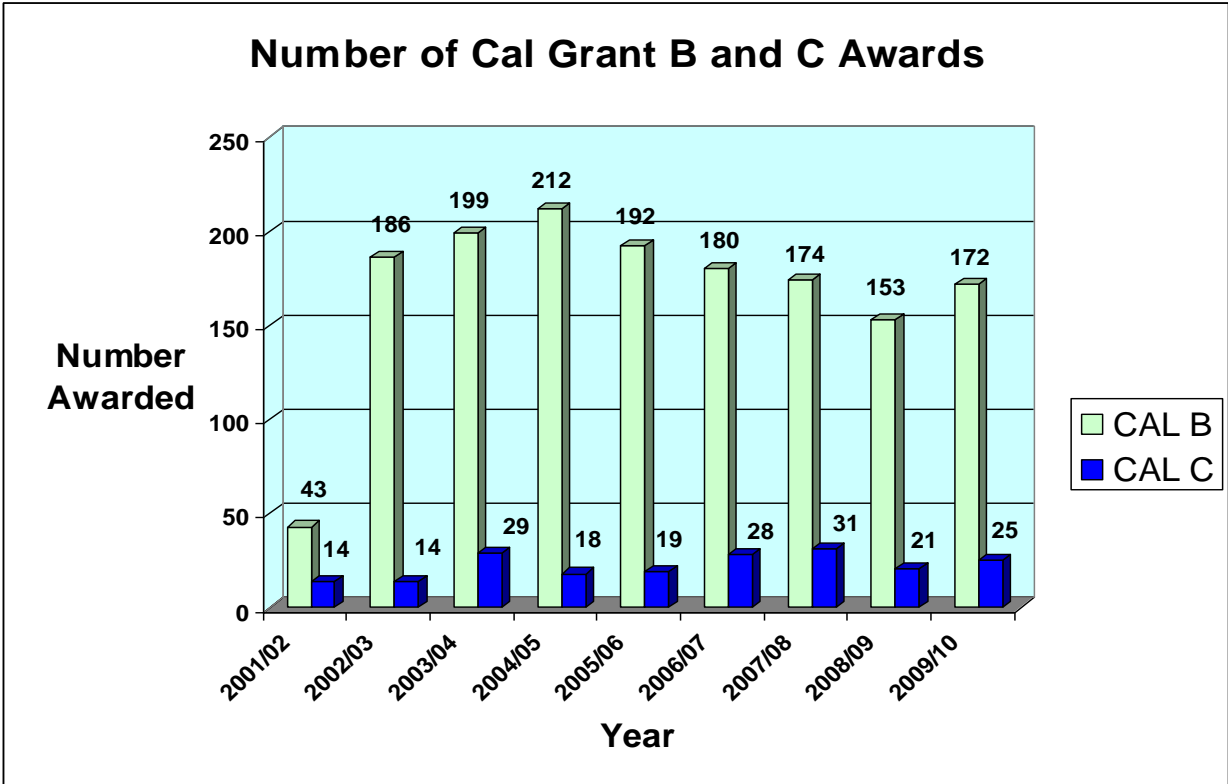


Chart 11: Total Amount of CAL Grant B and C Awarded

