



2016-17
Annual Department Review
Financial Aid

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Section 1: Department Planning:

Internal Analysis

The financial aid award year crosses over into the next academic year, and awarding for 2015-16 is still going on at the time of this writing. MIS data will provide a more accurate account of 2015-16 activity. What follows is the most up-to-date data that we have at this time.

Award Year 2015-16

Total unduplicated individuals who applied for federal aid: 15,311
Total unduplicated individuals who applied for federal aid and enrolled: 7,382
Total unduplicated applicants who applied and were awarded BOGFW: 21,724
Total unduplicated applicants awarded BOGFW who enrolled 14,751

Federal Financial Aid Disbursed

Pell – 3283 students \$9,248,630
SEOG – 682 students \$262,501
Cal Grant B – 268 students \$343,573
Cal Grant C – 20 students \$7,384
FTSSG Grant – 178 students \$88,453
Subsidized loans – 561 students \$1,711,957
Unsubsidized loans – 463 students \$1,882,143
Federal Work study – 31 students \$74,298

These numbers reflect an enormous increase in the amount of students being served and financial aid being disbursed over the last 10 years. For example, in 2006-07 there were 535 CCC students who received Pell Grants. The 2015-16 award year figures to date represent an increase of greater than 500%. The total amount of disbursed aid (non-BOGFW aid) for 2006-07 was \$2,216,000 while the amount of disbursed aid for 2015-16 is over \$13,610,000 . . . an increase greater than 510%. The number of BOGFW's awarded has more than quadrupled during this same time period, and due to the incarcerated population applying for BOGFW's, thousands of these applications are paper applications that must be processed manually. Over this same time period, the Coastline Financial Aid Office added three permanent positions—and increase of 60%.

In addition to the massive growth in financial aid processing, there are other factors significantly impacting the operation of the Coastline Financial Aid Office (CFAO). One of these is the decentralization of financial aid processing. For 11 months of the 2015-16 academic year a significant portion of Coastline's (and OCC's & GWC's) financial aid processing was handled by the District Financial Aid Office (DFAO). This included verification of application data, review of satisfactory academic progress, awarding of Pell Grant aid, awarding of Dream Act Cal Grants, awarding and certification of loans, the processing of R2T4's (Return to Title IV calculations and notifications), and the disbursement of all federal aid. However, due to the recommendations of the CCCD Financial Aid Process Improvement Team, a decision was made to dissolve the DFAO and bring all DFAO processes back to the individual colleges. In June 2016, the CFAO assumed all of the responsibilities and duties of the DFAO for Coastline students, in addition to continuing to perform the tasks and services it was responsible for while the DFAO was operational. From this decentralization, the DFAO staff moved back to the college financial aid offices. However, while the OCC FAO added five of these staff to their financial aid operations, and GWC picked

up two additional staff, Coastline only received *one* new staff member—an accountant to process disbursements and R2T4’s. The original staff had to pick up all of the rest of the DFAO responsibilities and tasks, and perform these in addition to their regular duties.

Adding to the difficulty of these major changes and increased responsibilities, in August of 2015 the DFAO and CFAO underwent what is believed to be the first comprehensive federal program review in the history of the College. This review is still not concluded and the effects of the review continue to impact CFAO operations. The federal program review evaluated the College’s compliance with all federal regulations—those within the DFAO and CFAO as well as those not pertaining to financial aid that other College departments are responsible for maintaining. This review cited four compliance issues that involved financial aid operations. Two of these were DFAO issues, one was a CFAO finding, and one was an errant finding that the College proved to be compliant with. The CFAO finding had to do with student notifications of loan disbursements and was quickly fixed. However, the two DFAO findings were not quickly resolved. When DFAO functions were transferred back to Coastline, these issues still needed attention. One was finally resolved by changing the way the financial aid software reports disbursement dates. The other issue—correctly processing R2T4’s—has been more difficult to get a handle on. Part of the issue is the lack of timely reporting by faculty of the last day of attendance (LDA) of students who drop or are dropped from courses. Another part of the issue is the large amount of work that the one financial aid accounting/fiscal specialist is required to do, which includes processing R2T4’s. This is the main reason that an additional financial aid accounting/fiscal specialist position is being sought later in this review.

The third factor that is currently impacting CFAO operations is the District’s decision to stop using the current financial aid software and move to processing financial aid in Banner. This project will take more than a year to implement, is currently in process, and is removing the financial aid director and two CFAO staff members from the office for three days at a time on a regular basis. This significantly hinders the ability of the office to function as needed, especially during this period of time when the CFAO is trying to adjust to decentralization and deal with the issues tied to the federal program review.

