



LOS RIOS

COMMUNITY
COLLEGE
DISTRICT

Los Rios CCD

2013-2014 PROGRAM REVIEW

SUPPORT SERVICES

Unit: Student Services
CalWORKs
Financial Aid

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Approved for Submission: _____
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I. Program Review Purpose

Definition of a Support Services Unit

For the purposes of this program review document, a support services unit is defined as a District department which is responsible for providing services throughout the District in a manner which creates and maintains an optimal learning environment for students and/or provides the necessary services to support the overall operation of the District and colleges.

Program Review Purpose

The purpose of review is to evaluate the quality of the support services provided and to use the information from the evaluation to plan program improvements. Regular program reviews are required to meet regional accreditation requirements, state requirements, and best practices. ACCJC Accreditation Standard I.B states,

The institution demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning. The institution also organizes its key process and allocates its resources to effectively support student learning. The institution demonstrates its effectiveness by providing 1) evidence of the achievement of student learning outcomes and 2) evidence of institution and program performance. The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning.

Support services units are expected to undergo a full review every three years.

Relationship of Program Review to Unit Plans

When completed, this Program Review document should provide the following to support your annual Unit Plan document:

- Unit mission statement
- Purpose statement that identifies how your unit supports creation and maintenance of an optimal student learning environment and/or provides the necessary services to support the overall operation of the District and colleges
- Findings to justify continuing or changing current operating procedures
- Justifications for requesting new resources

Program Review Due Dates

All departments must be reviewed at least once every three years during the year cited on the LRCCD Support Services Program Review Cycle. Reviews are due by June 30th of the year in which they are reviewed. A copy of the review will be maintained in the unit and the Office of Education and Technology.

Mission Statement

Provide your **unit's mission statement** below. Your statement must align with the District mission statement and should match your mission statement in your unit plan.

For reference, the following are LRCCD's Vision and Mission statements:

Vision Statement

We, the Los Rios community colleges, provide outstanding programs and services so that all students meet and exceed their educational, career, personal and social goals. We meet the social and economic needs of the community.

Mission Statement

Relying on their professional and organizational excellence, the Los Rios community colleges:

- Provide outstanding undergraduate education, offering programs that lead to certificates, associate degrees, and transfer;
- Provide excellent career and technical educational programs that prepare students for job entry and job advancement through improved skills and knowledge, including the demands of new technologies;
- Provide a comprehensive range of student development programs and services that support student success and enrich student life;
- Provide educational services that address needs in basic skills, English as a second language, and lifelong learning; and
- Promote the social and economic development of the region by educating the workforce and offering responsive programs such as service learning, business partnerships, workforce literacy, training, and economic development centers.

Provide your unit's mission statement below:

Student Services Mission: The primary goal of the Student Services unit, housed under the division of Education and Technology at the District Office is to ensure that all students have equal access to, and support in college courses needed to achieve their educational objectives. The district office provides advocacy and leadership to the college's student support services programs, with District coordination provided for CalWORKs and Financial Aid specifically, that facilitate and demonstrate the achievement of stated student learning outcomes. This office builds upon the planning and work done by the individual colleges and provides a framework for all the colleges to work together.

Student Services Vision: Students are our highest priority. Values: Participatory governance, relationships, diversity, academic excellence, community (Student Services Retreat, 6/19/08). We provide outstanding programs and services so that all students meet and exceed their personal, educational, career, and social goals. We meet the social and economic needs of the community.

III. Unit Responsibilities

List your unit's **primary assigned responsibilities**, including those related to creating and supporting an optimal student learning environment and/or the overall operation of the District and colleges. Also identify any major projects your unit is expected to support on a periodic basis (e.g. opening of new facilities, IT infrastructure upgrades, etc.).

Student Services Responsibilities

- Supervise student services staff at the District Office.
- Represent the District on various college, community, regional and State committees and at various meetings and conferences related to student services programs.
- Serve as the District designated student grievance hearing appeals officer.
- Prepare various reports related to student services programs.
- Develop and recommend budget for areas of responsibility.
- Evaluate staff as required in District policies and regulations.
- Make recommendations regarding policies and level of budget support for student services programs.
- Review and recommend revisions for all District policies and regulations for student services programs and functions.
- Work with District Information Technology department to develop, implement and refine the District's automated systems for student registration, tracking and advisement.
- Develop and maintain activities that promote coordination between student services and instruction to achieve student success.
- Coordinate student success initiatives.
- Oversee Student Trustee elections, training, and mentoring components.