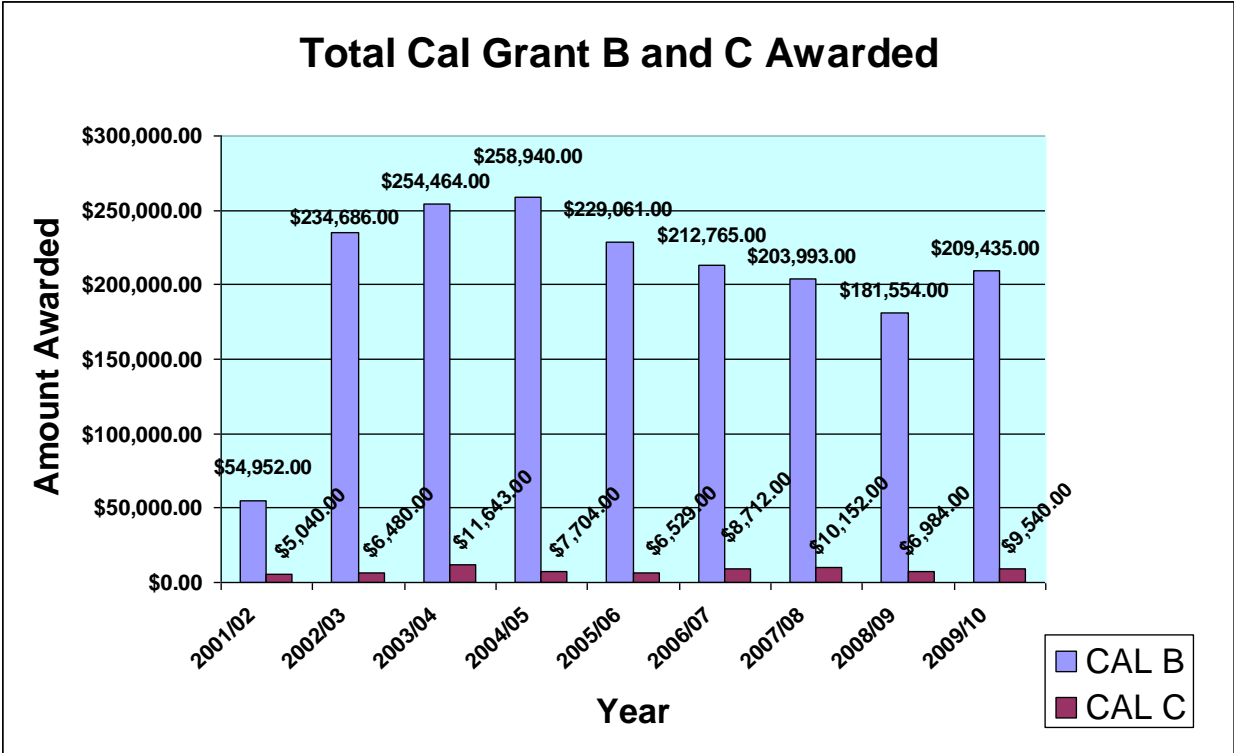


Chart 12: Total Federal Work-study Recipients

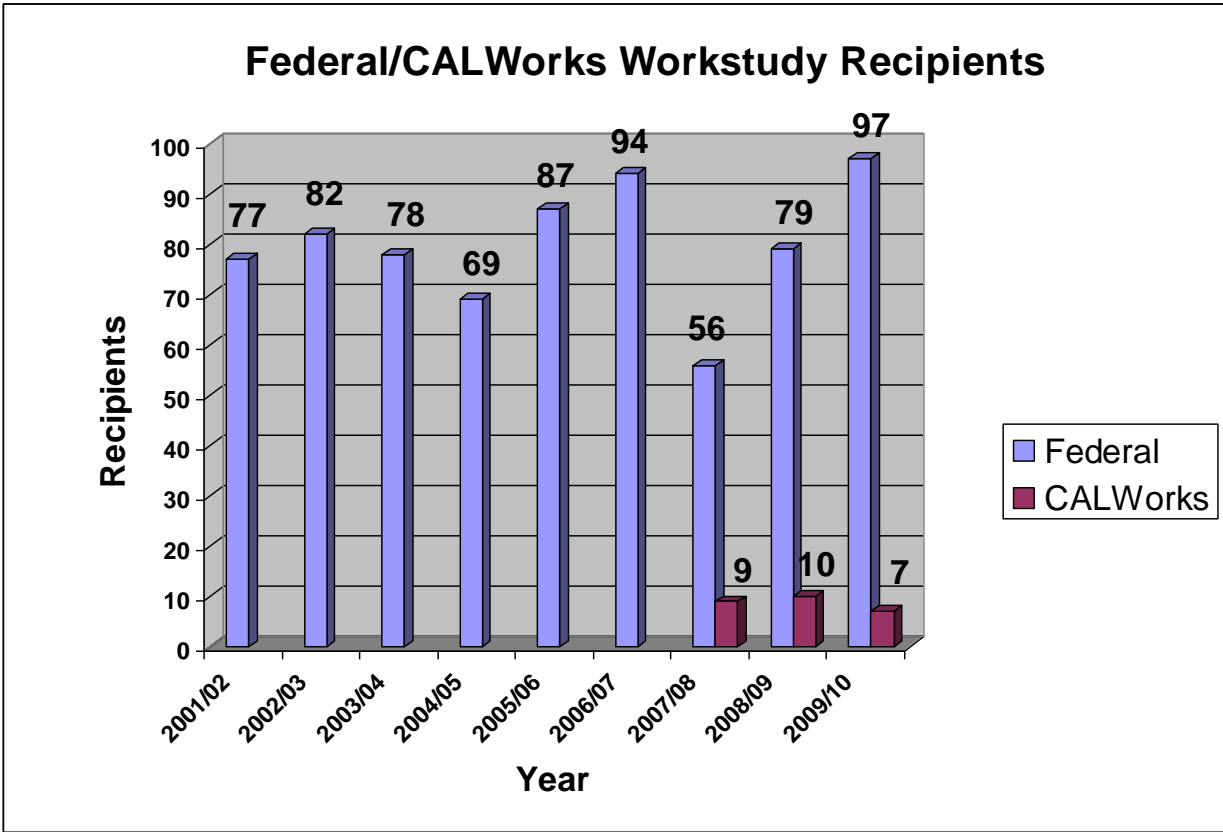


