

California State University, Chico  
Division of Student Affairs



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Financial Aid & Scholarship Office  
2018-2019 Annual Report

I. Mission Statement and Goals

**Mission Statement**

Through a sincere commitment to all students and their families, we strive to eliminate financial and other barriers to higher education. We make a conscious effort to reach out to those with exceptional economic and educational needs. We are dedicated to providing high-quality service in a fair, sensitive, and confidential environment to all individuals, regardless of background, culture, or lifestyle.

**Goals**

Services provided by the Financial Aid staff coincide with the following campus efforts:

**Recruitment:** Timeliness of application submittals and aid packaging is essential to reaching our optimal recruitment goals. The Financial Aid staff prepared graduating seniors at local outreach events, such as Cash for College, by instructing them on the financial aid process and guiding them through their first FAFSA or Dream application. Students at these events were informed of the importance of submitting their FAFSA and Dream Applications by the March 2 priority deadline and of options for submitting appeals when families have unusual circumstances that affect need for financial aid. Required documentation notices were sent to students beginning January 31 and Financial Aid award notifications were sent out during the first week of April, providing incoming students with information to make enrollment decisions for 2018-2019.

**Retention:** Financial Aid staff established a variety of means of communication to students so that individual needs could be met more efficiently. Through the student center and our

email notification, students were informed of priority deadlines and requirements to receive financial aid. In addition, extensive financial aid information was made available online. FAFSA, CADAA, and verification workshops were offered on campus to continuing students. Students who demonstrated exceptional circumstances or who did not meet Satisfactory Academic Progress (SAP) were provided with the opportunity to meet with Financial Aid Advisors. A variety of student groups (EOP, Dream Applicants, CSSC, Reach, SSS, Study Abroad, Athletes, Foster Youth, and Veterans) have been recognized as often having additional obstacles that may hinder their success as a student. Financial Aid staff dedicate additional time/resources to assist these students. Besides the FAFSA, CADAA and verification workshops, other efforts included conference leadership and participation, information sessions, mentorship, and individual advising appointments. These efforts allowed the financial aid staff to contribute to the retention efforts of the campus as a whole.

**Satisfaction:** In an effort to meet the needs of our students and improve efficiency, the Financial Aid Office has adopted an electronic verification process. Acknowledging that students have varied communication needs, we provide financial aid information through various channels: the web, student center via the portal, message center, videos (FATV), online forms, email, text messages, phone appointments, in-person appointments, drop-in window, and workshops. Students and parents can view our processing deadlines, financial aid information, and forms online any time of the day. We also provide walk-up reception, appointments, and timely email responses for those students who contact our office directly. By monitoring the number of students who visit the Financial Aid window and by appointment tracking, we identify appropriate staffing needs based on the time of year. By providing a wide range of communication methods to students and tracking our filled appointments, we have improved the efficiency of our workflow process.

**Graduation:** The ultimate goal of our office is to provide resources and financial education to students so that they can graduate and succeed in their future endeavors. Federal and state financial aid resources have not increased proportionate to costs. As financial aid resources decrease after 6 years of enrollment, students are faced with the option to work or take out high interest rate loans to fund the remainder of their educational costs. We are dedicated to educating students early on in their program about the limitations each aid source has so that they are aware of the importance of graduating within six years from the start of their educational path. Close monitoring of students, who are not meeting our Satisfactory Academic Progress policy, allows us to identify and connect with students who need additional guidance and are at risk of not completing their program.

## II. Accomplishments

### Highlights

- **Total Aid Disbursed:** \$162,998,222
- **Applications processed:**
  - FAFSA: 47,683 application transactions for 27,210 students
  - CA Dream: 944 application transactions for 666 students
- **Students who received aid:** 13,522
- **Students who received a disbursement in August of 2018:** 10,139
- **Students seen at window:** 14,534
- **Student advising appointments:** 2,842
- **Appeals Processed:**
  - Exceptional Circumstances: 321
  - Dependency: 86
  - Maximum Unit: 84
  - Satisfactory Academic Progress (SAP): 220
  - PLUS Loan Denials: 1

The Financial Aid and Scholarship Office serves most of Chico State's students through a combination of in-person and automated efforts. Through use of the Student Center, email notification, text messages, and online forms, we effectively communicate with students and parents to serve the vast majority of students. Our automation of To Do List items has allowed us to inform students of documentation requirements within days versus weeks. This has allowed staff time to provide individual attention via advising appointments, walk-up reception, workshops, and email communication to students who exhibit exceptional circumstances or need additional help. By shifting manual work to automated systems, we allow a more proactive approach to advising, providing hands-on assistance that we believe is particularly useful in helping our neediest and least prepared students succeed.

### Diversity Efforts

We provided local outreach to high school students and to students within underrepresented groups on our campus. In addition, FASO staff coordinated/participated in the efforts listed on the following pages to provide this necessary assistance to these student populations.

### **Student Group: 1<sup>st</sup> Generation Students**

- ✓ 1<sup>st</sup> Gen Faculty & Staff Association (Staff Representation)
- ✓ 1<sup>st</sup> Gen & Proud Welcome
- ✓ 1<sup>st</sup> Gen & Proud Winter Clothing Give Away
- ✓ Scholarship Workshops
- ✓ 1<sup>st</sup> Gen & Proud Professional Clothing Workshop
- ✓ UNIV 101 1<sup>st</sup> Gen FA Presentation
- ✓ FAFSA/CADAA Renewal
- ✓ Verification Workshops

### **Student Group: Dream Students**

- ✓ Dream Student Welcome
- ✓ Dream Center Open House
- ✓ Dreaming Without Boundaries Conference
- ✓ Summer Orientation
- ✓ Chico Preview Day
- ✓ Cash for College
- ✓ CA Dream Application (CADAA)
- ✓ Renewal Workshops
- ✓ Choose Chico
- ✓ Verification Workshops
- ✓ Dream Student Support Team
- ✓ Dream Ally Trainings
- ✓ Know Your Rights
- ✓ Scholarship Workshops

### **Student Group: Hispanic Students**

- ✓ La Bienvenida (Welcome Event)
- ✓ Summer Orientation en Español
- ✓ EOP Summer Bridge
- ✓ Chico Preview Day
- ✓ Cash for College
- ✓ FAFSA/CADAA Renewal Workshops
- ✓ Choose Chico
- ✓ Verification Workshops
- ✓ Latinx Graduation Celebration
- ✓ Spanish translation on forms
- ✓ Diversity Recruitment Committee
- ✓ Chicano Latino Council

### **Student Group: Hmong Students**

- ✓ Summer Orientation
- ✓ Summer Bridge
- ✓ FOCUS
- ✓ Cash for College
- ✓ FAFSA Renewal
- ✓ Verification Workshops
- ✓ Scholarship Workshops
- ✓ Asian Pacific Islander Welcome
- ✓ Choose Chico
- ✓ Asian Pacific Islander Graduation
- ✓ Hmong Student Association
- ✓ Diversity Recruitment Committee
- ✓ Asian American & Pacific Islander Council

### **Student Group: LGBTQ Students**

- ✓ Staff Safe Zone Ally Training
- ✓ Provide FAFSA/Dream Application workshops
- ✓ Lavender Living (Residence Hall) Dinner with Staff & Students

