

Comprehensive Program Review Report



Program Review - Financial Aid

Program Summary

2021-2022

Prepared by: David Loverin

What are the strengths of your area?:

STAFF: The Financial Aid Team consists of 15 staff who serve students at the 3 COS campus locations.

5 Clerical Assistants (3.5 FTE) – who are the front line of the Financial Aid Office. They work the walk up counters and are the student's primary contact with the Financial Aid Office. Good customer service is important. A Clerical Assistant must be prepared to accurately answer all student questions related to the financial aid process. They must collect documents from students, review them to make sure they have been completed correctly, and scan them into the document system.

5 FA Specialists (5 FTE) who process over 17,000 FAFSA applications each year. They review all student documentation including; tax transcripts, special circumstance forms, dependency override requests, high school diplomas, and loan applications. They must verify that all information is accurate and the student financial aid file is complete according to Federal and State policy. Once that is done they disburse financial aid awards to the students. In addition to reviewing and funding student applications, FA Specialists have additional specialized responsibilities, such as; enrollment reporting, return of Title 4 calculations, reporting to Californian Student Aid Commission, maintenance of FA Webpage, foster youth support, loan entrance counseling, and helping with financial aid workshops.

1 Federal Work Study Specialist (1 FTE) who keeps track of all student employees. Duties include, interviews, placement, tracking student hours, tracking student and department budget, and making sure payroll and HR forms are completed.

1 Student Support Services Specialist (1 FTE) – Financial Aid Outreach / Welcome Center Support. The Student Support Services Specialist (4S) provides financial aid related support to students, staff, community groups, and feeder high schools. Our outreach program continues to grow in scope of service to students. The 4S performs several FAFSA / Dream Act application workshops to parents and students at high school locations within the COS District. The 4S maintains positive working relationships with high school counselors and community partners. The Student Support Services Specialist also supports the Welcome Center. This person helps organize and present at the College's orientation event called Giant Days. The 4S with organizing and planning the STEPS event to help incoming freshmen apply to the College, see an academic counselor, and register for classes. The 4S works the Welcome Center floor helping students with financial aid questions regarding FAFSA, Dream Act, Bank Mobile, Appeals, etc.

1 FA Resource Specialist (1 FTE) who processes academic progress appeals and unusual enrollment history verifications. Students who have been disqualified from receiving financial aid can appeal to have aid reinstated under certain extenuating circumstances such as; serious illness, accident, death of immediate family member, victim of violent crime, or diagnosis of learning disability.

- 2016-17 Appeals = 936
- 2017-18 Appeals = 1280
- 2018-19 Appeals = 1486
- 2019-20 Appeals = 1442
- 2020-21 Appeals = 1248

1 FA Technical Specialist (1 FTE) who keeps Banner software system processes working, provides support to ensure compliance

with financial aid policy, and performs database analysis of financial aid related data. The Technical Specialist manages the systems and processes used in the disbursement of financial aid funds to students. The position assists with monitoring program budget allocations for Cal Grants, Federal SEOG, and Federal Work Study funds. The Technical Specialist helps create annual calendars with award cycles and disbursements for each year in compliance with regulations.

1 Administrative Assistant – Shared between Admissions & Records and Financial Aid (1 FTE) to support office operations, process check requests, make sure financial aid forms are stocked, and order supplies. This is a new position that was added to provide much needed clerical support to Student Services. This new position replaces the Part-Time Financial Aid Senior Secretary position that has been vacant since June 2018.

1 Director (1 FTE) responsible for management and administration of the Financial Aid Program. The Director is responsible for the accounting of 7 Categorical budgets and 1 General Fund Maintenance of Effort budget that are the funding source for financial aid operations. The Director is responsible for the timely completion of federal, state, and local reports such as; FISAP, Gainful Employment, MIS Reporting, SSARCC Expenditure Reporting, and Program Review. The Director maintains compliance with all federal, state, and local regulations governing student financial aid programs. Most importantly the Director serves the students to help them; receive financial support toward their education, maintain satisfactory academic progress, grow in their financial literacy, and complete their academic goals.