Chart 13: Total Amount of Federal Work-study Awarded

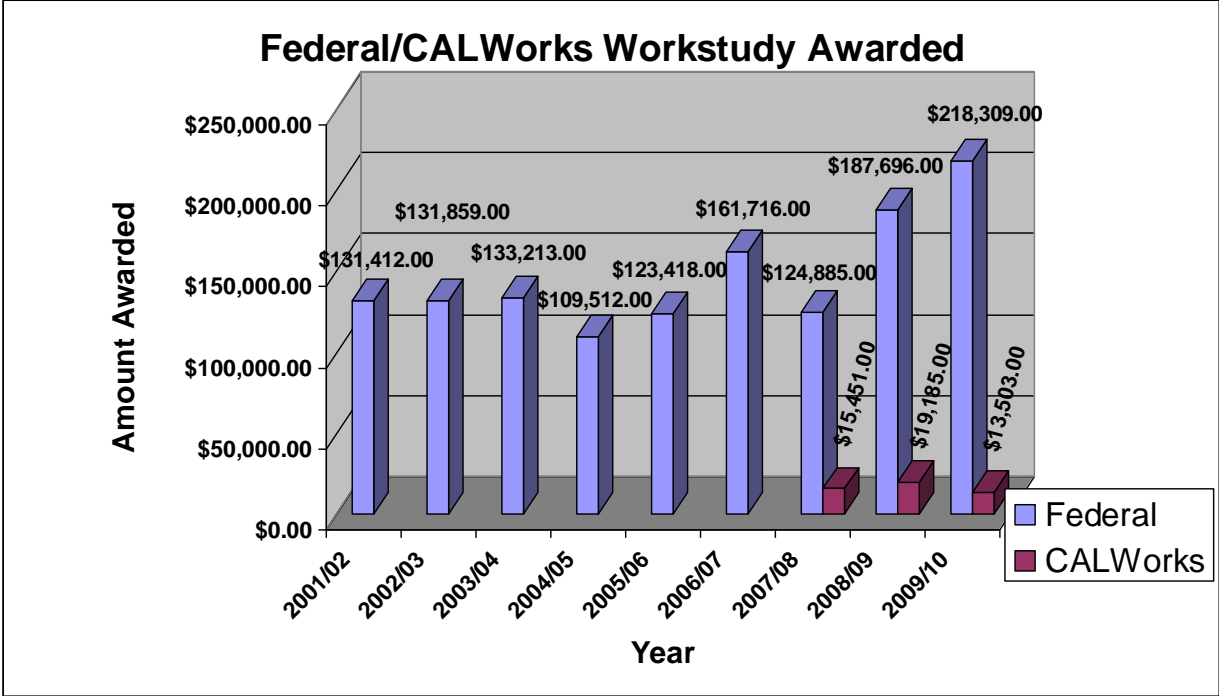