Student Survey

Utilization of Services

Of 992 respondents, 41.5% indicated that they currently **utilize** or have utilized financial aid services, while 58.5% **have not**. Respondents who said they have utilized in financial aid services were asked to indicate the change in their knowledge on each of the following statements in Table 1 as a result of their interaction with the CCC Financial Aid Office and their web-based information.

Table 1.1. *Change in Knowledge from Interaction with Financial Aid Office*

Answer Options	Better	The Same	Worse	Respondents
My ability to identify financial aid resources.	73.3%	23.3%	3.5%	400
My understanding of the importance of applying early, submitting forms, and meeting deadlines to successfully apply for financial aid.	75.9%	21.6%	2.5%	394
My understanding of the importance of meeting Satisfactory Academic Progress (SAP) standards to maintain financial aid eligibility.	75.4%	20.3%	4.3%	399
My understanding of various available financial aid programs, including on- and off-campus resources.	69.4%	25.1%	5.5%	399
My understanding of the requirements, rights and responsibilities, and repayment obligations associated with acquiring a federal student loan.	72.6%	23.9%	3.5%	398

Of those respondents, 73.3% indicated that their ability to identify financial aid resources is **better**, 23.3% said it is the **same**, and 3.5% said it is **worse**. Of 394 respondents, 75.9% said their understanding of the importance of applying early, submitting forms, and meeting deadlines to successfully apply for financial aid is **better**; 21.6% said it is the **same**; and 2.5% said it is **worse**. Of 399 respondents, 75.4% said their understanding of the importance of meeting Satisfactory Academic Progress standards to maintain financial aid eligibility is **better**, 20.3% said it is the **same** and 4.3% said it is **worse**. Of those who have participated in financial aid programs, 69.4% of respondents say that their understanding of various available financial aid programs, including on- and off-campus resources is **better**, 25.1% say it is the **same**, and 5.5% say it is **worse**. Lastly, of 398 respondents, 72.6% say their understanding of the requirements, rights and responsibilities, and repayment obligations associated with acquiring a federal student loan is **better**, 23.9% say it is the **same**, and 3.5% say it is **worse**.

Service Area Outcome(s)

Table 1.2 SAOs

SAO	ASSESSMENT MEASURE /TARGET
Through outreach efforts, Financial Aid students will demonstrate understanding of the importance of applying early, submitting forms, and meeting deadlines in order to successfully apply for financial aid.	Measure: The number of 2014-15 students who submitted a FAFSA by March 2, 2014 and went on to complete their file will be used as a baseline. Using the same criteria, 2015-16 students who submitted a FAFSA by March 2, 2015 will show a 3% increase. A survey focused on financial aid processes will be administered to 2014-15 financial aid students and used as a baseline. When administered to 2015-16 financial aid students, the number of students determined to understand the importance of applying by March 2 nd will increase by 3%.
Student will be satisfied with the services of the Financial Aid department.	Measure: Satisfaction survey focused on service provided Target: 80% satisfaction.
The Financial Aid Office will take specific steps to lower Coastline's Federal Direct Loan default rate.	Measure: Note all default management activities entered into that were not active in 2013-14. (It will take 3-5 years to determine the effect of most measures begun in 2014-15.)

All of these SAO's were negatively impacted as departmental priorities changed due to the college-wide federal program review and the decentralization of financial aid processes. Responding to the findings from the college-wide federal program review consumed literally months of CFAO staff time. In addition, the closing of the District Financial Aid Office and the decentralization of financial aid processing required substantial changes to the CFAO financial aid processes and procedures and added an enormous amount of ongoing, permanent work to the existing staff.

Because of all of this additional work and focus on these two incidents and the ongoing implementation of Banner Financial Aid, the CFAO was unable to conduct the amount of outreach originally intended in the first SAO, nor was the survey that would be administered by the CFAO undertaken. However, the survey conducted by the Department of Institutional Research, Effectiveness, and Planning indicates that

76% of financial aid students better understood the importance of applying early for financial aid and meeting CFAO deadlines.

No student satisfaction survey was administered for the second SAO.