Providing Financial Support for Students

39.4 MILLION DOLLARS WAS DISBURSED TO 10,023 COS STUDENTS IN 2020-21!

Financial Aid Specialists processed applications, verified identity, reviewed tax transcripts, and verified high school graduation documents. Eligible students are awarded grants, works study, and loans.

- 51% of COS students received the Board of Governors Fee Waiver
- 32% of COS students received the Federal Pell Grant
- 12% of COS students received a Cal Grant

Attached to the Document Repository is a complete breakdown of Financial Aid Student Awards for the 2020-21 Academic Year.

Providing Outreach Support and Financial Aid Training

Last year the Outreach Specialist coordinated over 90 events.

2020-21 Outreach & Workshops = 91 Events

- 40 COS Presentations and Workshops
- 0 Counselor Trainings (cancelled due to pandemic)
- 0 COS/Financial Aid promotion events on and off campus (cancelled due to pandemic, virtual Zoom lobby created)
- 40 High School Workshops and Presentations at 24 schools

The COS Financial Aid office also takes a proactive approach to making students aware of the policies and procedures of financial aid. We give presentations and parent meetings and student orientations. Students receive information about applying for financial aid, maintaining satisfactory academic progress, and planning for financial aid disbursements.

What improvements are needed?:

Financial Aid Office service is not equitable at all three campus locations as it pertains to FA Specialists and Clerical Assistants.

- Visalia – 4 FTE FA Specialists, and 2.5 FTE Clerical Assistants
- Tulare – 1 FTE FA Specialist, and 0.5 FTE Clerical Assistant
- Hanford – 0 FTE FA Specialist, and 0.5 FTE Clerical Assistant

Student traffic in Tulare and Hanford locations has been increasing. Walk up business and phone calls are increasing as student enrollment increase at the sites. There should be at least 1 FTE FA Specialist and 1 FTE Clerical Assistant at Tulare and Hanford.

Describe any external opportunities or challenges.:

FINANCIAL AID OUTREACH

The Coronavirus Pandemic made providing outreach to students challenging. With COS and high schools cancelling all events during the time of social distancing, the Financial Aid Office had to get creative when it came to helping students complete FAFSA and Dream Act applications. In most cases, Zoom was the best way to maintain contact with our community. We usually attend many Parent Info Nights in September and October educating families about financial aid and completing the FAFSA/CADAA. We made video recordings of our parent presentation in English and Spanish. The videos were posted to Vimeo

and the COS website. We shared links to the videos with all our high school partners so they could place them on their websites and share with families in lieu of in-person Parent Info Nights. Many high schools used Zoom to host Virtual Parent Nights. Financial Aid staff joined many of these Virtual Parent Nights to present financial aid information and answer questions. We did our best to accommodate the needs of the high schools as they struggled to serve their families during the pandemic. We also used Zoom in place of in-person FAFSA/CADAA workshops. We hosted many workshops using the Zoom platform. Students could attend the Zoom session and join a financial aid staff member in a private Zoom breakout room to get one on one help with their financial aid application. We created a Virtual Zoom Lobby in the financial aid office while the campus was closed to the public. Students could join the open Zoom Lobby from 10am-3pm Monday through Thursday to get face to face help with any financial aid questions.

BUDGET CONSTRAINTS

Categorical budget constraints continue to be a concern of the FA Director. California has enjoyed positive economic conditions over the past few years. As a result, community college administrations have received cost of living adjustments that have been passed on as salary increases to staff. There has also been additional funding passed down to community colleges to improve student success programs. New financial aid grants have been created for community college students; the Student Success Completion Grant, AB19 Sequoias College Promise, Cal Grants for students with dependent children, CA Virtual College, and CARES Emergency Financial Aid Grants.

Additional funding has not been passed down to financial aid offices to keep up with growth happening at community colleges in other service areas. Categorical BFAP funding to community college financial aid offices does not allow for COLA increase. There have been salary increases at COS over the last 6 years. 40% of the financial aid program is categorically funded. 60% is MOE from general fund. Salary increases have pushed general fund budgets beyond the state required MOE. Discretionary funding in categorical budgets used for consulting, staff development, and outreach support have been greatly reduced to cover salary costs. Consultant costs are a necessary to keep the \$40 Million financial aid program running smoothly for students.