Chart 14: Total Stafford Loans Awarded

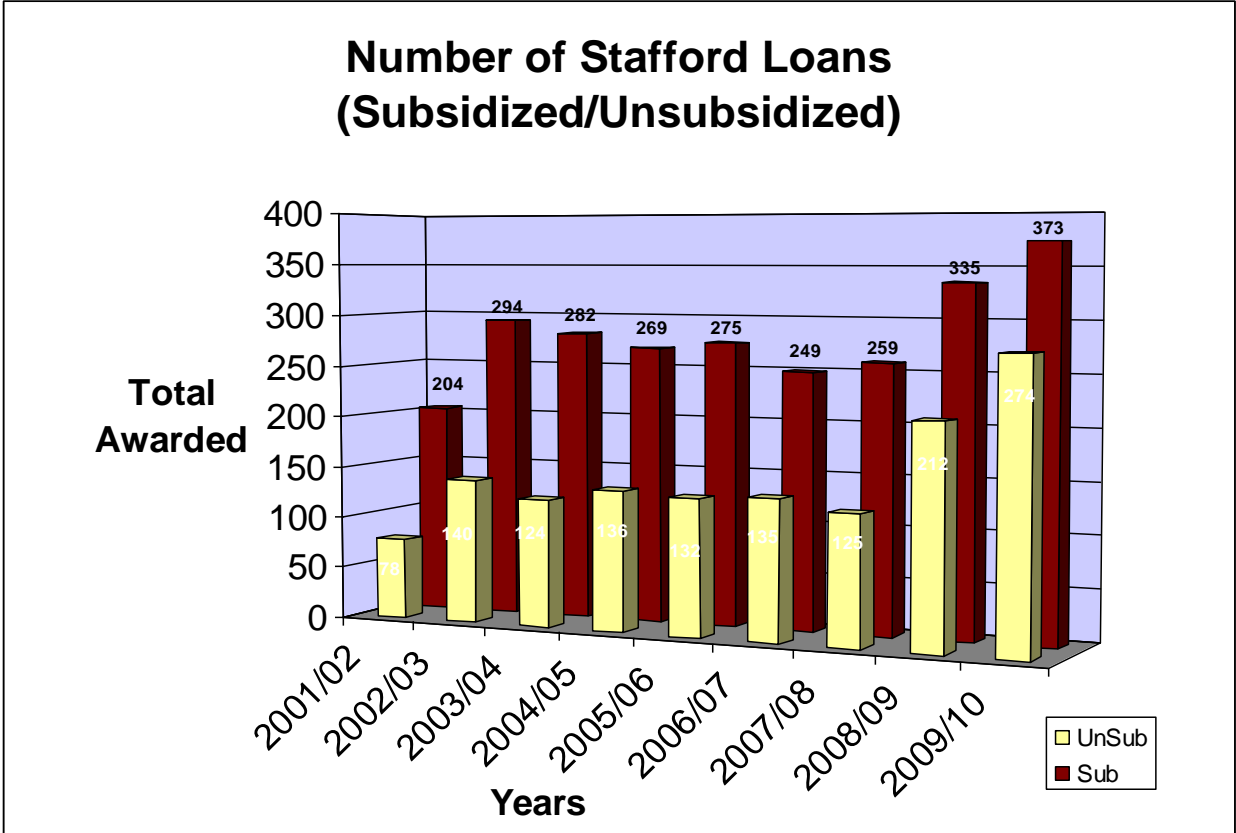


Chart 15: Total Amount of Stafford Loans Awarded

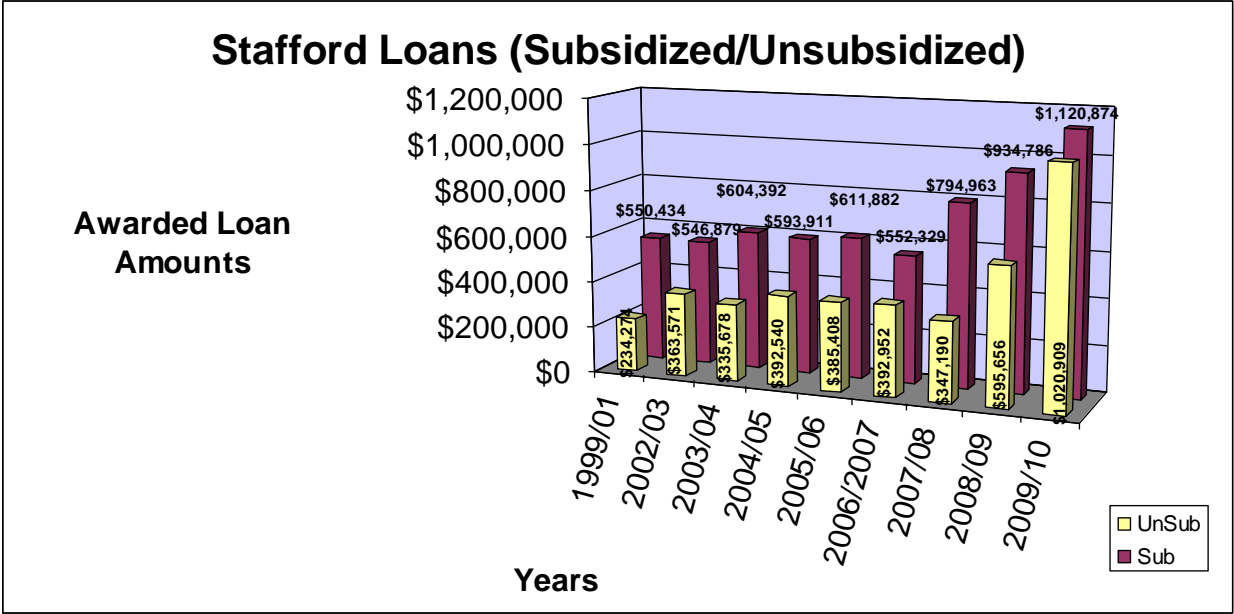


Chart 16: Total Saddleback Scholarships Awarded