### **Student Group: Low-Income Students**

- ✓ FAFSA/CADAA renewal workshops for EOP, CSSC/REACH, PATH Scholars (Foster Youth), and SSS (TRiO Student Support Services)
- ✓ Provided additional appointment availability for special student groups (EOP, CSSC, SSS) on appointment schedule periodically
- ✓ Participated at Educational Talent Search workshops
- ✓ Focused verification workshops for low-income students (EOP, CSSC/REACH, PATH Scholars, SSS -TRiO Student Support Services)
- ✓ Student employee and paraprofessional training workshops for EOP and SSS
- ✓ EOP & SSS Freshman and Transfer Orientations (Fall and Spring)
- ✓ Scholarship Workshops
- ✓ CSC^2 (Chico STEM Collaborative) Financial Tips/Student Loans 101 Workshop
- ✓ Upward Bound Cash for College (FAFSA Workshops)
- ✓ EOP Summer Bridge Presentations and One-on-One help with FAFSA or CADAA

### **Student Group: Native American Students**

- ✓ Native American Student Welcome
- ✓ Gathering of Native Americans (GONA)
- ✓ Colusa Indian Community Council Education Fair
- ✓ Native American Graduation
- ✓ Four Winds FAFSA Workshop
- ✓ Paskenta Resource Fair
- ✓ Scholarship Workshops
- ✓ American Indian College Motivation Day (at Sacramento State University)
- ✓ FAFSA/CADAA Renewal
- ✓ Verification Workshops

### **Student Group: PATH Scholars (Foster Youth)**

- ✓ Cash for College
- ✓ FAFSA/CADAA Renewal Workshop
- ✓ PATH Scholars Committee
- ✓ PATH Scholars Center Advising
- ✓ PATH Scholarship Workshop
- ✓ PATH Graduation
- ✓ Burton Book Fund
- ✓ Verification Workshops
- ✓ Fostering Success Event (PATH Scholars)

### **Student Group: Transfer Students/Grad Students/Re-Entry Students/Veterans**

- ✓ Wildcat Transfer-Mation Student Welcome (spring and fall)
- ✓ Re-Entry Welcome Reception
- ✓ Veterans Welcome Reception
- ✓ Grad Student Orientation
- ✓ Scholarship Workshops
- ✓ FAFSA/CADAA Renewal
- ✓ Verification Workshops

### **III. Changes in Policies and Procedures**

- **Changes to the FAFSA IRS Data Retrieval Tool (DRT) User Experience and Resulting Changes to Verification Requirements:** To enhance the security and privacy of the sensitive personal data transferred into the FAFSA form from the IRS, effective for the 2018-2019 aid year, all IRS data was encrypted and hidden from view on both the IRS DRT website and on the FAFSA web pages. The IRS data was made available to the institution's student ISIRs, but it was not viewable by the applicant (student) and/or parents. As a result, IRS data elements for both the student and/or parent(s) that required active confirmation were required to be verified by CSU, Chico Financial Aid & Scholarship Office. The following are the new verification cases:
  - Parent(s) and/or student IRA/Pension Rollover amounts
  - Parent(s) and/or student IRS retrieved AGI is zero, but income from work is greater than zero
  - Parent(s) and/or student IRS retrieved AGI is equal to or less than the total amount of their Additional Financial Information reported on the FAFSA.
  - Parent(s) and/or student IRS retrieved AGI is equal to or less than the total amount of their Untaxed Information reported on the FAFSA.
- **New Verification Requirement for IRS Request Flag with a value of 07:** Effective for the 2018-2019 aid year, a new IRS Request Flag 07 was assigned to an applicant and/or parent(s) who successfully utilized the Data Retrieval Tool (DRT) and the IRS also indicate that an amended tax return had been filed. The IRS DRT transfers original IRS income data. IRS income data resulting from an amended tax return is different from the original IRS income data. CSU, Chico is required to ensure it has the correct income data for these cases. It is required to collect the amended tax return (1040X) for the applicable tax filer to verify the income data is correct.

- **Changes to the Verification Requirements for Applicants with Automatic Zero Expected Family Contribution (EFC) amounts:** Effective for the 2018-2019 aid year, applicants with an Automatic Zero EFC selected for verification (Verification Tracking Group V1 and V5) were required to verify only the following data:
  - For dependent students:
    - Parent(s) adjusted gross income for tax filers (V1 & V5)
    - Parent(s) wages for nontax filers (V1 & V5)
    - Student high school completion, identity and educational purpose (V5)
  - For independent students:
    - Student/spouse adjusted gross income for tax filers (V1 & V5)
    - Student/spouse wages for nontax filers (V1 & V5)
    - Number of household members (V1 & V5)
    - Student high school completion, identity and educational purpose (V5)
  
- **Loans:**
  - Direct Loan Interest Rates: Interest rates on the Federal Direct Loans increased for the 2018-2019 academic year as follows:
  - Undergraduate Direct Subsidized Loan: 5.05%
  - Undergraduate Direct Unsubsidized Loan: 5.05%
  - Graduate Unsubsidized Loan: 6.60%
  - Direct PLUS Loan (Parents & Graduate): 7.6%

**Federal Sequestration for Loan Origination Fee:** The Federal Direct Loan Origination fees on the Federal Direct Stafford and Federal PLUS Loan changed on loans with a first disbursement made on or after October 1, 2018. The origination fee on these loans decreased to 1.062% on Federal Direct Stafford Loans and 4.248% on Federal PLUS Loans.

#### IV. Resources Summary

##### Resource Allocation

• Base Allocations:	\$1,447,059
• CERF:	\$ 64,696
• Work-Study:	\$ 63,000
• CSU Chancellor’s Office – FASO Supplemental Funding:	\$ 16,300
• Pell Grant Administrative Cost Allowance:	\$ 125,000
• CampusLogic:	<u>\$ 73,750</u>
<b>Total:</b>	<b>\$1,789,805</b>

##### Human Resources

No Changes

##### Facilities/Equipment/Software

Office Furniture:	\$ 25,500
Third-Party Software and Services	<u>\$105,000</u>
<b>Total</b>	<b>\$130,500</b>

#### V. Program Assessment of Past Year

##### Program Objectives

###### 1. Redesign Financial Aid and Scholarship Office website:

Staff worked with Web Services to redesign the department website and migrate to the new campus framework. Some improvements included:

- Revised, condensed and shortened the website down to 109 pages optimizing information and eliminating pages rarely visited
- Drop-down boxes were added on pages to simplify the layout and help students find information more efficiently
- Internal search bar specific to Financial Aid was added so students could search our site, rather than the entire university website
- Homepage “cards” were added to make navigation more efficient
- The Net Price Calculator was modernized and updated
- All PDFs on the website were reviewed for accessibility by the Office of Accessible Technology and Services (OATS)



- Site navigation was updated and improved
- The website has been made mobile friendly

**2. Increase Message Center usage to distribute important and urgent financial aid information to students.**

- Use of Message Center has increased slightly. Over the next two years, its expected use will expand to communicate critical administrative messaging both within FASO and in other administrative departments.

**3. Monitor phone calls to the Financial Aid and Scholarship Office to identify ways we can both improve customer service and reduce abandoned calls and wait time.**

Customer service has improved; wait times and dropped calls have been reduced through the following measures:

- Reporting and analyzing telephone traffic; prioritizing resources accordingly
- Coordinating with Student Financial Services (SFIN) to anticipate large increases in call volume in response to their student communications
- Addition of music for people on hold
- Addition of informational messages played during hold time; some callers can hang up as inquiries are resolved

**Other Accomplishments:**

**1. CampusLogic**

One of our goals has been to simplify financial aid forms, improve data verification and appeals processes, and ensure the process is mobile friendly. During Fall 2018, we researched and reviewed a number of software products and in December 2018 signed a contract with CampusLogic.