The State has not increased financial aid administrative funding for several years. Under the new Student Centered Funding Formula, MIS data shows that financial aid offices contribute 28% (2B) of revenue to their colleges. Yet only 4.2% of that revenue is reinvested into financial aid programs on campus. Administrative burden has significantly increased. Financial aid (and other student services) programs are being asked to implement additional grants, provide additional outreach, provide financial literacy training, support student success programs, support DACA/Dreamers, support foster youth students, support homeless students, and other new initiatives coming from the Chancellor's Office. Staff are already stressed to accomplish all that is being asked of them.

If salaries continue to increase, it is a concern of the Financial Aid Director that there will not be enough budget to administer the financial aid program as expected by federal, state, and local policy. A primary concern is in the area of staffing. Seven (7) of the fifteen (15) financial aid staff are paid from categorical financial aid funding. Categorical financial aid funding has not increased with State COLAs over the past 6 years. As a result, staff salaries are starting to exceed the categorical budgets. One position has been lost. Two staff positions. Senior Secretary and Outreach Specialist have been removed from the financial aid roster and moved to other departments that can absorb the labor costs. 60% of the Financial Aid funding source is General Fund. The Financial Aid Office needs to be allowed staff growth to keep up with the demands of the Chancellors Office "Vision for Success". Financial Aid operations need room to grow through General Fund if the State will not let it grow through categorical BFAP funding.

COVID-19 CAMPUS DISRUPTIONS

In March 2020, the COS campus was shut down due to Coronavirus Pandemic. Students were transitioned to online learning. Staff transitioned to working remotely from home. Services and workload did not stop for the Financial Aid Office. As long as classes are in session, students are eligible to receive financial aid payments. The work from home transition was difficult for the financial aid office. We were not technologically prepared for this transition. There were not enough working laptops for staff to take home. Staff did not know how to use VPN, Remote Access, Google Voice, Teams, or SharePoint.

Campus remained closed to students through August 2021 when it re-opened to students for the start of the Fall 2021 Semester. The 18 months of campus closure was a difficult time for the Financial Aid Office. At first staff were alternating workdays in the office and at home. Later when COVID-19 cases worsened, staff were working from home 5 days per week. The Director was the only financial aid employee working on site throughout the campus closure.

Monitoring staff activity and production was difficult. Staff would check-in at the start of the day and check-out in the evening. During the hours in-between it was hard to know what staff were working on. There was no way to track work activities

throughout the day. Some staff rose to the occasion, were present, and focused on serving students remotely. Other staff were never checking in and did the bare minimum to keep up with workload.

Serving students was difficult as well. When campus is open, students can visit the financial aid office, turn in documents, and have all their questions answered in one visit. With campus closed, students turned to phones and email as their only way to ask questions. Students could not drop off documents in person. Documents had to be mailed, faxed, or electronically uploaded to a secure drop box. Thankfully there were a couple financial aid student employees willing to come into the office to help process mail and fax documents.

Financial aid disbursements followed the downward enrollment trends.

2019-20 Pell Disbursements = \$23.5M / 6,310 students

2020-21 Pell Disbursements = \$19.5M / 5,091 students

Pell is trending back up at the start of the 2021-22 year, but it may take a few years to rebound back to pre-pandemic levels.

Overall SAO Achievement:

The Financial Aid Office continues to maximize available resources and employee talent to best serve and support students despite the ongoing challenges we are all experiencing during the COVID-19 pandemic.

Changes Based on SAO Achievement: None

Outcome cycle evaluation: Year over year, the Financial Aid office continues to operate effectively and efficiently considering the number of students served and the amount of funds disbursed. FA staff processed 15,856 FAFSA applications during the 2020-21 year. Total financial aid recipients were 10,023 and total financial aid disbursements were \$40.5M. The 2020-21 year student loan default rate decreased from 23% to 18.5%.

Related Documents:

[Budget_Book_FinAid Final 2020-21.pdf](#)

Action: Using Better Customer Service to Increase Financial Aid Awards

Financial Aid Department staff will contact and assist students who have not turned in necessary paperwork to complete the financial aid file. Taking this extra step with students improves customer service and increases the percentage of students receiving a financial aid award.