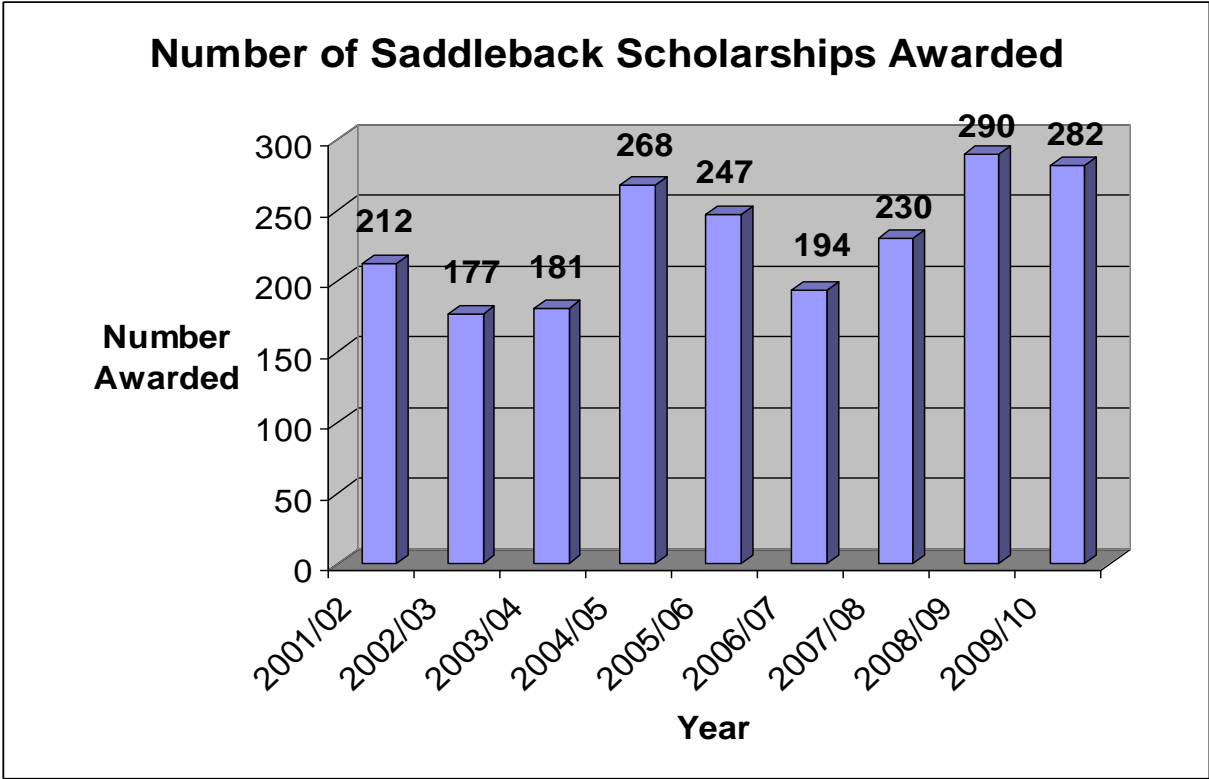


Chart 17: Total Amount of Saddleback Scholarships Awarded

