Program Unit Name:
Financial Aid Office (FAO)

Brief Description:
FAO is committed to providing access to higher education by assisting students and families seeking, obtaining, and managing financial aid resources necessary to pursue and complete their higher educational goals.

Goals as it relates Strategic Plan:
Financial aid staff will work toward assisting all students to achieve their educational goals by providing financial assistance to help pay for educational costs as they are deemed eligible through the financial aid application process. Each academic year, we will continue to review, evaluate and update our internal process to make the aid process more efficient, compliant and student friendly. We will continue and increase the frequency of how we disseminate information to complete the Free Application for Federal Student Aid to increase the number of students who receive aid, especially the Pell Grant.

Goals as it relates to Student Success Initiative:
Financial aid staff and the college’s academic counselors will work and advise those who did not meet our Satisfactory Academic Progress Policy. The Office requires that the student follows our satisfactory progress appeal procedures to reinstate financial aid for the semester following certain types of suspension. Our procedures were design specifically to address the Student Success Initiative.

Student Area Outcomes:
S1. Increase the number of students that visit the FAO Office.
   • Create a warm, friendly and caring environment for students.
   • Interact with students with compassion, care and professionalism.
   • Increase visibility of the financial aid office staff by participating in campus activities offered at the college.
S2. Increase the number of applying for financial aid and scholarships.
   • Work with our Recruitment Office on off-campus Admission/FAFSA activities for High School student and families.
   • Work on developing partnerships with other campus programs (especially those aimed at student support, engagement, and retention) in an effort to scale up efforts and reach a larger group of students with information about financial aid.
   • Increase targeted email correspondence to Leeward CC students regarding FAFSA and Scholarship application assistance.
S3. Increase the number of students receiving financial aid.
• Work with UHCC sister campuses on best practices on processing and procedures.
• Increase targeted email correspondence and phone calls to students regarding FAFSA and Scholarship application completion.
• Create calendar to ensure the office meets important deadlines for awarding, disbursement, academic progress and review for financial aid compliance.

S4. FAO will comply with regulatory requirements necessary to participate in federal and state programs.
• Annually update Policy and Procedures.
• Annual/bi-annual Staff Training.
• Remain compliant in annual audit.

Goals:
G1. Interact with students with compassion, care, and professionalism.
G2. Keep students informed of up-to-date financial aid information, changes application process, and institutional policies and processes.
G3. Assist students with aid and scholarship applications, loan requests, and all questions as pertains to student aid and Leeward Community College.
G5. Ensure the college meets regulatory requirements necessary to participate in federal and state aid programs.

Analysis of Program/Unit Data:

Quantitative Indicators

DEMAND:

Enrollment Headcount of Regular Students
Fall 2015 Census:  7189
Fall 2016 Census:  6831
Fall 2017 Census:  6381
Fall 2018 Census:  6081

Total Financial Aid Applicants (FAFSA Received)
Academic Year 2015-16:  7669
Academic Year 2016-17:  6942
Academic Year 2017-18:  7473
Academic Year 2018-19:  6940
Total number of Financial Aid Applicants that Enrolled
Academic Year 2015-16: 4191
Academic Year 2016-17: 3843
Academic Year 2017-18: 3725
Academic Year 2018-19: 3414

Percent of Enrolled Financial Aid Applicants
Academic Year 2015-16: 54.7%
Academic Year 2016-17: 55.4%
Academic Year 2017-18: 49.9%
Academic Year 2018-19: 49.2%

Total number of Financial Aid Applicants Awarded
Academic Year 2015-16: 3416
Academic Year 2016-17: 3086
Academic Year 2017-18: 3410
Academic Year 2018-19: 3152

Total number of Financial Aid Applicants Awarded and Enrolled in AY
Academic Year 2015-16: 3045
Academic Year 2016-17: 2808
Academic Year 2017-18: 2906
Academic Year 2018-19: 2709

Percent of Financial Aid Applicants Awarded / Enrollment Headcount of Regular Students
Academic Year 2015-16: 47.5%
Academic Year 2016-17: 45.2%
Academic Year 2017-18: 53.4%
Academic Year 2018-19: 51.8%

Percent of Financial Aid Applicants Awarded / FAFSA’s Received
Academic Year 2015-16: 44.6%
Academic Year 2016-17: 44.5%
Academic Year 2017-18: 45.6%
Academic Year 2018-19: 45.4%

Percent of Financial Aid Applicants Awarded and Enrolled by Academic Year
Academic Year 2015-16: 72.6%
Academic Year 2016-17: 73.1%
Academic Year 2017-18: 78.0%
Academic Year 2018-19: 79.4%
Total Federal Pell Grant Recipients in AY
Academic Year 2015-16: 2293
Academic Year 2016-17: 2110
Academic Year 2017-18: 2040
Academic Year 2018-19: 1771

Financial aid applicants (FAFSA’s received) and enrollment:

Based on data from the University of Hawaii Institution Research and Assessment Office (IRAO) since AY1516 to AY1819, student enrollment has decreased by an average of 5.05% each year. During the same timeframe, financial aid applications received has decreased by an average of 2.38% each year. With the decline in enrollment and FAFSA received in the last four academic year, the percentage of Enrolled Financial Aid Applicants decreased by an average of 1.36% each year.