CalWORKs Responsibilities

- Negotiate and manage CalWORKs contracts.
- Coordinate with District Grants and Contracts Unit relative to timely submissions of CalWORKs county contract claims and reports.
- Collaborate with Research Unit in support of student services.
- Consult with instruction on all academic and course of study matters.
- Streamline processes that result in greater access and efficiency of business procedures across all student services program areas.
- Provide District liaison at the state and county level in support of CalWORKs.
- Provide information to colleges on programmatic changes at the state and Federal level that impact program implementation and accountability.
- Hold regular meetings with various college program leads and supervisors to gather needs, share best practices and develop overall program consistency.
- Complete internal reviews in support of accreditation and college program reviews.

Financial Aid Responsibilities

- Direct the establishment of standardized business processes for financial aid throughout Los Rios District.
- Direct and lead the District Financial Aid Advisory meetings.
- Prepare and present proposals concerning necessary policy and procedural changes to the Advisory group and the Vice Presidents of Student Services Council.

- Monitor federal and state policy changes and regulations; facilitate implementation of appropriate processes and procedures.
- Act as a liaison between the college FA offices and the District IT department.
- Advise college and district personnel on industry “best practices.”
- Manage the annual and ongoing setup and testing of the financial aid applications.
- Develop detailed project plans in coordination with district IT to assure tracking of the business process decisions and testing timelines through implementation.

List those **district and college** operating units your unit must interact with on a regular basis in order to complete the primary responsibilities of your unit. Briefly describe the types of interaction you have with the listed units.

District (and colleges):

- Administrative Services: General Accounting, Grants & Contracts, Payroll, Printing/Mail Room
- Chancellor’s Office: Board of Trustees replies, Chancellor communications, General Counsel, Vice Chancellor, Education & Technology, AVC Communications and Media Relations
- District Police: Cleary Act reporting, discipline
- General Services: Purchasing, Risk Management, Contract development and dissemination
- Information Technology: Applications, development, data analysis, MIS reporting
- Institutional Research: survey development, data analysis
- Student Services and Instruction: all matters pertaining to access, equity and student success.

IV. Relevancy

Briefly describe why your unit’s work is **relevant to the institution** with respect to how it supports an optimal student learning environment and/or overall operation of the District and colleges. State the reasons you expect the need for this program to continue.

The Student Services division provides leadership and support for policy and programs that support student access, equity and success. Student services units across the four Los Rios colleges administer more than \$20 million annually in general, categorical and grant funds and nearly \$17 million in counseling and guidance that help colleges provide support services across the colleges and outreach centers and supplemental services for special populations.

Programs include Admissions and Records, Counseling , Career Planning, California Work Opportunity and Responsibility to Kids (CalWORKs), Cooperative Agencies Resources for Education (CARE), Disabled Students Programs & Services (DSPS), Early Assessment Program (EAP), Extended Opportunity Programs & Services (EOPS), Foster and Kinship Care Education (FKCE), Foster Youth Success Initiative (FYSI), Health Services, International Student Services, Student Success & Support Program (SSSP) including assessment, orientation and education planning, Outreach, Puente Project, Student Equity, Student Financial Assistance programs, Student Leadership and Development, Transfer and Articulation, Veterans Services, and Workability.

V. Currency

Describe the ways in which your unit is **current** (e.g. technology use, equipment, approaches and methodologies), or what you need to do to become and remain current over the next three years.

The financial aid offices are highly dependent on technology and current office equipment. The Department of Education releases the requirements for desktop systems that interact with Department of Education software. The financial aid receives notices for system enhancements and upgrades via software vendors. Vendor upgrades are released four times per year and are timed based on Department of Education schematic changes and reporting requirements; and are installed by District Office IT during non or low operation periods (normally Sunday mornings).