Leave Blank:

Implementation Timeline: 2019 - 2020, 2020 - 2021, 2021 - 2022

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): David Loverin, Financial Aid Director

Rationale (With supporting data): There has always been a percentage of students who are eligible to receive a financial aid award, but do not receive an award. These are students who have completed a FAFSA or Dream Act application and are in good standing, but for some reason never complete their financial aid file. With the implementation of the Student Centered Funding Formula and the creation of California Community College Chancellor's Office Vision for Success, more attention has been focused on student financial aid awards. Community College Financial Aid Offices throughout the state have been brainstorming ways to close the gap on students who miss out on financial aid. How can we catch those students who fall through the cracks?

The COS Financial Aid Office is a busy place. Annually, we serve over 10,000 financial aid eligible students. There are only 14 financial aid employees across three campus locations. At those student ratios, it is impossible to offer one on one personalized service. We have to do the best we can to answer all student questions, package their financial aid, and disburse their awards in a timely manner. It has always been the responsibility of the student to complete applications and turn in required documents to

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the financial aid office. It has always been the responsibility of the student to self-advocate and ask questions when they need help. The reality is that many of our students are not there yet. They need help.

Our Goal for 2019-20:

We are going to find those financial aid eligible students that have completed a financial aid application, but were not paid at the beginning of the semester. We are going to reach out to those students and offer one on one customer service. We are going to help them complete their financial aid documentation. Through these actions, we will improve customer service. We will increase the number of students receiving a financial aid award.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2021-2022

10/14/2021

Status: Continue Action Next Year

During the past year, were able to develop reports of students with incomplete financial aid files. Student employees worked through the reports student by student. They mailed letters to students with copies of forms needed to complete their financial aid files. They also emailed students reminding them that once they submitted the required forms, we could package their financial aid awards. Many students completed the forms and mailed them back to the financial aid office. This was a worthwhile accomplishment and we have continued to repeat the process at least once each semester. The overall goal in working through the Incomplete Student Report was to narrow the gap of eligible students who did not receive financial aid. However, that is impossible to measure at this time due to the number of students who stopped attending school because of the pandemic. We will continue to work the Incomplete Student List moving forward. Hopefully, as we return to pre-pandemic attendance levels, we will also see an increase in the percentage of eligible students receiving financial aid.

Impact on District Objectives/Unit Outcomes (Not Required):

Update Year: 2020 - 2021

10/15/2020

Status: Continue Action Next Year

Due to COVID-19 Campus Disruptions, more time is needed to fully develop work flow for this action. We have made some progress in creating the reports that identify the students that are not submitting all paperwork and possible missing out on a financial aid award. As of Fall 2020 semester we have already had success in reaching out to several hundred students in an attempt to help them receive financial aid awards.

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 1.1 - The District will increase FTES by 1.75% over the three years

District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years

District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years

Action: COS College Reimbursement-AB19

This is an assessment to collect data on the College's reimbursement program and use of AB19 funding.

Leave Blank:

Implementation Timeline: 2019 - 2020, 2020 - 2021, 2021 - 2022

Leave Blank:

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): David Loverin, Director, Financial Aid

Rationale (With supporting data): This is an assessment to collect data on the College's reimbursement program and use of AB19 funding. COS received AB19 funding for the 2018-19 year. First year students who are not eligible for financial aid can have their enrollment fees reimbursed if they attempt and complete at least 15 units per semester. I plan to evaluate the success of the reimbursement program and how AB19 funds are expended. I hope to be able to answer the following questions. Are enough students being awarded reimbursement funding? Are the students who receive reimbursement funding successful? Are they completing their program in 2 years? Is the State consistent in awarding funding each year? Is the college using AB19 funds for other student success oriented purposes if the funding is not being used for reimbursement awards?

Priority: Low

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2021-2022

10/15/2021

Status: Continue Action Next Year

The following Promise Awards were applied in the 2020-21 year.