Financial aid applicants awarded and enrollment:

Based on Financial Aid Applicants Awarded data, over 50% of enrolled students received a financial aid award in the past two academic years. Data shows that students that have received a financial aid award and enrolled have increased over the last four academic years. Concerned that the Federal Pell Grant eligible recipients has steadily declined an average of 5.7% in the last four academic years.

Analysis of Major Functions/Services

Efficiency/Effectiveness:
FAFSA completion has steadily decreased in the last 7 years. In academic year 2018-19, completed FAFSA’s received decreased by 7.1% from the previous year. This lead to a decrease of 7.5% in students awarded and 6.7% decrease in students awarded and enrolled from the prior academic year. We cannot determine the reasons for the 7.1% dropped on FAFSA’s received in 2018-19, but we will keep up with up our current FAFSA’s completion workshop and financial aid outreach activities for 2019-20.

Effectiveness:
Indicators in measuring the success and effectiveness of outreach efforts for the three years of data above.

Analysis:
- Decrease in the number of students applying for financial aid by an estimated 3.9% from 2015-16 to 2018-19.
- Decrease in the number of students receiving financial aid by an estimated 4.5% from 2015-16 to 2017-18.
• Decrease in the amount of financial aid funds awarded to students by an estimated 7.2% from 2015-16 to 2017-18.
• Decrease in the number of students receiving Pell grants by an estimated 9.6% from 2015-16 to 2017-18.

Action Plan

FAO will continue work toward its Program Mission to providing access to higher education by assisting students seeking financial aid resources necessary to pursue and complete their higher educational goals. In addition, in the 2019-20 academic year, we will continue to work on improving office policies, procedures and streamlining our application processing to ensure that FAO keeps working toward the institutions WIG (wildly Important Goal) to “Keep the student we have,”.

For the upcoming academic year, FAO will continue:

1. To improve our financial aid communication plan with our students. Plan to improve and update all email communications, frequency and updating of our financial aid webpage.
2. To increase the visibility of Leeward CC’s FAO by doing more financial aid outreach. Plans to work with Recruitment Office, PacFAA (Pacific Financial Aid Association), and Hawaii P-20.
3. Keep working on office policies and procedures to ensure with compliance to federal, state and institutional regulations.
4. Planning and preparation for the move back to the AD Building space and the opening of the new Welcome Center. This is a big change for the Student Services Division, especially, the Admission and Records, Academic Counseling and Financial Aid as our three offices will be the main focus of the Welcome Center.

Goals:

G1. Interact with students, staff and faculty with compassion, care, and professionalism.
G2. Keep students informed of up-to-date financial aid information, changes application process, and institutional policies and processes.
G3. Assist students and their families with aid and scholarship applications, student loan requests, and all questions as pertains to student aid and Leeward Community College.
G5. Ensure the college meets regulatory requirements necessary to participate in federal and state aid programs.
Student Area Outcomes:

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   - Create calendar to ensure the office meets important deadlines for awarding, disbursement, academic progress and review for financial aid compliance.

S4. Students, staff and faculty will be able to recognize the FAO as a source for educational financial assistance.

S5. FAO will comply with regulatory requirements necessary to participate in federal and state programs.
   - Annually update Policy and Procedures, attend annual financial aid training.
   - Remain compliant in annual audit.

Resource Implications

1. In the Analysis of Program, the indicators of Demand, Efficiency, and Effectiveness showed a decline in performance indicators 2015-16 to 2018-19 in almost all categories. The last time the office had dedicated position for financial aid outreach was in the Fall 2012 – Spring 2014. The office received a grant funds for a position with focus on Financial Aid Outreach activities. During this time, FAFSA applications received by the school increased by an average of 7% in the two years. By having this added part-time or full-time position, a professional staff person who can deliver direct services to all students (new, continuing, transfer and returning) can assist us in reaching its goals in our action plan.
The estimated cost for temporary APT position:
- APT Band A and Fringe, Step 1 to Step 5, FTE 1.00
  - Estimated costs $59,800 - $64,800

2. Dedicated Full-time IT support would be beneficial for FAO and the entire Student Affairs Division. An IT position would allow us:
   - To work more efficiently with our Student Information System (Banner) by automating process such as job scheduling, SAP and R2T4 calculations, second degree review and writing algorithms for awarding financial aid more equitably;
   - Assistance in data collection, assessment and surveys;
   - Support and maintain financial aid webpage.

The estimated cost for temporary APT position:
- APT Band B and Fringe, Step 1 to Step 5, FTE 1.00
  - Estimated costs $67,750 - $73,375