Personnel use and have implemented variety of technology platforms and software to conduct day to day operations and for student service delivery:

- PeopleSoft
- PowerFAIDS
- Microsoft products
- Online orientation in D2L
- iSEP
- Degree Audit
- Electronic disbursement of financial aid
- Online voting
- Online transcript request processing

VI. Effectiveness

1. List the types of data/information you will use to **assess how effective** your unit is in completing **each** of its primary responsibilities (e.g. student/client satisfaction surveys, audits, safety inspections, facility use information, product quality and timeliness, etc.).
 - Unit Plans reflecting accomplishments of prior year's plans.
 - Monthly meetings with deans and vice presidents tracking goals and progress.
 - CalWORKs student profile (2013) which is intended to provide a general framework based on data to encourage conversation amongst those who provide student services and instruction to CalWORKs students taking classes at Los Rios colleges.
 - Financial Aid Student Satisfaction Survey conducted in 2012 which was a survey to students who had applied for financial aid. The survey collected feedback on students experience with the quality of services received from their college financial aid office.
2. Comment on how the results of your assessments (listed in #1) **provide evidence** of your unit's effectiveness.

Unit and program outcomes provide support that the unit is effectively carrying out its areas of responsibility.

Unit Outcomes

- Outsourced student self-service transcript requests through Credentials.
- Provided district leadership and support for college efforts to implement mandatory orientation and student education plans for all first-time students:
 - Provide a clear pathway to student educational goal attainment by refining the electronic integrated student education plan (iSEP) based on feedback gathered during the second phase of implementation: Version 2.2 rolled out in October 2013; Version 2.3 rolled out in March 2014.
 - Provided leadership on the content of a districtwide orientation on the subjects of CalWORKs and Financial Aid.
 - Rolled out an online orientation module in D2L on Feb. 1, 2014.
- Increase financial aid support by automating and consolidating processes and strengthening technical infrastructure to improve financial aid systems efficiency.
- Support the District in analysis and implementation of Student Success Task Force Recommendations. Implement changes as required by Title 5 regulations.
 - Revised regulations regarding enrollment priorities.
- Developed “Steps to Success” at the District website to facilitate the completion of assessment, orientation and educational planning/advising.
- Ease student transfer experience by facilitating district-wide coordination with CSUS on acceptance of Los Rios students completing AA and AS Transfer degrees.
- Rolled out 100% online voting for student elections in April.
- Developed new tab in e-services to inform students of Votenet elections.

CalWORKs

- Facilitated fall 2013 CalWORKs Survey and provided results to colleges to improve services.
- Completed MOU No. DHA-M-114-13 between Sacramento County Department of Human Assistance and Los Rios Community College District.
- Executed a multi-year Work Study Contract in the amount of \$576,850 annually (\$1,303,425 over 3 years).
- Developed Program Guidelines aligning specific CalWORKs Services.

Financial Aid

- Aligned campus financial aid SAP evaluation of outside Transcripts.
- Aligned campus financial aid consortium process.
- Aligned campus financial aid welcome letter.
- Provided support for clock hour program requirements at ARC and SCC.
- Established system requirements to accept AB540 student applications and processes
- Established R2T4 processes within PeopleSoft
- Hired an IT Analyst for FA
- Developed an automatic process for identifying active students in FA System for processing.
- Established new federal verification items in PowerFAIDS
- Established system requirements for 150% Loan subsidy in PowerFAIDS
- Increased FA system knowledge though HEUG conference attendance.
- Established PeopleSoft Implementation Liaison team and tech team for implementing FA modules.
- Implemented automatic load of YTD data, Enrollment Units and Empl ID data into PowerFAIDS from PeopleSoft.

- Upgraded the financial aid system (PowerFAIDS) to 19.0, 19.1, 19.2, 19.3.
- Established security reports provided to the colleges weekly.
- Submitted Gainful Employments records to Department of Education (DOE) and established Gainful Employment disclosure templates and data (ongoing).
- Established the 2013 COTOP data files and processes to collect on financial aid debt (ongoing).
- Built a loan tracking system in PeopleSoft to assist the colleges in tracking student borrowers who are not making payments toward their student loans and may be in jeopardy of defaulting. This process assists the college with provided student loan exit counseling at the prescribed times strengthening compliance with Title IV regulations.
- Established weekly automated Pell reconciliation reports.
- Improved/clarified CIP Codes for degree and certificate programs for Loan processing and provided new fields in PS to facilitate the processing of loan request.
- Submitted FISAP report to DOE and clarified new FISAP reporting requirements.
- Established a Share Point website to provide consistent information and access to FA information to all District personnel.
- Coordinated with AVC Communications and Media Relations on annual required student notifications and federal disclosures.

Other

- Continued Medi-Cal Administrative Activities (MAA).
- Implemented new MIS reporting requirements for special programs.
- Finalized recommendations to align assessment business practices across the four colleges.
- Recommend revisions to policies and regulations.
- Updated Trustee Handbook and Election Procedures.
- Reviewed and executed UC Davis TOP and CSU Transfer MOUs.
- Presented at CSSO/CIO Institute on “Leading Enrollment Management in a Changing Environment.”
- Developed summary document on the implementation of SSSP entitled, *Student Success at Los Rios* (Feb. 25, 2014).
- Developed first quarterly newsletter on the implementation of SSSP (April 2014).
- Student Success and Support Program (See attached SSSP Work Group Outcomes summary)

3. Identify any areas you believe **need improvement now**.

- Continue to break down silos in operational units.
- Continue to expand leadership of more individuals to sustain innovation.
- Improve cumbersome or unclear processes/ Imposed structures may work against college interests
- Resource allocation (time, money, facilities, people, energy).

4. Identify any areas you believe will need improvement **to respond to expected changes** in your unit’s future primary responsibilities or overall unit workload (e.g. changes created by increased enrollment, state budget allocations, additional facilities, new technologies, etc.)

- Unit anticipates and is responsive to changes on a national, state and local level.

VII. Institutional Support for Unit Effectiveness

Based on your findings regarding your unit's effectiveness in meeting its primary responsibilities identify **how the District can better support** you in your improvement efforts.

- Support **professional development** activities that help unit members stay current with their job requirements.
- Ensure required **safety and information security procedures** are followed to create and maintain a safe work environment.
- Support unit members' participation in **leadership** opportunities in their areas of expertise.
- Ensure that the results from **assessments on quality and satisfaction** are used to improve services.
- Encourages unit members' participation in **individual service activities** and volunteerism supporting students.
- Participate in the planning to develop and implement **any special or long term projects**

VIII. Resources Required to Improve Unit Effectiveness

Briefly summarize current resources available to your unit (e.g. staff, facilities, equipment, professional development, research data, etc.) to carry out your primary responsibilities. Identify new **resources needed** to meet or maintain program effectiveness, maintain currency, and meet anticipated growth needs. Include evidence to support your conclusions.

A. **Equipment, software, supplies** needed to support new projects, expanded responsibilities, and necessary upgrades.

- Work with IT to ensure maintenance of software for backing up database on a daily basis.
- Modify PeopleSoft (PS) to facilitate changes related to SB1456 fee waiver changes.
- Create a web page for loan processes to align all student loan requests to align with PeopleSoft implementation
- Obtain computer upgrades for CalWORKs and Financial Aid offices.

B. **Staffing** needed to support new projects or expanded responsibilities.

- Student Success: 2 Temporary T124 Student Personnel Assistant Range 28 \$13.42/hour
- CalWORKs: Temporary Clerk III \$11.18/hour
- IT: to support the modification of PeopleSoft for the changes needed related to SB 1456 fee waiver requirements.
- IT: to facilitate loan request and loan counseling for certification.
- IT: to add Net Partner on the server and assist with initial set up with PS implementation
- IT: to support the maintenance and revision of districtwide orientation.
- IT: to develop data reports for districtwide orientation and the student education plan (iSEP).

C. **Work space** needed to support the completion of unit responsibilities.

Office space for temporary support for SSSP SPAs.

Office space needed for implementation of transition of financial aid administration to DO for:

- 1 IT person
- 2.5 FAOs for R2T4 processing
- 2.5 FAO for COD and warrant production processing
- 3 FAO for loan certification and processing
- 2 FAO for Cal Grant Processing (including AB 540 dream app processing)

IX. Recommendations

1. Based on your program review findings, **list your recommendations** to improve your unit. (Cite appropriate section of this report for each recommendation.)

- Increase staff support.
- Identify additional work space for financial aid transition.

2. Suggestions for Improving the Program Review Process

Please provide any constructive **feedback** aimed at improving LRCCD's Program Review process, including ways in which it may be more effectively aligned with other processes at the District and colleges (strategic plan, other planning, resource allocation, etc.).

None.