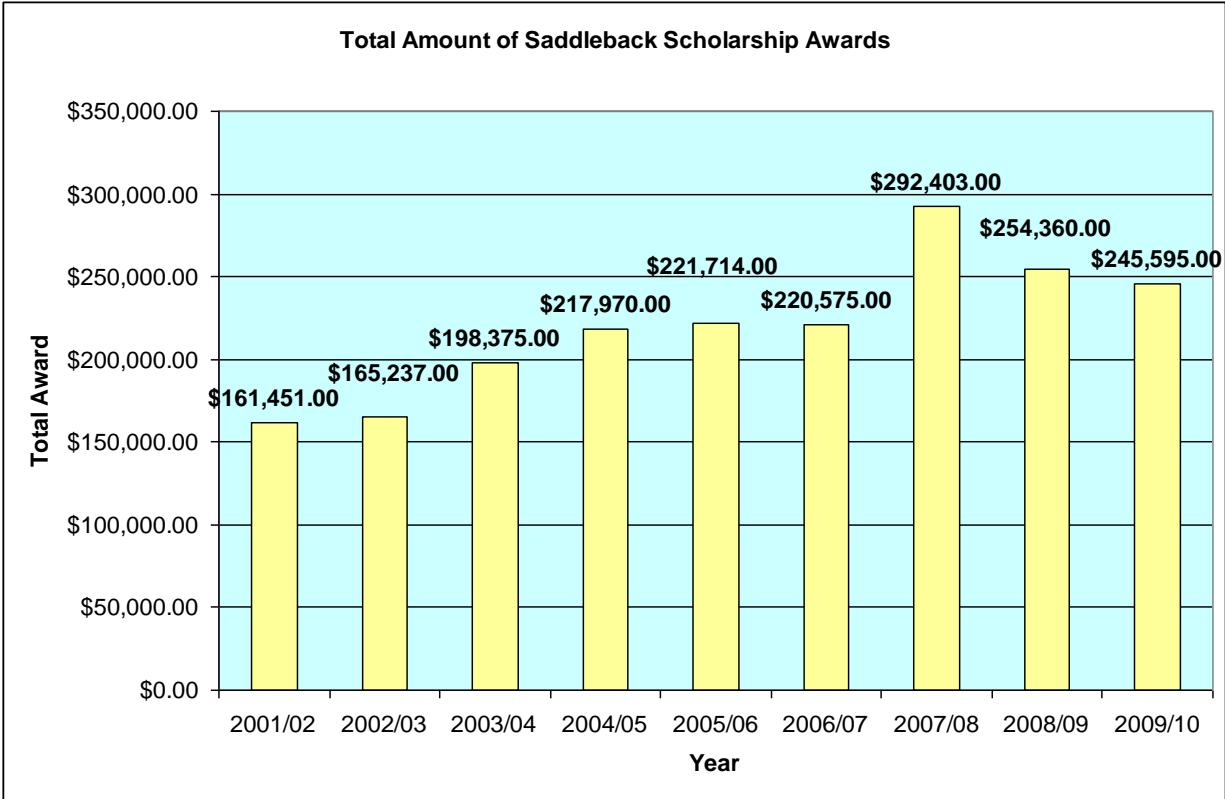


Chart 18: Total outside Scholarships Awarded

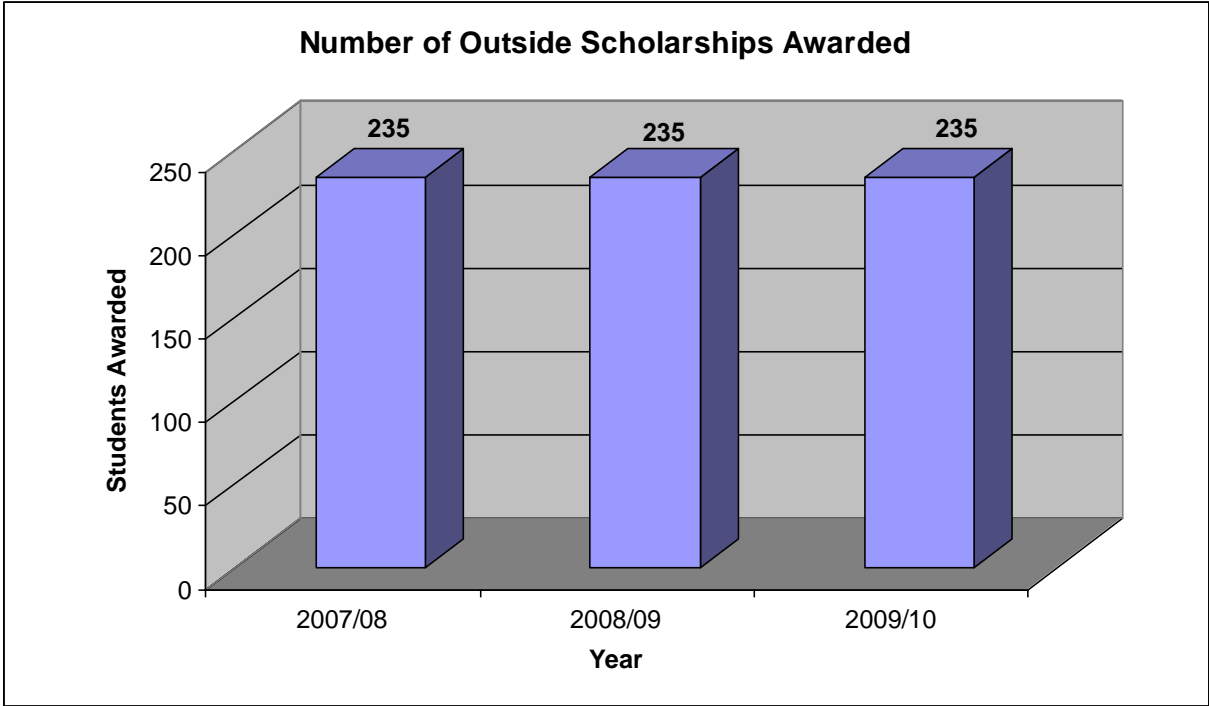