Fall Semester

- Waivers 311
- Grants = 655 Students

Spring Semester

- Waivers = 233 Students
- Grants = 634 Students

Awards by Year

- 2018-19 = 157 Student Reimbursements
- 2019-20 = 384 Student Reimbursements
- 2020-21 = 544 Student Waivers + 1,289 Grants

All first year and second year students enrolled in 12 units at census had their fees waived through the Sequoias Promise. Additional grants of \$650 were awarded to students attending beyond their second year. These students met all other criteria of a Sequoias Promise. By providing waivers at the beginning of term, and additional grants to students enrolled full time, we are having our most successful year at helping students succeed in their academic goals via the Sequoias Promise!

Impact on District Objectives/Unit Outcomes (Not Required):

Update Year: 2020 - 2021

10/15/2020

Status: Continue Action Next Year

For the 2019-20 school year, we reimbursed students who were able to complete 12 units.

- Fall Semester: 220 students reimbursed.
- Spring Semester: 164 students reimbursed

Proposed changes for the 2020-21 year:

The College was able to reimburse 384 students in 2019-20. This is an improvement over the 157 students paid in 2018-19. However, it still wasn't the growth we were hoping for. For the 2020-21 year, the promise program will be changed again. The College will automatically pay the fees for all eligible students enrolled in 12 units at census date each semester. The students will not be penalized if they do not complete at least 12 units with a C grade or better.

The Financial Aid Office will continue to track the progress of the Sequoias Promise Program as it changes each year.

Impact on District Objectives/Unit Outcomes (Not Required):

Program Review - Financial Aid

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 1.1 - The District will increase FTES by 1.75% over the three years
District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years
District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years
District Objective 2.3 - By 2021, increase the percentage of students who complete transfer-level English by 15 percentage points and transfer-level math by 10 percentage point with their first year.
District Objective 2.4 - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points
District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level

Action: Hire Full-Time Financial Aid Technical Specialist

The Financial Aid Office needs additional technical support to meet increasing administrative burden placed upon financial aid office leadership.

Leave Blank:

Implementation Timeline: 2021 - 2022

Leave Blank:

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Identify related course/program outcomes: The work of the Financial Aid Office has a direct correlation with how the college receives its funding. The Equity Component of the new Student Centered Funding Formula is based entirely on the number of students who receive a Pell Grant and/or a California College Promise Grant. Now, more than ever, financial aid offices are under pressure to maximize student financial aid awards.

The work of the Financial Aid Office has a direct correlation with District Objective 1.1 to increase FTES by 2.0% over three years. The COS Financial Aid Office processed over 15,000 financial aid applications from incoming and continuing students last year. The Financial Aid Office provides FAFSA application support to 35 feeder high schools in the College service area. Through financial aid outreach services to these high schools, the Financial Aid Office helps generate FTE's for the College. Through continued receipt of financial aid awards, students are able to remain at the College until completion of their academic goal.

The work of the Financial Aid Office has a direct correlation with District Goal #2. Many students are able to complete their degree, certificate, and transfer objectives because of the financial aid they receive. Over 60% of COS students depend on financial aid to make it possible to attend college. Last year, \$37 Million worth of aid was awarded to over 10,000 COS students.

The work of the Financial Aid Office has a direct correlation with District Objective 4.2 through reliable operational procedures and good communication with District departments. Efficient operational procedures mean students receive aid in a timely manner and are able to attend school with less financial worry.

Person(s) Responsible (Name and Position): David Loverin, Financial Aid Director

Rationale (With supporting data): The addition of a full-time Financial Aid Technical Specialist will help strengthen the backbone of the Financial Aid Office. The Director, along with the Technical Specialist keep the Financial Aid Office in good operational order. All other Financial Aid Staff look to the Director and Technical Specialist for answers to policy questions, new program procedures and Banner processing issues.

Over the past 5 years, additional financial aid programs have been introduced by Federal and State legislation. The financial aid program has been asked to implement additional grants, provide additional outreach, provide financial literacy training, support student success programs, support DACA/Dreamers, support foster youth students, support homeless students, and implement other new initiatives. The Director and Technical Specialist workload has grown beyond their ability to manage it. They struggle to keep up with the administrative responsibility of managing new student programs and required reporting.

Program Review - Financial Aid

New programs and administrative burden placed on FA Technical Specialist over the past several years.