With regard to student loan default prevention two things need to be mentioned. The first is that all three CCCD colleges met with third party default mitigation servicers to contract with one to provide 2015-16 services. These servicers work with prior students who are delinquent in making their loan payments in order to help them remedy their delinquency before they reach 180 days of non-payment and thereby become defaulters. The three colleges agreed to enter into a District contract with one of these vendors. However, the District never followed through with processing the contract and the fate of this decision to use a third-party servicer is still in question.

The second thing to mention is that the CFAO is aware of high risk borrowers who are likely to default for various reasons, yet cannot avoid giving these students loans if they otherwise qualify. This is partially due to regulatory restrictions on making such decisions, and partially due to a conversation that the U.S.D.E. had with the CFAO in which the Department indicated that it did not agree with the College's reasons for not certifying the loans of students who have already borrowed more than is reasonable for obtaining a two-year degree (e.g., a student has already borrowed \$38,000 and has not earned any degree, and wants to borrow another \$10,500).

The CFAO intends to further pursue the help of a third party servicer, but it is not certain at this time whether this will be a joint contract that includes all three colleges, or a contract that CCC enters into alone.

These SAOs may change due to the large shifts in financial aid operations that are in process and permanent.

Progress on Forward Strategy Initiative(s)

Table 1.3 *Progress on Forward Strategies*

Initiative(s)	Status	Progress Status Description	Outcome(s)
Ensure quality and safety to student information and decrease fraudulent activity.	In Progress	A full-time position was hired in June 2016.	This individual is being trained while the department continues to identify potential fraud and requires additional information from those students suspected of fraud. Additional strategies are being developed to identify those who may be engaging in financial aid fraud.

Response to Program/Department Committee Recommendation(s)

Table 1.4 *Progress on Recommendations*

Recommendation(s)	Status	Response Summary
Review the SAOs for the upcoming year and make modifications which would best gauge operational performance assessment.	In transition	Due to the shift in operations with the decentralization of financial aid processing moving to the individual colleges and the current Banner implementation activities, it is expected that changes to the SAOs will need to occur. However; the current degree of flux makes it difficult to determine what these modifications and/or additions should be.
Review the human capital capacity of the department to ensure that students are effectively served and external compliance/threats (e.g. fraud) are addressed.	Addressed	This review has taken place and proposed solutions are contained in this review. Also, a full-time position was added to the CFAO in June 2016 to focus on dealing with the fraud issues the department is currently experiencing.

Section 2: Human Capital Planning

Staffing

Table 2.1 Staffing Plan

Year	Administrator	Management	F/T Faculty	Adjunct	Classified	Hourly
Previous year 2015-2016	Director, Financial Aid 1	0	0	0	Financial Aid Specialist 5 Financial Aid Coordinator 1	Temp Hourly Clerk 5
Current year 2016-2017 <small>(This is the staffing structure for the FAO at the time of writing. Proposals have gone forward to reorg and add staff as shown for 2017-18. Staffing may look more like 2017-18 at some point in 2016-17.)</small>	Director, Financial Aid 1	0	0	0	Financial Aid Specialist 5 Financial Aid Coordinator 1 Financial Aid Accounting/Fiscal Specialist 1	Temp Hourly Clerk 5
1 year 2017-2018	Director, Financial Aid 1	Financial Aid Supervisor 1	0	0	Financial Aid Specialist 4 Financial Aid Systems Specialist 1 Financial Aid Accounting/Fiscal Specialist 2 Financial Aid Assistant II 2	Temp Hourly Clerk 1 or 2
2 years 2018-2019	Director, Financial Aid 1	Financial Aid Supervisor 1	0	0	Financial Aid Specialist 4 Financial Aid Systems Specialist 1 Financial Aid Accounting/Fiscal Specialist 2 Financial Aid Assistant II 2	Temp Hourly Clerk 1 or 2
3 years 2019-2020	Position Title (# of positions)	Position Title (# of positions)	0	0	Financial Aid Specialist 4 Financial Aid Systems Specialist 1 Financial Aid Accounting/Fiscal Specialist 2 Financial Aid Assistant II 2	Temp Hourly Clerk 1 or 2

Now that all DFAO processes have been sent to the campuses, the financial aid specialists perform every non-managerial duty in the CFAO except for aid disbursement, R2T4 calculations, and fund reconciliation, which are the duties of the financial aid accounting/fiscal specialist. FA specialists review and award financial aid applications including but not limited to verification, determination of aid eligibility, aid packaging, and academic progress review. They are also responsible for the maintenance of specific aid programs, such as Federal Work Study, Cal Grants, Direct Loans, SEOG Grants, and others. In addition, the Specialists assist student applicants in person, via phone, and via email to help them with their

applications and file completion, as well as to listen to their special concerns and consider whether professional judgments are called for.

The financial aid coordinator acts as a lead specialist, as well as assists the director with some duties that do not require direct management of staff.

As previously mentioned the financial aid accounting/fiscal specialist performs all fund disbursement functions, reconciles funds with the CCCD fiscal office and the federal COD website, and performs all R2T4 and post-withdrawal disbursement calculations. This position is new for 2016-17 as the individual who was doing this function at the District came to us through decentralization when the DFAO was dissolved.

Due to issues with the centralized structure of financial aid processing within the CCCD and the recent federal program reviews experienced by CCC and OCC, a Process Improvement Team (PIT) was formed to consider ways of improving financial aid processing and services. The team evaluated college FAO and DFAO processes within the CCCD, and visited the financial aid offices at another multi-college district that uses Banner. When finished with its research, the PIT team recommended dissolving the DFAO and sending all processes back to the college FAO's. The Chancellor agreed and the recommendation was carried out. The PIT team also recommended that the staffing structure of the campus FAO's be reorganized, and tasked the three financial aid directors with meeting together and determining a structure that would be the most effective and efficient. The directors met, and submitted their proposed changes. The staffing structure that was proposed included: 1) adding a financial aid systems specialist [systems/program analyst] to each office, 2) adding a financial aid supervisor to each office, and 3) increasing the number of financial aid accounting/fiscal specialists in each office to two, rather than the one position that currently exists (which is not sufficient with the volume of work that needs to be done and the short deadlines throughout each term that must be met). These changes are reflected for Coastline in Table 2.1 above.

CCCD job descriptions for the supervisor and accounting/fiscal specialist are included with this review. There is currently no CCCD job description for the financial aid systems specialist, as this is a new position that does not yet exist. The essential duties of this position relate to the creation, set up, and maintenance of financial aid software processes that are so critical to every financial aid function within the department. This position will also be responsible for running the many automated processes that must be done daily and weekly in the Banner financial aid system, which all three FAO's are currently in the process of implementing. In addition, the financial aid systems specialists at the three colleges will work closely together and with District IT to articulate financial aid programming needs and concerns in Banner, which are constantly changing due to the ever-morphing nature of federal and state financial aid programs and regulations.

Finally, it should be mentioned that the front counter personnel who receive students, answer the phones, answer most financial aid questions, and help students fill out their FAFSA's, are all hourly-150-day employees. We currently have five of these and employ three of them at a time at the front counter. This is necessary in order to handle the high volume of calls and assist students who come in person. We hope to be able to staff these positions in the future with two full-time financial aid assistant II positions. Some hourly help will still be needed, but the consistency of having permanent staffing would be a major improvement.

Professional Development

Table 2.2 *Professional Development*

Name (Title)	Professional Development	Outcome
Steve Woodyard (Director)	Federal Student Aid Conference, CCCCO All-Directors Conference	Ongoing direction & training for new federal and state programs and processes
Kathie Tran (FA Coordinator) Quan Xa (FA Specialist) Charlene Ho (FA Specialist) Phuong Ngo (FA Specialist) Janette Moulton (FA Specialist)	Cultural Intelligence Workshop, Tax Return Verification Workshop	Training on customer service & verification of FAFSA data with tax return data

Section 3: Facilities Planning

Facility Assessment

The financial aid office has enough workstations and space to accommodate the current staff. However, we are at the limit using all of the space that is available. There is no room to add one more workstation that will be needed when/if we add one more financial aid accounting/fiscal specialist to our staff. A remedy would be to take the one workstation that is provided for our temporary hourly clerks to use, but then they would have to do all of their work at the front counter, and I would advise against this for FERPA reasons; it would also cut down on their productivity. There is talk of a potential remodel to place all student services on one floor. If this becomes a reality, this may allow for the creation of the extra needed space for this position.

One other facility issue should be mentioned here. The Financial Aid, EOPS and CalWORKS departments all share the same office space. This is a potential FERPA and HEA compliance issue as the Financial Aid Office is not self-contained and other staff cannot be locked out of the FAO. Staff members and even students from the other offices can walk right into financial aid cubicles where financial aid applications are being reviewed and see protected information before the financial aid staff can cover or close it from view. This is especially concerning when the Financial Aid Office closes and someone in one of these departments is working late. Though financial aid staff are required to lock all information away before going home, the potential exists for other staff to access this protected information if something happens to get left out on a desk.

Section 4: Technology Planning

Technology Assessment

The Coastline Financial Aid Office is almost paperless. The department uses Banner student systems, PowerFAIDS financial aid software, and BDMS imaging to work with and keep all data and documentation digital. Nevertheless, some students submit their documentation on paper and through faxes, even though we make it possible for them to submit everything electronically. These are converted to digital images, while the paper forms are filed and locked away until shredded. The FAO is currently in the process of implementing a third-party system (CampusLogic) that will make all federal verification forms interactive online forms. These will be completed online, submitted online, and accessed by the FAO online through one common site. Students will access these forms through one sign on by logging into their MyCCC account. Because the forms are all interactive, when students omit required information they will be stopped by the system and prompted to enter the required data to continue. This will cut down on the time it takes to process a file by ensuring all data is provided. It will also speed the completion of the student's file.

The office computers are about 3 years old and still function at an acceptable level. Each of our 9 cubicles has a computer and printer. We also have 8 scanners. At this time the technological needs of the department are met with the current equipment and software. However, because all of the computers are identical and were purchased at the same time, when they become insufficient due to age or deficient hardware capacity, they will all need to be replaced at the same time.

If we are able to add the second financial aid accounting/fiscal specialist position as recommended, the CFAO will purchase a computer and printer for the position with 2016-17 categorical funds.

New Initiatives

Initiative:

Reorganize and increase the CFAO staffing to accommodate the increased demand on student financial aid services, the decentralization of District financial aid processing, and to comply with the federal and state laws and regulations governing student financial aid.

The specifics of this staffing initiative were provided on the chart and in the narrative of Section 2.

Describe how the initiative supports the college mission:

The College's Mission and Vision Statement both include student success as being primary. In addition, one of the goals for fulfilling Coastline's mission is to "sustain the College's capacity for student success through the efficient use of resources as well as expanded, diverse, and responsive programs and services." Based upon the growth data presented in Section 1, it is clear that the demand for financial aid services has dramatically increased in the last 10 years. It is also clear that students depend heavily upon federal and state aid to pay for tuition, books, and living expenses while they pursue their educational goals. Yet, while the volume of financial aid processing has increased more than 500% since 2006-07 the financial aid staffing has only increased 60%. This imbalance would appear to be counter to the College's vision and mission.

About four years ago, the District noticed the trend of growing student demand without corresponding growth in the use of resources at the colleges to handle the increased volume. In Spring 2013, the District sought to resolve the growing need by centralizing financial aid processing. As previously mentioned, this solution proved to be highly problematic and all financial aid processing responsibilities returned to the campuses in Summer 2016. Nevertheless, the issue of multiplied numbers of students applying for financial aid, and the dramatic increase in the volume of applications and awards remained. Furthermore, and not to be confused with the issue of increased student demand, the Fall 2015 federal program review made it clear that more staff time needed to be focused on ensuring that all financial aid processes and practices were in compliance requirements. Added to these two issues is a third issue that was not specifically addressed, but acknowledged by the federal program reviewers—the increased volume of instances of financial aid fraud attempts occurring within Coastline's community of online students.

These three issues must be addressed, which requires increased financial aid staffing to take on the additional work created by these issues. Because timely receipt of federal and state aid is critical to student success, and because additional attention must be given to ensure the College meets federal and state compliance requirements, this initiative supports the College mission and goals of sustaining the College's capacity for student success through the efficient use of resources, as well as through expanded, diverse, and responsive programs and services. The findings of the District Financial Aid PIT Team further reinforce the importance of this initiative to our students and to the College. (Note: In May 2016 the College hired a financial aid specialist who will focus a significant amount of time on fraud detection, investigation, reporting, and prevention.)

What college goal does the initiative align with? [Select one](#)

Student Success, Completion, and Achievement

Instructional and Programmatic Excellence

Access and Student Support

Student Retention and Persistence

Culture of Evidence, Planning, Innovation, and Change

- Partnerships and Community Engagement
- Fiscal Stewardship, Scalability, and Sustainability

What College planning document(s) does the initiative align with? [Select all that apply](#)

- Educational Master Plan
- Staffing
- Facilities
- Technology

What evidence supports this initiative? [Select all that apply](#)

- Learning Outcome (SLO/PSLO) assessment
- Internal Research (Student achievement, program performance)
- External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

CCCCO DataMart information was pulled and the MIS growth statistics were provided in Section 1 of this review. That data shows a six-fold increase in the number of students receiving federal aid at Coastline in the last 10 years, as well as a six-fold increase in the amount of aid disbursed. Yet, the number of permanent staff working in the financial aid office only rose from five persons to eight during the same time period—60% increase to deal with 500% increase.

The findings of the recent federal program review provide additional evidence to corroborate the need for this initiative . . . especially the need for a financial aid supervisor and the need for an additional financial aid accounting/fiscal specialist in the processing of R2T4's so that federal deadlines are not missed and federal funds are reconciled on a routine basis as required by law.

Finally, the District Financial Aid PIT Team visited financial aid offices at other California community colleges, and recommended changes that support this initiative.

Recommended resource(s) needed for initiative achievement:

Addition of sufficient funds to the CFAO staffing budget from the General fund or other ongoing source to cover the increase in staffing costs.

What is the anticipated outcome of completing the initiative?

Students will be more effectively served by CFAO as the department will be able to handle the increased volume of student applicants and awards in a more timely manner. This will increase student success as more students will receive their funds early enough to avoid dropping courses and will allow them to focus on studies rather than worry about whether they can afford to continue their education. In addition, and just as important, the CFAO will be able to: 1) process R2T4's within the timeframe required by federal law, 2) reconcile federal award funds monthly to be compliant with Title IV regulations, and 3) increase the number of financial aid disbursements to students so that students awarded once a term has begun will not have to wait more than a week for funds in most cases.

Provide a timeline and timeframe from initiative inception to completion.

At this time, it is hoped that the three specific components of the staffing initiative will be adopted by the College as a unit, with each component as vital as the other. The financial aid offices at Coastline, OCC, and GWC are all submitting identical staffing proposals. The CFAO proposal has been submitted to Coastline's President for discussion with the other college Presidents. If supported by Dr. Adrian, the proposal should

go to PIEAC in Fall 2016. If approved, the addition of a financial aid supervisor will occur first, then the systems specialist (program analyst), and finally the hiring of an additional financial aid accounting/fiscal specialist. The plan would be to fill all of these positions before the Spring 17 semester begins.

Prioritization

List and prioritize resource requests

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
None								

List and prioritize staffing requests. For full-time positions, include a Coast District approved job description.

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Reorganize and increase CFAO staffing	Financial Aid Supervisor	\$101,455	General	X	Internal External	Stu.Success, Access, Retention, Persistence	2016-17	
	FA Systems Analyst (Program Analyst)	\$97,058	General	X	"	"	2016-17	
	FA Accounting/Fiscal Specialist	Redistribution of categorical funds	Categorical	X	"	"	2016-17	

Prioritization Glossary

Initiative:	Provide a short description of the plan
Resource(s):	The resource(s) are needed to support the completion of the initiative
Est. Cost:	Estimated financial cost of the resource(s)
Funding Type:	Specify if the resource request one-time or ongoing
Health, Safety Compliance:	Specify if the request relates to health or safety compliance issue(s)
Evidence:	Specify what data type(s) supported the initiative
College Goal:	Specify what College goal does the initiative align with
To be completed by:	Specify year of anticipated completion
Priority:	Specify a numerical rank to the initiative



JOB SPECIFICATION

STUDENT FINANCIAL AID ACCOUNTING/FISCAL SPECIALIST	Range:	E-52
	Spec ID:	94015
	Class:	Technical
	Date:	04/2007

DEFINITION:

Under the direction of the Financial Aid Director, to perform a variety of fiscal/accounting activities related to student financial aid programs; oversee and maintain the financial functions of student financial aid programs within a broad framework of applicable Federal, State and District requirements to insure budget and related fiscal reporting integrity for the college.

DISTINGUISHING CHARACTERISTICS:

The *Student Financial Aid Accounting/Fiscal Specialist* is an alternate class within the student financial aid series requiring excellent communication, time management, organization, and problem solving skills as well as specialized training and subject matter expertise in the area of student financial aid program budgeting, accounting, and fiscal reporting. Knowledge of specialized program reporting requirements and fiscal problem solving is applied to the general oversight of the student financial aid programs utilizing a variety of widely used principles and concepts.

EXAMPLES OF DUTIES: Duties may include, but are not limited to, the following:

- a. Plan, organize and coordinate the operation and maintenance of accounting/fiscal and budgetary functions of the student financial aid department.
- b. Plan and develop procedures for preparing fiscal reports and for maintaining and storing specialized or centralized control of accounting and financial records.
- c. Assist in the development of procedures for accounting and budgeting systems and recommend improvements.
- d. May serve as lead to coordinate and direct the work of staff in assigned area; oversee the processing of accounting transactions, auditing, and accounting/fiscal reports.
- e. Advise and assist student financial aid staff and District with reports, financial database systems, and department operations.
- f. Participate and oversee the gathering, classifying, and summarizing of student financial data; research and analyze budget and financial discrepancies and recommend a course of action to resolve problems.
- g. Prepare, review, and revise accounting/fiscal procedures and responsibilities according to applicable Federal, State, and District requirements.

- h. Participate in budget development; prepare various accounting reports, schedules, charts, and tables as needed or required.
- i. Oversee and participate in the compilation of data, statistical studies, and analyses of student financial data; prepare preliminary and final financial documents and reports as assigned.
- j. Assist with the annual student financial aid audit.
- k. Coordinate operations and activities of the student financial aid department to assure timely and accurate processing and reporting.
- l. Confer with and provide technical accounting and fiscal procedural assistance to others as requested.
- m. Serve as resource to and liaison between Federal and State agencies, service providers, and other staff.
- n. Collect, receive, review, verify, research, and/or correct student financial aid data; prepare schedules, reports, documents and/or entries as needed.
- o. Prepare and process journal and budget entries.
- p. Perform financial analysis and balancing, report corrections, and year-end procedures including applicable reports.
- q. Prepare and/or participate in the development of spreadsheets, journals, purchase orders, supply orders, and budgets.
- r. Use computerized accounting, budgeting, and database systems.
- s. Interpret codes, rules, regulations, and/or instructions; thoroughly review financial reports, documents, records, and other related data; research and resolve identified problems.
- t. Assist supervisor with special projects as required.
- u. Use a computer and related software for data entry, word processing, reporting, and messaging.
- v. Perform a full range of high-level clerical work in support of assigned projects such as independently prepare reports, correspondence, and other related duties.
- w. Maintain accurate records for student financial aid programs, accounts and functions.
- x. Perform other related job duties as assigned.

MINIMUM QUALIFICATIONS

Knowledge of:

1. General principles and procedures of accounting, auditing, budgeting, bookkeeping, and fiscal record keeping related to student financial aid reporting.
2. Audit requirements for the segregation of duties within the student financial aid program.
3. Financial and statistical analysis as related to student financial aid programs.
4. Appropriate laws, codes, standards, and fiscal reporting requirements applicable to student financial aid.
5. Budget development, monitoring, and analysis for student financial aid programs and services, including other related categorical programs.
6. Standard office practices, procedures and equipment, including use of computers for word processing, spreadsheet and other financial software, and data base applications.
7. Technical aspects and guidelines of student financial aid programs.

Ability to:

8. Perform a variety of complex accounting, monitoring, and fiscal analysis related to student financial aid.
9. Gather, organize, analyze, prepare and present varied finance data and statistical analysis.
10. Provide accurate information and reports to District and other reporting agencies.
11. Prepare, audit, and analyze a variety of student financial aid data and reports.
12. Analyze, interpret, and apply pertinent codes, laws, policies, and regulations related to student financial aid accounting and reporting.
13. Understand and apply internal fiscal controls in the performance of work assignments.
14. Operate a computer, applicable software and other office equipment.
15. Make complex arithmetic computations with speed and accuracy; correct errors in arithmetical calculations made by others.
16. Adjust to new technology.
17. Effectively utilize automated accounting information systems and related software applications
18. Analyze situations quickly and objectively to determine proper course of action.
19. Develop and prepare procedures, instructions, and standards for a variety of student financial aid accounting processes.
20. Direct or lead the work of others.
21. Plan and organize work to meet schedules and time lines.
22. Handle multiple project assignments.
23. Provide high-level customer service, in person and over the telephone.
24. Communicate effectively both orally and in writing.
25. Establish and maintain effective relationships with those contacted in the course of work.

Education and Experience:

26. Education equivalent to an Associate of Arts degree in accounting or business administration, or other related field.
27. At least four years progressively responsible experience in accounting.
28. Or, any combination of education and experience that would provide the required equivalent qualifications.

PHYSICAL DEMANDS AND WORK ENVIRONMENT

- The physical demands are representative of those that must be met by an employee to successfully perform the essential functions of this job.
- The work environment characteristics are representative of those an employee encounters while performing the essential functions of this job.
- Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

DRC: 06/06/2007

BOARD APPROVAL DATE: 06/20/2007

JOB SPECIFICATION

STUDENT FINANCIAL AID SUPERVISOR

Range:	G-15
Spec ID:	55071
Class:	Management
Date:	04/2007

DEFINITION: Under the supervision of the Director of Financial Aid, the Financial Aid Supervisor supervises the daily operations affecting student financial aid services, supervises all clerical and advisory staff, coordinates various office projects as assigned by the Director, oversees inter-office functions between accounting, student financial aid, information technology services, and serves as the liaison in the absence of the Director.

DISTINGUISHING CHARACTERISTICS:

The Financial Aid Supervisor is responsible for the daily functions related to the operation of a complex student financial aid office including its technical components; assist with the management of all student financial aid programs; supervise all activities related to the front office; supervise all support staff; coordinate and assist the Director with personnel matters related to staff training; hire, train, and supervise student assistants; coordinate all activities related to the application, processing, verification, awarding and packaging of student applications; assist with the technical management of all financial aid programs; assist with the updating of student financial aid policies and procedures.

EXAMPLES OF DUTIES: Duties may include, but are not limited to, the following:

- a. Oversee a comprehensive student financial aid computer system including various federal and state student financial aid reporting and database systems utilized by the Financial Aid Office.
- b. Supervise the student service counter and front office areas within the Financial Aid Office.
- c. Maintain the work schedules of all support staff and provide training to staff members.
- d. Assist with the preparation, review and analysis of reporting to federal, state, and private agencies external to the District.
- e. Interview, hire, and supervise all student workers and hourly staff in the Financial Aid Office.
- f. Supervise the daily workflow within the Financial Aid Office and between the various offices that interact with the Financial Aid Office.
- g. Monitor the various work group functions (students, clerical, and other personnel) within the Financial Aid Office and coordinate these areas to provide the best possible student service.
- h. Assist in preparation of portions of the financial aid operating budget and student expense budgets; participate in monitoring performance against the annual office operating budget.
- i. Directly assist in the development of financial aid and office policies and procedures utilized by the Financial Aid Office in conjunction with federal and state regulations.
- j. Represent the Financial Aid Director at meetings and events that the Director is unable to attend.
- k. Monitor the financial aid staff for accuracy of computer input and awarding processes.
- l. Monitor the flow of information and technology for the financial aid staff regarding federal, state, and institutional compliance issues.
- m. Assist in the development of a comprehensive audit program for the Financial Aid Office.
- n. Evaluate informal and formal student appeals regarding eligibility of student financial aid; determine and/or recommend appropriate course of action as needed.
- o. Coordinate the financial aid office outreach events and activities.
- p. Participate in the evaluation of assigned staff.
- q. Perform other related duties as assigned.

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MINIMUM QUALIFICATIONS

Knowledge of:

1. In-depth federal and state regulations governing student financial aid, including grants, scholarships, and loan programs.
2. Data processing systems and software applicable to analysis, awarding and disbursement of student financial aid.
3. Personnel procedures and skills in training and supervising staff.
4. Accounting procedures and budget management.

Ability to:

5. Supervise and manage a diverse technical staff including hourly and student assistants.
6. Develop positive rapport with other student financial aid staff and college employees to develop a team that is responsive to the needs of the students and the college community.
7. Understand, explain, and apply complex student financial aid federal and state regulations and institutional policies and procedures.
8. Train and monitor student financial aid staff and student workers and review work output.
9. Meet rigorous timelines and schedules as dictated by outside agencies.
10. Work independently on complex student financial aid issues and processes.
11. Participate in the selection process of new employees and evaluate their abilities.
12. Work with the Director to complete annual staff evaluations.

Education and Experience:

13. Education equivalent to a baccalaureate degree in business administration, accounting, management information systems or other related field.
14. Four years of increasing responsible experience leading or supervising the work of others in a student financial aid environment, including experience monitoring and maintaining computerized student financial aid records.
15. Two years of experience in a position requiring independent judgment and decision making in a related educational or student financial aid environment – awarding, packaging and verification processes.
16. Or, any combination of experience that would provide the required equivalent qualifications.

PHYSICAL DEMANDS AND WORK ENVIRONMENT

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- The work environment characteristics are representative of those an employee encounters while performing the essential functions of this job.
- Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

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