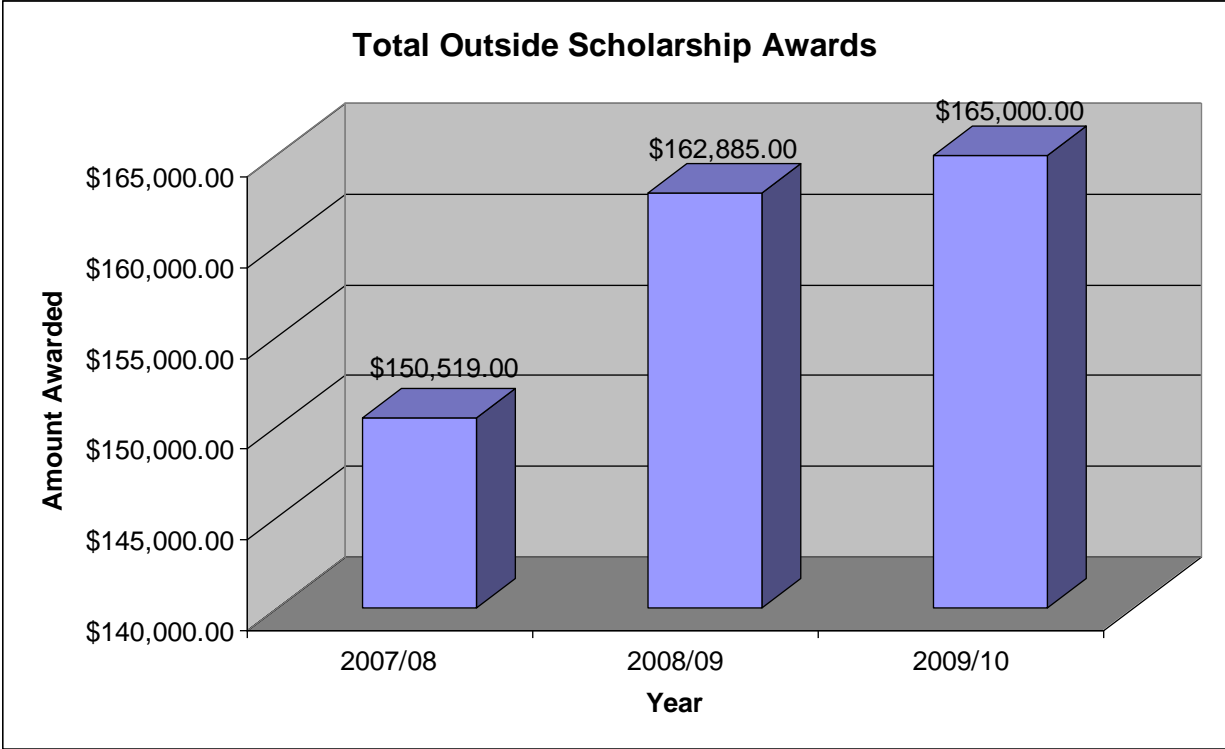


Chart 19: total Amount of Outside Scholarships Awarded



C. Others