- 2015-16 Full Time Student Success Grant – New FA Award Program
- 2017-18 Community College Completion Grant – New FA Award Program
- 2017-08 Emergency Grant for Dreamer Students – New FA Award Program
- 2018-19 Student Success Completion Grant – New FA Award Program
- 2018-19 FA Technology Grant Allocation – New Categorical Funding Program
- 2018-19 (AB-19) Sequoias Promise – New FA Award Program
- 2019-20 Dream Act Service Incentive Grant – New FA Award Program
- 2019-20 CSAC Students With Dependents – New FA Award Program
- 2019-20 NEXT-Up Program – FA Resourcing
- 2019-20 EOPS – FA Resourcing
- 2020-21 CA Online College (CVC) – Consortium Agreement Request
- 2020-21 Foundation Finish Line Scholarship Program – Identify Eligible Students
- 2020-21 COVID-19 Disaster Relief Emergency Funds – New FA Award Program
- 2020-21 COVID Response Block Grant – New FA Award Program
- 2020-21 (SB-85) Emergency Financial Assistance to Low Income Community College Students – New FA Award Program
- 2020-21 Cal Works Emergency Grants – local funding shift
- 2020-21 HEERF 1 – Emergency Relief Funds to Students – disbursements & reporting
- 2020-21 HEERF 2 & 3 – Emergency Relief Funds to Students – disbursements & reporting
- 2021-22 Dream Act Service Incentive Grant – Renewed FA Award Program
- 2021-22 Fraud Issues within Community College System – policies, procedures, reporting.
- 2022-23 Cal Grant Reform – Changes to Grants and Awarding Processes
- 2022-23 FAFSA and PELL Grant – Changes

The programs listed above all represent new work added to the Financial Aid Office in setting up systems for processing and disbursement, in data collection and reporting, and in desk work identifying eligible students. These programs represent work over and above the baseline programs offered by the financial aid office. The addition of a second technical specialist will help the Director and current Technical Specialist manage special projects, communicate to students, design policy and procedure, and support other financial aid staff.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Personnel - Classified/Confidential - The Financial Aid Office needs additional technical support to meet increasing administrative burden placed upon financial aid office leadership. The Director and Technical Specialist workload has grown beyond their ability to manage it. They struggle to keep up with the administrative responsibility of managing new student programs and required reporting. (Active)

Why is this resource required for this action?: The addition of a full-time Financial Aid Technical Specialist will help strengthen the backbone of the Financial Aid Office. The Director, along with the Technical Specialist keep the Financial Aid Office in good operational order. All other Financial Aid Staff look to the Director and Technical Specialist for answers to policy questions, new program procedures and Banner processing issues.

Over the past 5 years, additional financial aid programs have been introduced by Federal and State legislation. The financial aid program has been asked to implement additional grants, provide additional outreach, provide financial literacy training, support student success programs, support DACA/Dreamers, support foster youth students, support homeless students, and implement other new initiatives. The Director and Technical Specialist workload has grown beyond their ability to manage it. They struggle to keep up with the administrative responsibility of managing new student programs and required reporting.

New programs and administrative burden placed on FA Technical Specialist over the past several years.

Program Review - Financial Aid

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- 2019-20 Dream Act Service Incentive Grant – New FA Award Program
- 2019-20 CSAC Students With Dependents – New FA Award Program
- 2019-20 NEXT-Up Program – FA Resourcing
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- 2020-21 Foundation Finish Line Scholarship Program – Identify Eligible Students
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- 2020-21 Cal Works Emergency Grants – local funding shift
- 2020-21 HEERF 1 – Emergency Relief Funds to Students – disbursements & reporting
- 2020-21 HEERF 2 & 3 – Emergency Relief Funds to Students – disbursements & reporting
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Notes (optional): A Classified employee full time 12 month at range 36 step 2 salary is \$57,117. Benefits at current rate 33.1802% are \$18,952 plus current health cost \$18,772. Total cost salary and benefits would be \$94,841 at current salary and benefits.

Cost of Request (Nothing will be funded over the amount listed.): 94841

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 1.1 - The District will increase FTES by 1.75% over the three years
District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years
District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years
District Objective 2.4 - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points
District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents