

Unit End of Year Report

Report includes:

- 2018-2019 Annual Goals
- 2018-2019 Assessment Plan
- Key Performance Indicators
- 2018-2019 Points of Pride
- 2019-2020 Annual Goals
- 2019-2020 Assessment Plan

Unit: Financial Aid

Director: Nora Bell-Owens & Craig Ross, Ph.D.

UNIT OVERVIEW

Unit Mission

The Financial Aid Office at The College at Brockport assists potential students, current students, and their families in obtaining the necessary financial resources to attend The College at Brockport. This includes the proper financial advisement of students and their families, processing and facilitating the financial aid application process and providing sound strategies in budgeting, alternative aid sources and debt management both during and after college. The ultimate goal for the Financial Aid Office is to minimize the financial concerns of our students so that they may concentrate on and maximize their opportunities for success.

Functional Goals and Division/College Mapping

Unit Functional Goals	Division Goal Mapping	College Goal Mapping
Effectively communicate with students about financial aid requirements processes and provide excellent customer service in order to expedite the awarding process and reduce barriers to access and continued enrollment.	1, 2, 3, 5	1.7, 4.8
Implement the future award year process and notify students of their awards prior to the close of the current calendar year, in order to enhance the admissions process and retention of existing students.	1, 3, 5	1.1, 1.7, 4.8
Complete financial aid self-assessment tools to evaluate the institution's administration of the financial aid programs, ensuring compliance with federal laws and regulations.	1, 3, 4, 5	1.1, 1.7 3.7, 4.8

SECTION ONE: 2018-2019 UNIT ANNUAL GOALS

Unit Annual Goals	Outcome/Status
Hire and train six new Financial Aid Office staff members (professional and clerical) to provide more timely aid processing and improved customer service	In Progress
Successfully implement the 2019-2020 financial aid processing cycle. Strive to be one of the first SUNY schools to release their award letters.	Completed
Revise and provide new communication to Federal Work-Study supervisors: <ul style="list-style-type: none"> • Security requirements • More timely and frequent communication • 24/7 availability 	Completed
Working with Career Services and other departments to increase the use of Federal College Work-Study Program funds for community service.	In Progress

SECTION TWO: 2018-2019 Assessment Plan

Unit Goal		College Mission Alignment: how does this goal support the College's Mission?
Successfully implement the 2019-2020 financial aid processing cycle. Strive to be one of the first SUNY schools to release their award letters.		Implementing and distributing of the 2019-2020 financial aid award letters assists incoming students in making informed decisions regarding what colleges they will be attending in the Fall 2019 semester. The award letter will assist students in completing their college education by providing them the necessary funding to cover their educational costs. It is hoped that this funding would improve retention rates.
Outcomes and Criteria:	Data Sources and Methods:	Assessment Data:
Successfully implement the 2019-2020 financial aid processing cycle Verify and process files so award letters are sent to students ahead of the May 1 st deadline date.	The Banner system was used to collect data on FAFSA completion, aid package completion, and missing information/ tracking letters sent to students.	This goal was partially met. The Financial Aid Office successfully implemented New Year Start Up for the 2019-20 award year. Students were able to begin filing the FAFSA application on October 1, 2018. We sent out the first award letters for the 2019-20 award year on January 16, 2019. Financial aid letters sent to students during the initial startup to 2019-20 processing: 1,266 Tracking (missing information) letters 342 Estimated award letters 952 New Student award letters 964 Continuing Student award letters 8,340 FAFSA records received as of May 1, 2019 Due to the Banner 9 migration, we were not the first SUNY institution to send out its award letters. The 2019-2020 award letters were printed in a timely manner however these letters did not include an estimate of the Excelsior Scholarship for newly admitted students. The goal is to include this award on the 2020-2021 award letter.

CLOSING THE LOOP

Resources Used:

Human resources from both the Financial Aid Office and LITS are needed to accomplish this goal

Key Findings:

The College at Brockport successfully implemented the new year start up for 2019-20, with award letters being sent out on January 16, 2019. Due to Banner 9 migration, we were not one of the first SUNY schools to send out their award letters.

Dissemination/Discussion of Key Findings:

The results of this goal were shared with the Vice President of Enrollment Management. One result from the conversation regarding this finding was to ensure that the Excelsior Scholarship is included in the award letters for the 2020-21 year.

Summary Sentence for EMSA Briefing Book:

The Financial Aid Office successfully implemented the 2019-20 processing cycle with the first award letters being sent to students on January 16, 2019

Unit Goal		College Mission Alignment: how does this goal support the College's Mission?
Hire and train six new Financial Aid Office staff members (professional and clerical) to provide more timely aid processing and improved customer service.		This will allow the office to be more efficient/accurate in the service that we provide to our customers
Outcomes and Criteria:	Data Sources and Methods:	Assessment Data:
<p>Trained staff will allow the Financial Aid Office to be able to answer customer inquiries accurately, in an effort to minimize the number of calls escalated to the President's and Vice President's offices.</p> <p>Trained staff will allow us to service customers in a timelier manner on the telephone thereby reducing the number and length of time that calls are on hold. This would also reduce the number of call backs.</p> <p>Redistribute the workload so that document and file processing occur by specified office deadlines.</p>	<p>Hire and train Financial Aid Office staff members (professional and clerical) to provide more timely aid processing and improved customer service.</p> <p>In spring 2018, two Assistant Financial Aid Advisors were hired. They were sent to Novice Training held by the New York State Financial Aid Administrators Association (NYSFAAA). In addition, they were trained by Senior Staff regarding office policies and procedures, telephone etiquette, document scanning and indexing, and forms management.</p> <p>On April 10, 2018, the OA2 position was filled. Training took place and on June 22, 2018, this employee resigned for another position within The College. The position was reposted and another OA2 hired on January 24, 2019.</p> <p>The Financial Aid Office had two vacant Financial Aid Advisor positions in August 2018; one of these positions was filled. The Financial Aid Office had a failed search for the second Financial Aid Advisor position. Changes were made to the job description and the search for this position is currently underway. It is hoped that the position will be filled by July 2019.</p>	<p>Goal met.</p> <p>The Financial Aid Office has met our goal of hiring and training five new staff members in the 2018-2019 year. The Financial Aid Office completed two searches and training was administered to them as well as to the staff that was newly hired mid-year in 2018.</p> <p>We currently have two vacant positions to fill which we anticipate being concluded within the 2018-2019 year.</p> <p>With these new hires, the Financial Aid Office has found improved customer service with its document processing. There have been no backlogs in file processing or document input as has been experienced in the past.</p>

	<p>In May 2019, a second OA2 position was filled, with a start date of May 30, 2019. On May 24, 2019, the new hire declined the position as they received a Secretary 1 position on campus. A new search will need to be conducted for this position.</p> <p>With these new hires, the Financial Aid Office has found improved customer service with its document processing. There have been no backlogs in file processing or document input, as has been experienced in the past.</p>	
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CLOSING THE LOOP

Resources Used:

Human resources have been utilized to develop search committees. Employees from within the division of Enrollment Management and Student Affairs were obtained to serve on those various search committees. Seasoned financial aid staff were used to train the newly hired staff members.

Key Findings:

The Financial Aid Office has completed the search for two vacant positions in 2018-19. We currently have two remaining positions that we need to fill. We have realized that additional training needs to take place with our Assistant Financial Aid Advisors so that they are able to handle the more difficult questions and customers to reduce the number of phone messages taken and calls transferred.

Dissemination/Discussion of Key Findings:

The results of the Financial Aid Office searches have been shared with the Vice President of Enrollment Management and Student Affairs and Human Resources. It was also shared with the Vice President of Enrollment Management and Student Affairs that the OA2 position would need to be searched again as the newly hired applicant has since declined the position. This resulted in the Vice President sharing this information with President's Cabinet to determine if the position can be reclassified in an attempt to hire someone that would be qualified and more committed to staying in the position.

Summary Sentence for EMSA Briefing Book:

Due to recent hires in the Financial Aid Office., the office has experienced vast improvement in document and file processing.

Unit Goal	College Mission Alignment: how does this goal support the College's Mission?
<p>Revise and provide new communication to Federal Work-Study supervisors: Security requirements</p> <p>More timely and frequent communication</p> <p>24/7 availability</p>	<p>There are many student employees at the College. Providing more accurate and timely information for student employment supervisors helps to streamline the process and provides more efficiency. This helps both the student and the departments on campus.</p>

Outcomes and Criteria:	Data Sources and Methods:	Assessment Data:
<p>Revise and provide new communication to Federal Work-Study supervisors</p>	<p>Filecity2: Weekly file of work-study eligible students for supervisors</p> <p>Announcement's sent via email to supervisors from the Financial Aid Office are archived for reference on the file share</p> <p>Hiring a Student outline available (created in conjunction with Career Services)</p>	<p>Goal Met.</p> <p>In an effort to improve security requirements, access was removed from the Banner form RPAAWRD for individuals who were not financial aid administrators. This Banner form had been being used to confirm work-study eligibility by other individuals on campus. To enhance timely access to this information, a file share was created on FileCity2. With the assistance of Career Services, all active supervisors on their listserv were given access to the fileshare. This file share provides weekly reports of work-study eligible students so that supervisors can confirm eligibility before hiring for work-study positions.</p> <p>Long term we are hoping to make the file share a collective place for both our office and Career Services to house work-study and student employment information in one central location. New materials are currently being developed in conjunction with the Student Employment Lead in Career Services.</p>

CLOSING THE LOOP

Resources Used:

Human resources were used along with technical resources.

Staff members within financial aid worked with LITS to create the filecity2 share. The share is manually updated and monitored by financial aid staff.

Key Findings:

There is a need to expand the available information and documentation used in the file share to assist student employee supervisors.

Dissemination/Discussion of Key Findings:

Key findings have been discussed by the Assistant Director of Financial Aid with our partner's in Career Services as student employment is handled in their office. The discussion about adding a federal work-study manual to the file share for use by student employment supervisors was well received by the Student Employment Lead.

Summary Sentence for EMSA Briefing Book:

Due to the creation of eligible work-study student listings, supervisors have been able to more accurately cross reference eligible students with potential hires.

CAS Part 7 Summary of Findings: Diversity, Equity and Access

Overall average **(2) Two (“Meets”)**.

Areas Requiring Follow-Up:

- Expand upon current financial aid office mission statement to include additional language that reflects who we are as an office and what we represent and the clients we serve. (7.1)
- Increase staff participation in professional development courses as it relates to equity, diversity and inclusion that are offered on campus (ie, safe zone training, implicit bias, etc). (7.3)

Action Items:

- Create training/professional development for Financial Aid Office staff (7.3)
- Track completion of professional development by staff (7.3)
- Collaborate on modified mission statement with all staff- adopt a new mission statement and core values – advertise those within the office and at the front reception area (7.1)

Achievements:

- Adjustment of Financial Aid Office telephone hours to make office more accessible to students and families and are more aligned with actual office hours. (7.2)

SECTION FOUR: STUDENT LEARNING OUTCOMES

Institutional Student Learning Outcomes

- | | |
|-----------------------------------|---|
| 1. Written and Oral Communication | 4. Critical Thinking and Information Literacy |
| 2. Quantitative Reasoning | 5. Civic Engagement |
| 3. Intercultural Competence | |

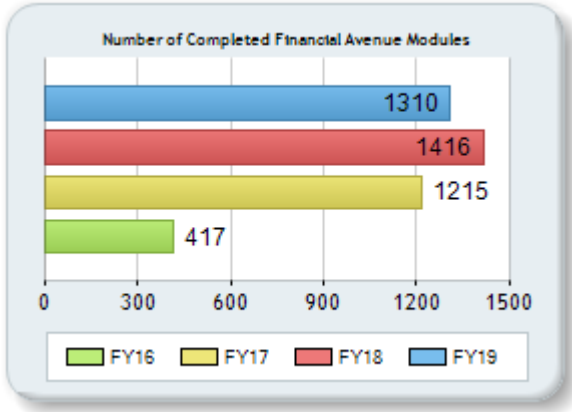
Departmental Learning Outcomes	Institutional Learning Outcomes					Assessment Year
	1	2	3	4	5	
1. Train student Peer Advisors on Federal financial aid regulations, customer service techniques, and policies and procedures to allow them to be able to disseminate financial aid information to student and parents in a professional manner either on the phone, at the front desk, via emails or campus sponsored events.				X	X	2019-2020
2. Students who take out loans will be able to recognize and understand the requirements, rights and responsibilities and repayment obligations associated with acquiring a federal student loan.				X	X	2018-2019
3. Students receiving scholarships through the Extraordinary Academic Scholarship Program will comprehend the policies and requirements of the terms of award and integrate them with their personal planning and actions during their college career.				X		2018-2019 Baseline year
4. Through information provided by the Financial Aid Office from various printed and electronic communications, the prospective student and their family will understand the types, sources and amounts of financial aid available, the applications required and deadline dates.				X	X	2020-2021

Departmental Learning Outcome Measured in 2018-2019:

3. Students receiving scholarships through the Extraordinary Academic Scholarship Program will comprehend the policies and requirements of the terms of award and integrate them with their personal planning and actions during their college career.

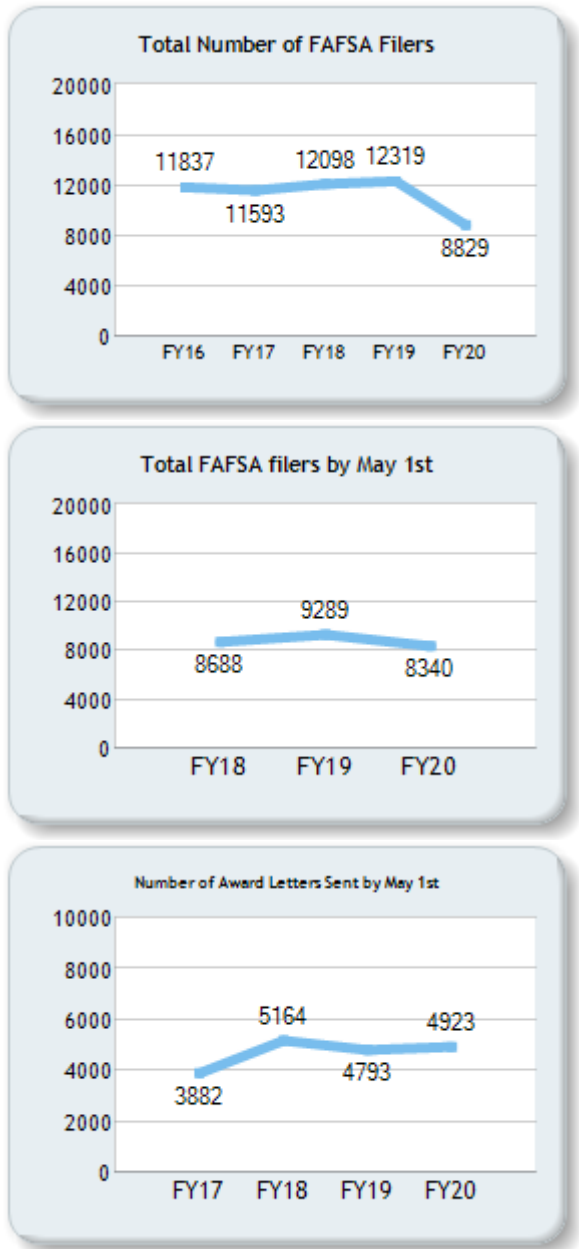
Strategies/Programs	Assessment Tools/Data Sources	Results
<p>All new Extraordinary Academic Scholars are required to attend one of the six Scholarship Orientation Sessions that are offered during the Golden Eagle Orientation.</p> <p>Review of the “Terms of Award” takes place during the orientation session so that scholars are familiar with the academic and residential requirements for award renewal.</p>	<p>Attendance records for scholarship sessions</p> <p>Renewal report (at year end) to determine scholars who did/did not meet renewal criteria.</p>	<p>2018-2019 is the baseline year. The baseline data that will be used to compare to the 2019-2020 year is listed below.</p> <p>240 New Scholars for the 1819 year</p> <p>202 New Scholars attended Scholarship Orientation sessions</p> <p>100- Not renewed (34- less than 3.25 GPA, 6 – less than 30 credits, 47- do not have on campus housing assignments for 1920, 13- less than 3.25 GPA and less than 30 credits)</p> <p>Of the 100 not renewed- 72 attended the scholarship orientation, while 28 did not</p>
<p>Summary of Finding and Next Steps:</p> <p>Analyze and compare 2018-19 to 2019-20 renewal rates for those receiving Extraordinary Academic Scholarships</p>		

SECTION FIVE: UNIT KEY PERFORMANCE INDICATORS

Key Performance Indicators and Benchmarks	Analysis										
 <table border="1"> <caption>Number of Completed Financial Avenue Modules</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Completed Modules</th> </tr> </thead> <tbody> <tr> <td>FY16</td> <td>417</td> </tr> <tr> <td>FY17</td> <td>1215</td> </tr> <tr> <td>FY18</td> <td>1416</td> </tr> <tr> <td>FY19</td> <td>1310</td> </tr> </tbody> </table>	Fiscal Year	Number of Completed Modules	FY16	417	FY17	1215	FY18	1416	FY19	1310	<p>The number of SUNY SMART TRACK Financial Avenue modules completed is slightly less than the previous year (FY18), however we are still collecting data of modules completed until June 30, 2019. We expect this number to be higher than previous years given the recent push of SUNY SMART TRACK by SUNY and the Chancellor. SUNY institutions were encouraged to provide Financial Literacy activities during the month of April (Financial Literacy Month) to encourage students to utilize SUNY SMART TRACK and the different modules provided in the software. The Financial Aid Office staffed a table in which we provided giveaways, discussed financial literacy/SUNY SMART TRACK and collected emails to create and email group for financial literacy. It is hoped that these efforts resulted in more students utilizing the financial literacy tool. It is also our hope to increase this number in future years by presenting on financial literacy in APS classes.</p>
Fiscal Year	Number of Completed Modules										
FY16	417										
FY17	1215										
FY18	1416										
FY19	1310										
<p>Student Opinion Survey Section III, Part A: Question: Indicate your level of satisfaction with each of the following aspects of this college's services, facilities and environment? Residential Life Learning Community Mid-Year Survey Questions: Q49. Have you visited the Financial Aid Office at the College at Brockport during the 2018-2019 Academic Year? Q50. Did you meet with a Financial Aid Counselor? Q51. How satisfied were you with the service that you received from the Financial Aid Office? Q52. Did you complete your financial aid file by the published deadlines?</p>	<p>The results from the Student Opinion Survey revealed that of the 215 total valid responses to the question, 168 or 78.1% were satisfied/very satisfied or neither satisfied or dissatisfied with the services we provide. 21.9% (47 students) were dissatisfied/very dissatisfied with our services.</p> <p>Of the 47 students that were dissatisfied/very dissatisfied with our office, 17 of them did not file a FAFSA application. It would be very difficult to determine why these students are dissatisfied with our office when they did not apply for financial aid.</p> <p>51% of the students that were dissatisfied with our office were not Pell eligible. Either they didn't file (8 students) or their EFC was such that they were not eligible for the Federal PELL Grant (16 students). One would assume that these students would be dissatisfied with our office as we would not have been able to provide them with Federal financial aid funding to cover their bill. In the future, we would like to further investigate those students that were dissatisfied with our office. We would look at each student who provided a Banner ID individually to see if we could determine from their file what may have caused them dissatisfaction with our office.</p>										

Our office participated in the Residential Life Mid-Year Survey for fall 18-19 and asked questions related to customer satisfaction, of the 716 respondents, 42 percent were either very satisfied or somewhat satisfied, and 12% being not satisfied or slightly unsatisfied. This question will serve as a baseline metric as a key performance indicator.

Financial aid award letters processed by May 1st



The Financial Aid Office has experienced several years being short staffed which has affected all areas of the office. We have experienced backlogs in getting documents scanned and indexed, which has resulted in longer than normal processing times in the areas of verification and packaging. This in turn has led to increased phone calls to the office in addition to customer complaints to the Vice President's and President's Offices. In an attempt to improve customer service, the Financial Aid Office was allowed to reclassify previous CSEA positions as well as hire two Financial Aid Assistant Advisors.

As a result of the new hires, the Financial Aid Office has not experienced any backlogs in document imaging or file processing for the 2019-20 award year. In FY19, the Financial Aid Office was in the processing of training its new hires, those experienced Financial Aid Advisors had to cover phones as previous CSEA employees in these positions had resigned. This resulted in less file processing being completed.

In FY19, 51% of the total students who completed a FAFSA had award letters sent by May 1st compared to 59% in FY20.

The Financial Aid Office is currently researching various modes of communication to increase its outreach to students. We have begun sending text messages to students who filed the FAFSA in 2018-19, received Federal financial aid and do not have a FAFSA on file for 2019-20. This is an effort to get more students to complete the FAFSA and have their financial aid processed prior to classes beginning in the Fall.

SECTION SIX: 2018-2019 POINTS OF PRIDE AND ACCOMPLISHMENTS

Point of Pride/Accomplishment	College Mission and Priorities Alignment
Heather Allen received the Outstanding Service to the College award	To be a Great College at which to Work
Hired 3 new financial aid staff members	To be a Great College in which to Work To be a Great College in which to Learn
Scott Atkinson received the George Chin Award for Leadership, presented at the New York State Financial Aid Administrators Conference	To be a Great College in which to Work
Participated in SUNY-wide Financial Literacy month in April. Spoke with over 60 students regarding the importance of financial awareness.	To be a Great College in which to Learn

SECTION SEVEN: 2019-2020 UNIT STRATEGIC GOALS

Annual Goals	Divisional Goal Mapping	Strategic Plan Operational Objective(s)	Action Plan	Timeline
Begin reviewing the CAS study for Financial Aid	1, 3, 5	1.1, 1.7, 4.8	Develop an office committee to work on the CAS study Begin prep work for the CAS study by creating a timeline to begin and complete the study Begin CAS study	December 2019 December 2019 May 2020
Continue to improve customer service to students and strengthen campus partnerships	1, 2, 3, 4, 5	1.1, 1.7, 4.8	Obtain and analyze telephone reports to measure call volume Investigating customer support management software ie; Slate, starfish, team dynamix, campus logic Create a Financial Aid Office customer service survey to establish baseline customer service metrics. Establish and implement criteria and schedule for sending text messages to students	May 2020 December 2019 May 2020 August 2019
Be one of the first SUNY institutions to release their award letters and also include the estimates for Excelsior Scholarship and Excelsior Tuition Credit in the award letter.	1, 3, 5	1.1, 1.7, 4.8	Begin receiving Banner releases and patches Receive SICAS releases Begin sending award letters	October 2019 December 2019 January 2020
Increase staff participation in professional development courses as it relates to equity, diversity and inclusion	1, 4	1.1, 4.4	Schedule safe zone training for the Financial Aid Office staff	February, March 2020

SECTION EIGHT: 2019-2020 Assessment Plan

Unit Annual Goal:		
Continue to improve customer service to students and strengthen campus partnerships.		
Outcomes and Criteria:	Data Sources and Methods:	Resources Needed and Individual(s) Responsible:
Telephone call queuing reports will be collected and analyzed so that baseline key performance indicators can be established.	Cisco call queuing reporting tool	Interim Director of Financial Aid, Communications and Initiatives. Interim Director of Financial Aid, Daily Operations LITS Financial Aid office customer service personnel
Investigating customer support management software ie; Slate, Starfish, Team Dynamix, Campus Logic	Visit SUNY and local private peer and aspirational Financial Aid offices to identify innovative solutions and enhance best practices NASFAA Benchmarking Report	LITS Financial Aid Office customer service personnel Interim Director of Financial Aid, Communications and Initiatives Interim Director of Financial Aid, Daily Operations Potential funding of \$60,000 annually for software that may be cost neutral due to staffing efficiencies
Establish baseline customer service metrics.	Create a customer satisfaction survey Student Opinion Survey Utilize monthly SQUAD (senior staff in student services) meetings to enhance collegiality and collaboration with campus	Qualtrics Student Accounts, Records and Registrations, Undergraduate and Graduate Admissions, EOP, and Career Services

Establish and implement criteria and schedule for sending text messages to students	<p>partners to increase student customer service satisfaction</p> <p>Benchmark Financial Aid specific questions to the Residential Life mid-year survey</p> <p>Conduct focus groups with students.</p> <p>One Call Now text messaging software platform</p> <p>Banner reporting</p>	<p>Residential Life, Baseline</p> <p>First-year experience, BSG, and Residential Life</p> <p>Text messaging working group</p> <p>Financial Aid Office staff</p>
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Action Plan:

To improve customer service, baseline key performance indicators must be established in this reporting period. This can be accomplished by administering customer service surveys for our office's interactions with students, via telephone, walk-ins, emails, and individual appointments with advisors. In addition, key performance indicators can be established by reporting through our telephone queuing system software. Collaborating with key campus partners and obtaining feedback regarding our services will help to enhance the student experience. Finally, we will visit SUNY and local private peer and aspirational Financial Aid offices to identify innovative solutions and enhance best practices.

Goal Rationale:

The goal is to increase the level of customer service for the 2020-21 aid year that will positively impact enrollment and retention.

Unit Annual Goal:		
Be one of the first SUNY institutions to release their award letters and include the Excelsior Scholarship and Excelsior Tuition Credit in the award letter.		
Outcomes and Criteria:	Data Sources and Methods:	Resources Needed and Individual(s) Responsible:
<p>Update and train staff with any processing/FAFSA changes and updates</p> <p>Be one of the first SUNY institutions to distribute award letters for the 2020-21 award year</p> <p>Include the Excelsior Scholarship and Excelsior</p>	<p>Update all Financial Aid Office forms and procedures</p> <p>Create 2020-2021 Cost of Attendance and packaging philosophy</p> <p>Review all comment codes to ensure no new codes need to be added to the database and verification documents requested</p>	<p>Interim Director of Financial Aid Daily Operations</p> <p>LITS</p> <p>Sr. Financial Aid Advisor/Administrative Aide</p> <p>Financial Aid Office staff</p>

Tuition Credit on the award letters	Provide updates to the Administrative Aid to ensure all programming for the 2020-21 academic year are completed Banner Reporting	
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Action Plan:

- Late August and September 2019 – update financial aid forms and procedures to be used for the 2020-21 award year
- Late August and September 2019 - create budgets and the packaging philosophy
- September 2019 – work with the Administrative Aid and LITS to insure that needed Banner updates are delivered and programmed for 2020-21
- October 1, 2019 – students can begin filing the 2020-21 FAFSA application
- November 2019 – Upload FAFSA Applications into the Banner system
- Begin sending out 2020-21 Award Letters, Estimate Letters and financial aid Tracking Letters to students

Goal Rationale:

Successfully implementing the 2020-21 financial aid processing cycle and including the Excelsior Scholarship is a goal that is important to the Vice President for Enrollment Management and Student Affairs as well as the Financial aid Office. Being one of the first SUNY institutions to send out financial aid award letters to students is a valuable recruitment tool. Providing the Excelsior Scholarship on the award letter also makes the award letter comparable to our sister institutions. The earlier we can get award letters out to students, the earlier the students can make any college admission decisions. This also provides deferrable aid for students to cover any outstanding bill balances.