After several months of setup and staff training, in March 2019 we went live with new electronic document collection and review. Improvements include:

- Guiding students through the verification or appeal process with clear next steps
- Reducing student error through pre-populated, personalized forms that ensure accurate information is uploaded
- Allowing students and parents to securely upload sensitive information from any device, anytime and incorporating e-signatures for students and parents
- Automating “nudging” via text and email reminders to encourage student

completion of critical tasks

- Clearly showing students where they are in the process, and what additional tasks may be required through online task management
- Increasing the number of students completing financial aid requirements by making the experience easier, mobile-friendly, and personalized
- Reducing time spent on verification and appeals through paperless file review

## **2. Student Satisfaction Survey**

With a renewed focus on customer service, in the spring of 2019 the Financial Aid Office conducted an extensive Financial Aid Satisfaction Survey, and 1,421 undergraduate and graduate students responded.

As outlined in our mission statement, we “strive to eliminate financial and other barriers to higher education and we are dedicated to providing high-quality service in a fair, sensitive, and confidential environment to all individuals, regardless of background, culture, or lifestyle.” Below are some notable survey results.

- 85% of the students received their financial aid when they expected it
- 87% felt their “To-Do” list is easy to monitor
- 79% felt the financial aid process is easy to complete
- 90% felt their interactions with the Financial Aid staff (via phone, appointments, walk-up window, email, and presentations) were “Good” or “Very Good”
- 94% “Agreed” or “Strongly Agreed” that Financial Aid & Scholarship emails are clear and easy to understand
- 92% rated their overall satisfaction with the Financial Aid & Scholarship Office as “Good” or “Very Good”

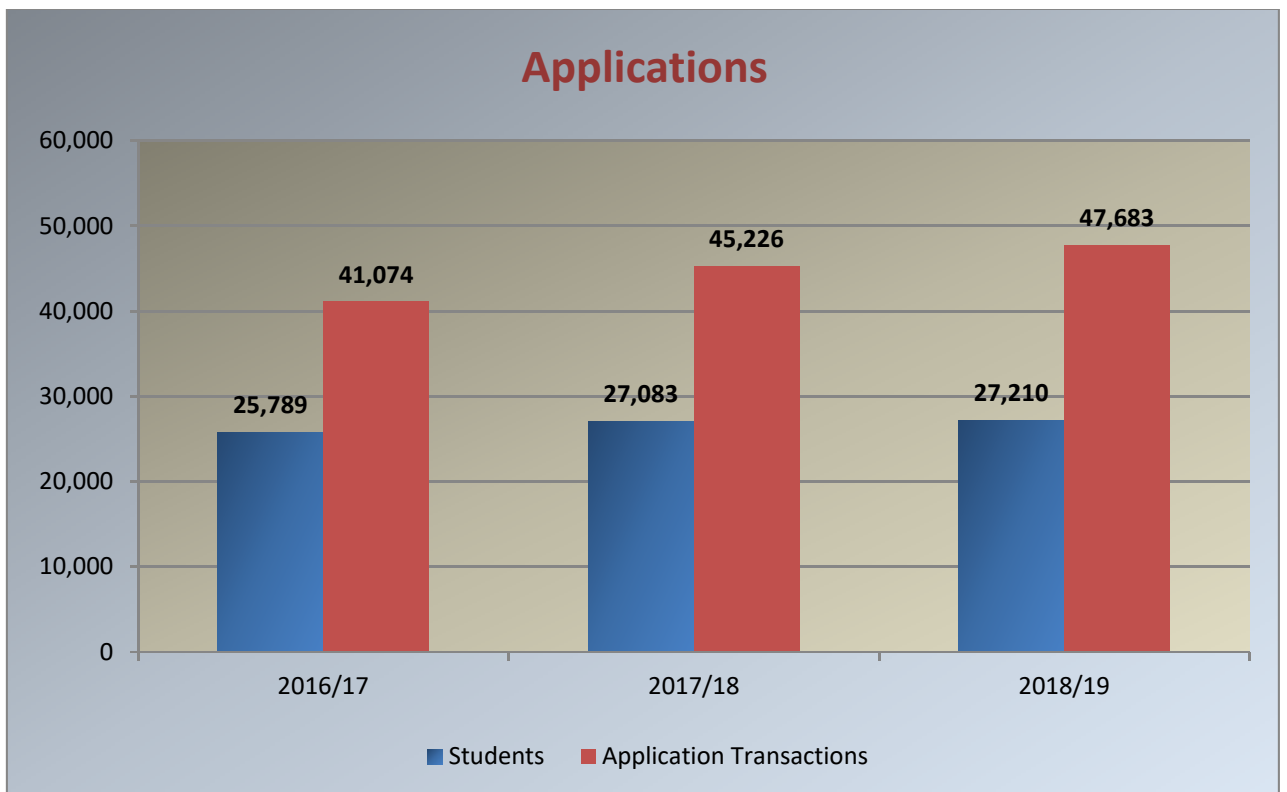
## Ongoing Assessment Efforts

### 1. Financial Aid Applicants Processed

**Purpose:** To monitor FAFSA and Dream Application volume so that we can accurately project staff resource needs and establish appropriate timeframes for processing. Students and staff often make corrections to the FAFSA, each of those represent an additional transaction the department must review.

**Method:** Compared data for 2018/19 with two years prior for the volume of financial aid applications.

**Results:** For the 2018/19 award year, we had a small increase in the number of aid applications processed relative to the prior year.

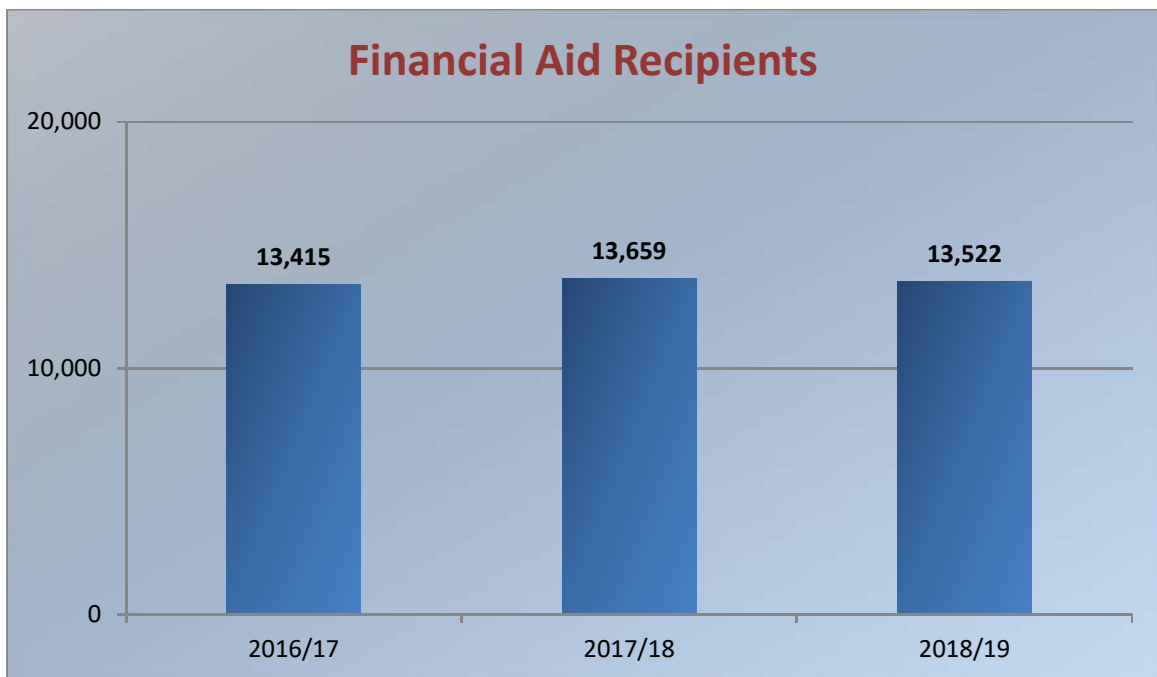


## 2. Financial Aid Recipients

**Purpose:** To monitor the number of recipients for evaluation of packaging processes, future staff resource needs, and implementation of procedures.

**Method:** Compared data for 2018/19 with two years prior for the total number of financial aid recipients.

**Results:** There had been a steady increase in the number of financial aid recipients over a six-year period, then a slight decrease this past year. 137 fewer students received financial aid in 2018/19 over 2017/18, although this was still more students than in the previous five years.

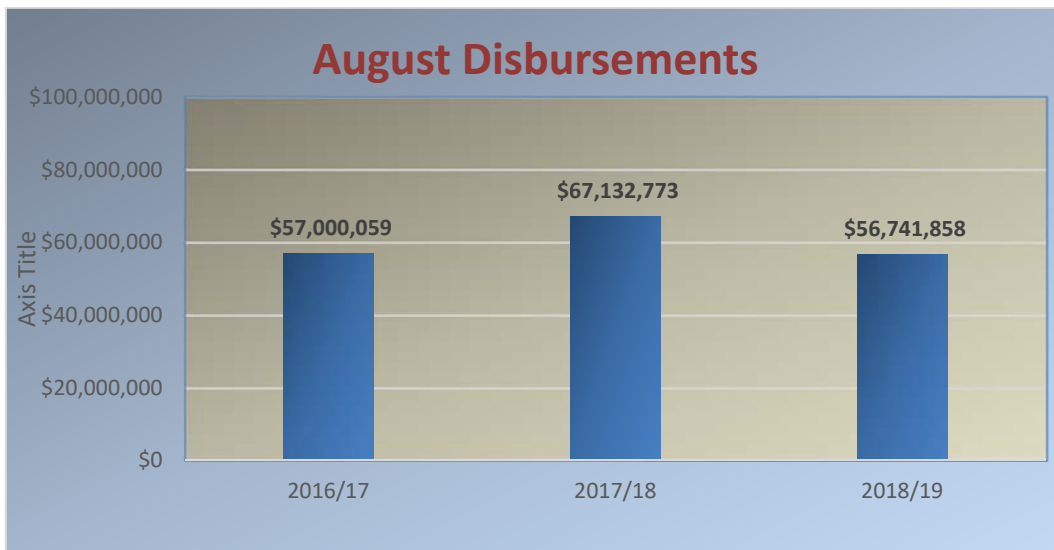


### 3. August Disbursements

**Purpose:** To evaluate responsiveness to students and efficiency of packaging and verification processes.

**Method:** Compared the amount of money disbursed in August with the two years prior.

**Results:** Disbursing money to students at the beginning of the fall semester allows students the ability to pay for the tuition, fees, books, and housing expenses in preparation for the start of class. We are committed to setting up August disbursements for all students who apply for financial aid by the March 2nd priority deadline and submit all required verification documentation by June 1st. In August of 2018 we did have a \$10,390,915 decrease in total disbursed aid from the prior year due in large part to a reduction in enrolled students in Fall.

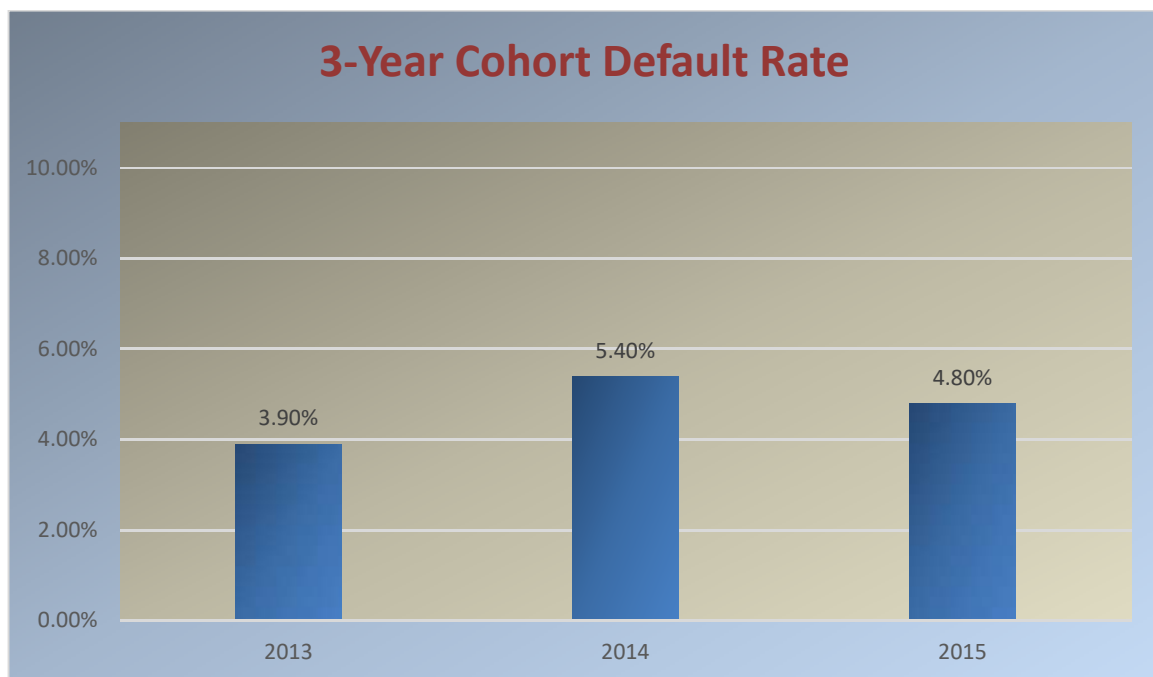


#### 4. Stafford Loan Default Rate

**Purpose:** To evaluate the effectiveness of our student advising, publications, and entrance loan counseling.

**Method:** Compared annual Federal Cohort Default Rates of student borrowers with historical default rates.

**Results:** Our current 3-year official default rate is 4.8%, which remains low in comparison to the national average of 10.8%.

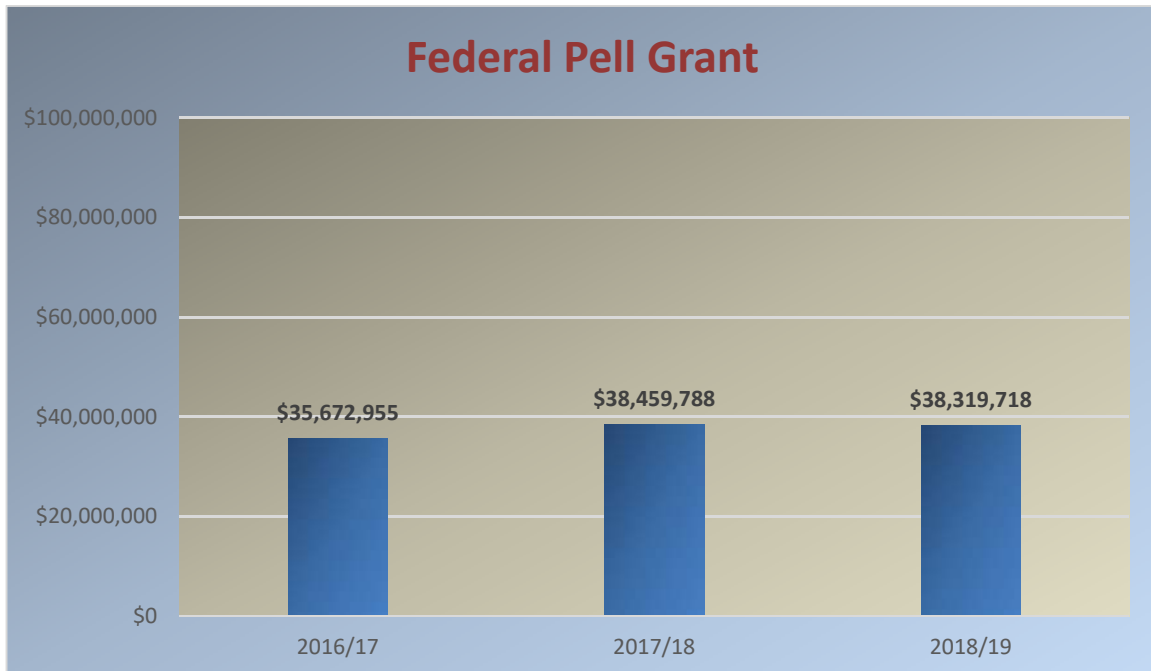


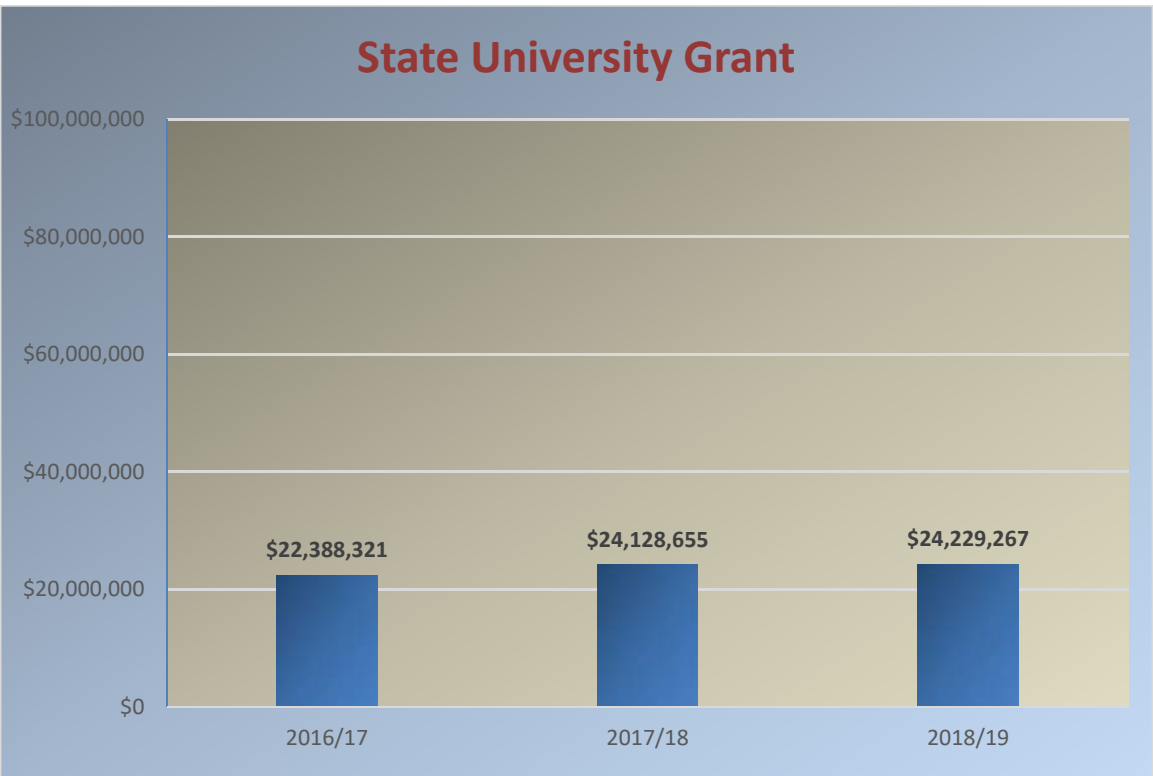
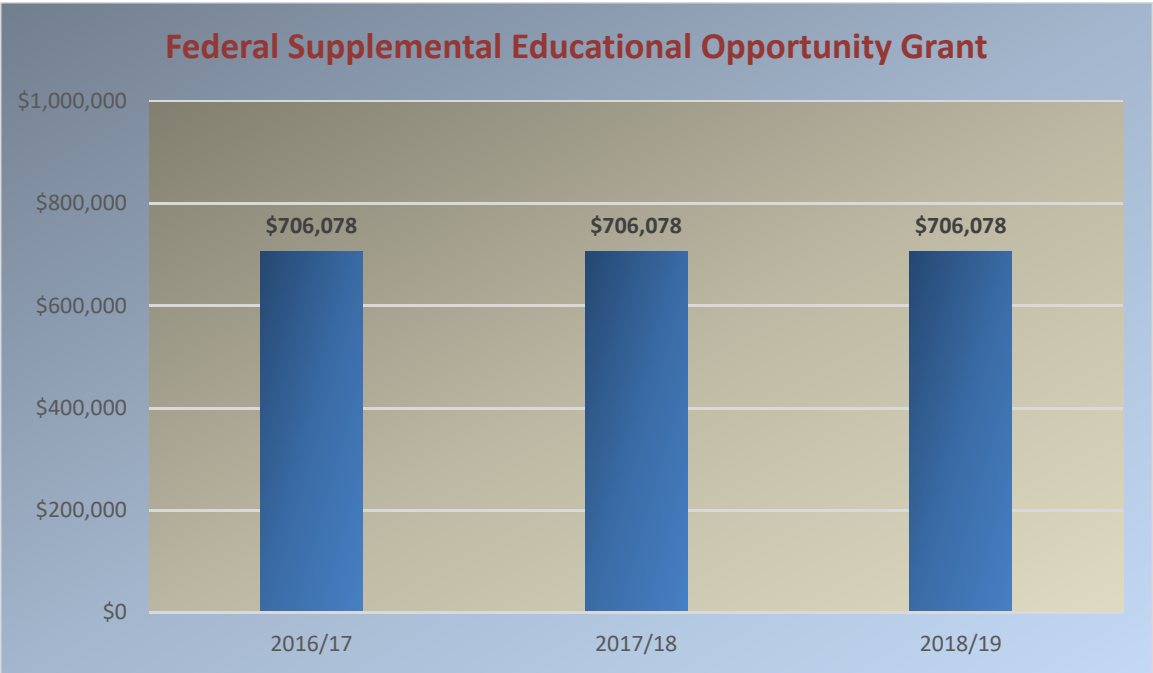
## 5. Aid Disbursed

**Purpose:** To evaluate our efficiency and ability to provide aid as demand rises and to monitor the availability of federal, state, and institutional money for the various programs.

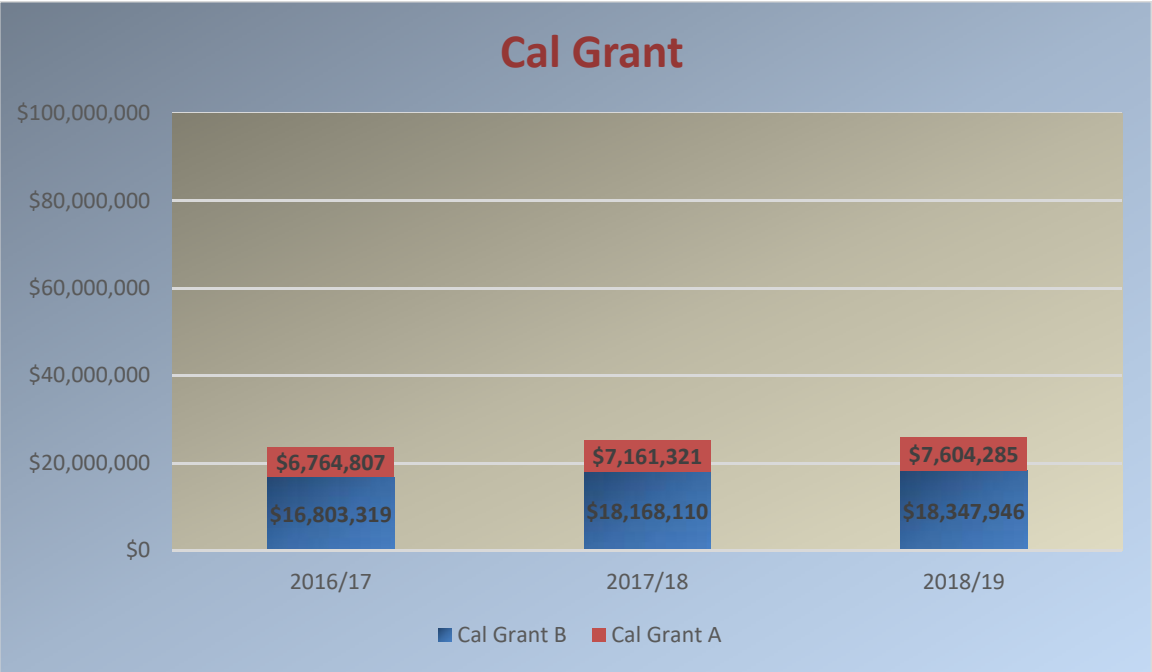
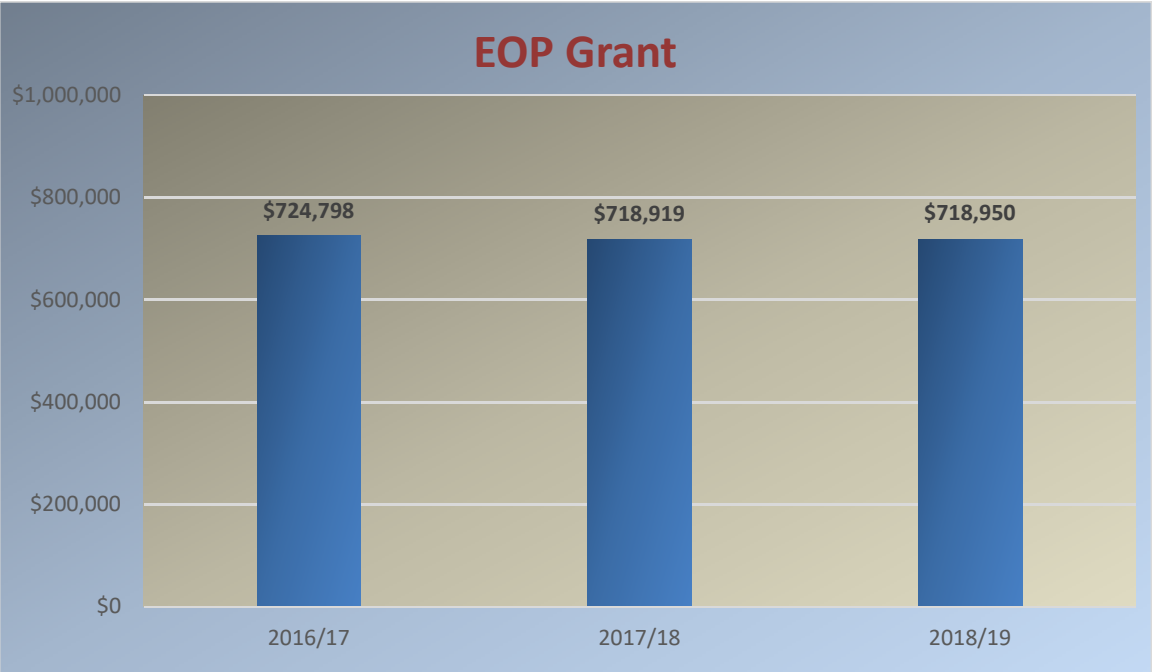
**Method:** Compared the amount of money disbursed in 2018/19 for each aid program to the previous two years.

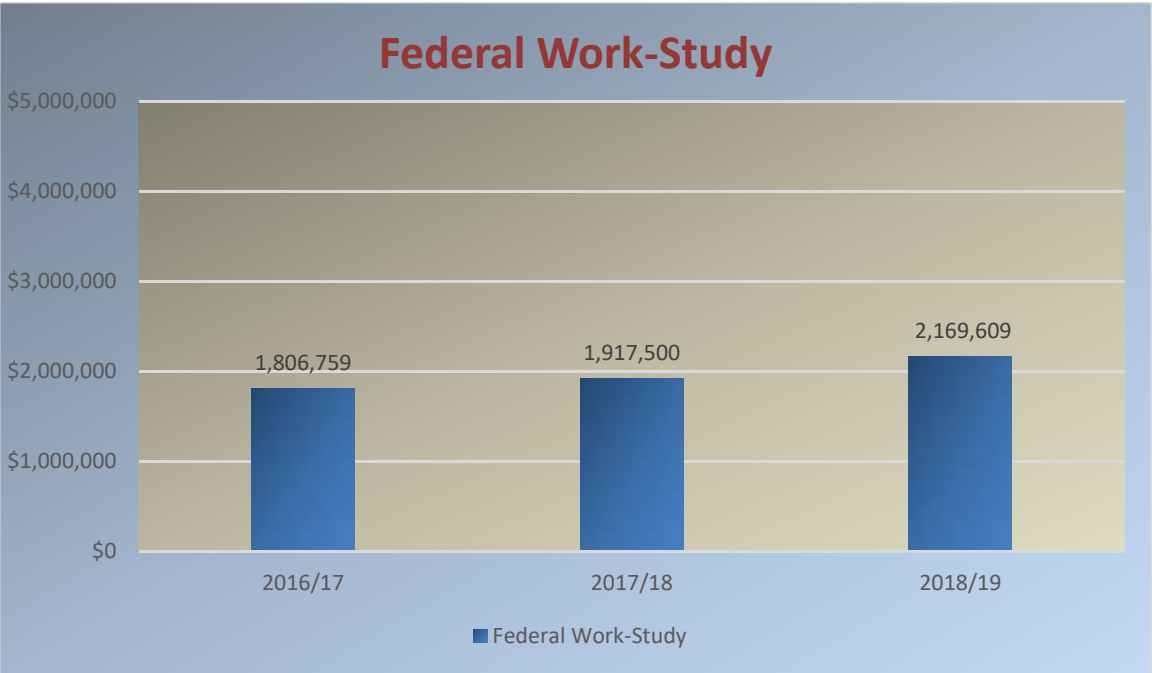
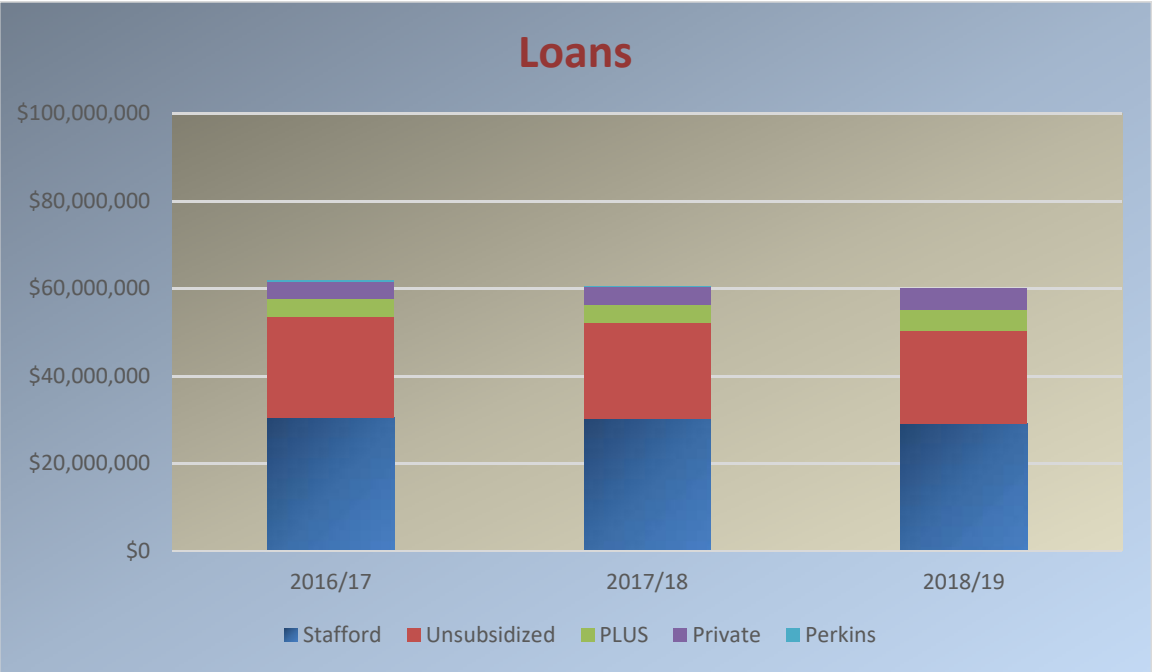
**Results:** Overall aid across all the categories has increased by approximately \$500,000.











## 6. Recipients for Grant Aid and Scholarship Programs

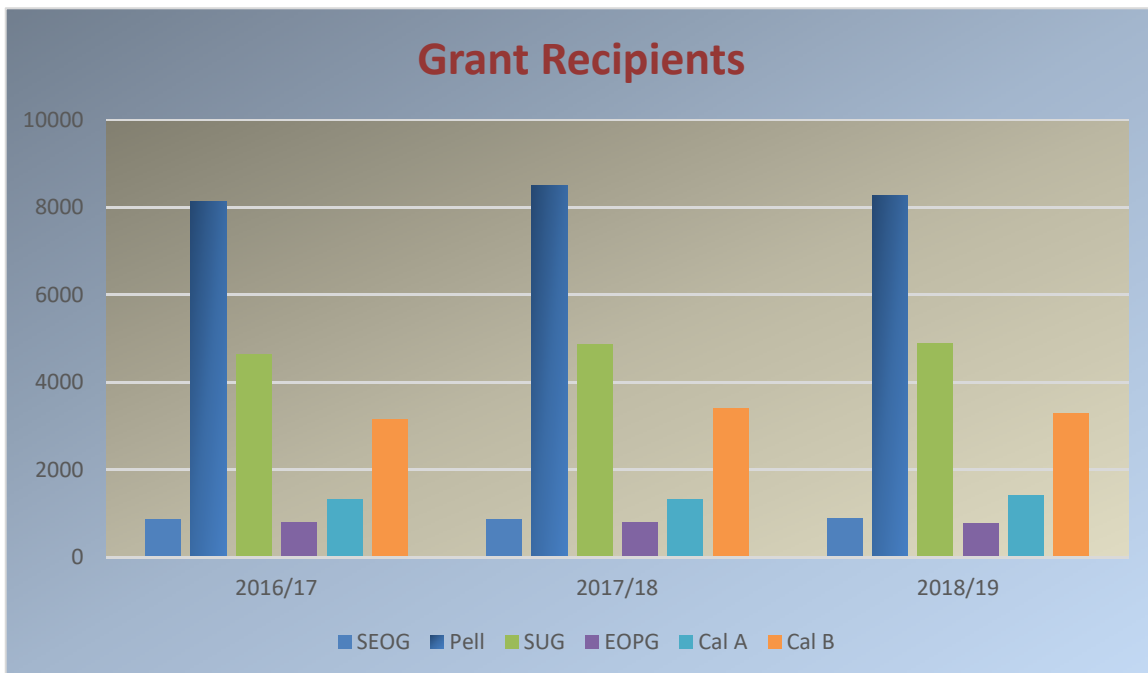
**Purpose:** To evaluate the need of various programs and establish staffing resources to programs based on demand.

**Method:** Compared number of students who received money in 2018/19 for each grant aid and scholarship program to each of the prior two years.

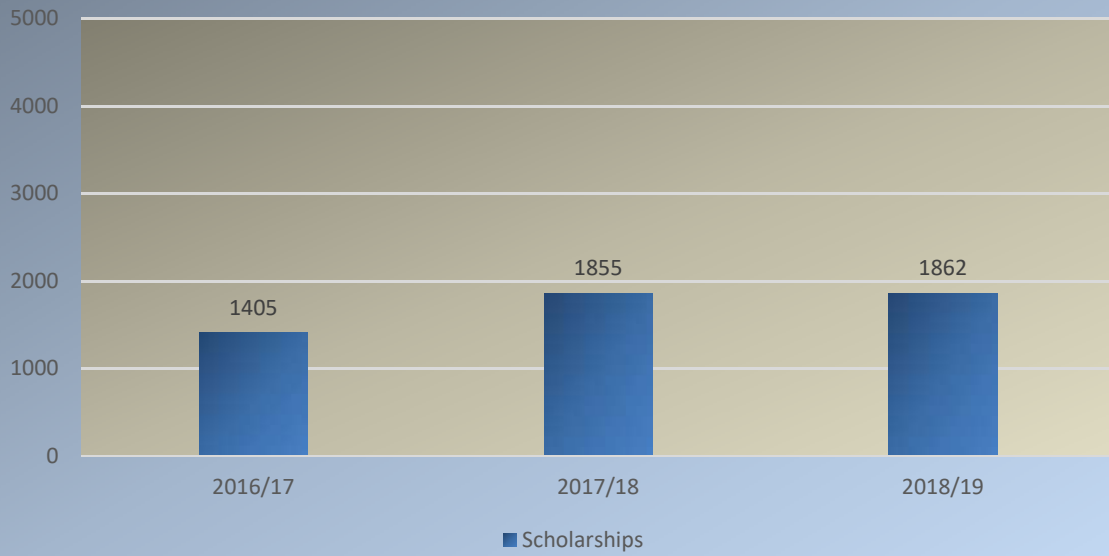
**Results:** Pell Grant and Cal Grant B recipients both decreased slightly. These grants are need-based and are given to students whose families demonstrate exceptional need (low income and assets based on household size). The Federal Supplemental Educational Opportunity Grant (SEOG), State University Grant (SUG) and Cal Grant A all increased slightly. Educational Opportunity Program Grant (EOPG) decreased slightly.

The number of scholarships were:

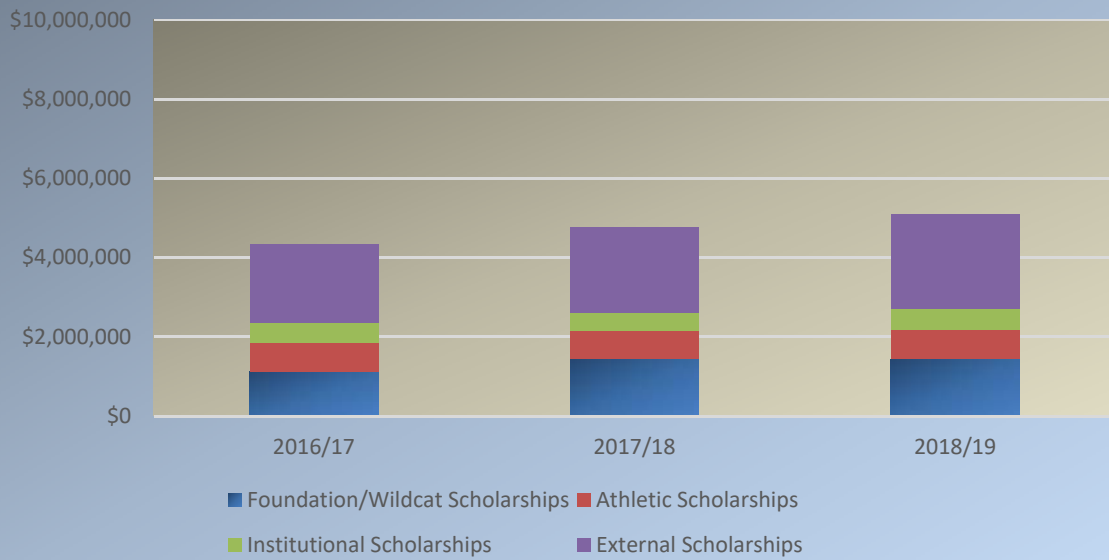
- Wildcat Scholarships: 527
- Athletic Scholarships: 207
- Institutional Scholarships: 233
- Private External Scholarships: 895



## Scholarships Recipients



## Scholarships



**Service Usage Summary:**

**1. Appointment Usage**

**Purpose:** To evaluate the availability of Financial Aid Advisors in an effort to structure time effectively and meet the needs of our students.

**Method:** Viewed appointment charts for three years to plan for advising appointment coverage in future years.

**Results:** The total number of filled appointments in 2018/19 decreased by 283 from the 2017/18 year. It is suspected that processing efficiencies and improved communications contributed to decreased need for advising.

	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
<b># of filled appointments</b>	3435	3125	2842

**2. Student Assistance at the Window**

**Purpose:** To evaluate the number of students assisted at the window in an effort to gauge staffing resources to best meet the needs of our students.

**Method:** Compared total tally of students seen at the window and compared to prior years.

**Results:** The total number of students assisted at the window decreased by 2,860 over the past year. This is to be expected due to streamlining of verifications and appeals by going to an electronic process. Prior to this, many students picked up or dropped off their forms at our window.

	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
<b>Students Assisted at the Window</b>	17,609	17,394	14,534

## **Student Assessment of Satisfaction, Quality, and Student Learning Outcomes**

**Student Learning Outcomes Measures:** Financial Aid Staff provide education to students regarding priority deadlines and requirements to receive financial aid. However, it is ultimately the student's responsibility to submit their aid application by the March 2 priority deadline, complete verification documentation, take loan entrance/exit counseling, and make satisfactory academic progress towards completion of their program. These responsibilities allow opportunities for students to experience both financial learning and personal growth. Increases in student grant recipients and total grant funds disbursed are evidence that students are taking the necessary steps to apply for the financial aid they are eligible to receive. We provide an ample amount of resources in various formats (brochures, web material, videos, advising appointments, phone, email, online counseling, and presentations) to reach students on the level that meets their needs. Through extensive accessibility, students are no longer limited to in-person or phone appointments. Students are increasingly learning information through effective online counseling, publications and tutorials, which allows us to reach a wider student population more efficiently.

**Student Independence:** Providing students with clear and effective communication via various notification methods (web announcements, service indicators, to-do-list items, email, workshops, presentations and mailings), helps ensure students will submit required verification documents by our published verification priority deadline (June 1). This allows a student to have their aid disbursed at the start of the fall term.

**Assessment data:** Evaluated data to determine the percentage of fall term financial aid recipients who received a disbursement in August 2018 at the beginning of the fall 2018 term.

**Results:** 13,522 students received financial aid in 2018/19. Of these students, 10,139 received their financial aid disbursement in August of 2018. Therefore, 75% of our aid recipients had complete files and received their financial aid at the beginning of the 2018/19 academic year.

### **Most Critical Performance Indicators**

**Online applications:** Providing electronic appeal and verification processes and electronic applications for students helps to create efficiencies to streamline our workflow process and provide ease of accessibility to students. Students do not need to print, fax, or mail the applications and forms.

Financial aid electronic applications available include:

- FAFSA
- California Dream Application
- Summer Aid Application
- Authorization to Release Information
- Stafford Loan Application
- Enrollment Update Form
- Short-term Loan Application
- PLUS Loan Application

Other processes that are now electronic and allow for e-signatures as of March 2019:

- Verification
- Appeals

**Timely completion of files:** Timeliness is met by providing students with notification of priority deadlines for financial aid application submission, receipt of verification documentation, mandatory entrance counseling, and completion of the Master Promissory Note. Notification is made available online, emailed to student's wildcat account, and posted on their student center.

Files selected for verification are completed prior to the first fall disbursement if all required documentation is submitted by June 1. Students who submit late documentation may receive a disbursement at the beginning of the fall semester, but we do not guarantee this. Files are generally processed in the order received.

**Loan default rates:** Our current default rate is 4.8%, which remains very low in comparison to the national average of 10.8%. Benefits of maintaining a default rate below 15.0% include the following:

- Ability to disburse single installment loans for one-semester students
- Option to choose not to delay the first disbursement of a loan for 30 days for first-time, first-year undergraduate borrowers

**Satisfactory Academic Progress:** Satisfactory Academic Progress (SAP) is processed and evaluated in July following the completion of each award year. The financial aid office measures SAP in the following areas: Cumulative GPA, PACE, and Maximum Units. Students must satisfy the SAP requirements to remain eligible for additional federal and state financial aid.

Students who fail to meet SAP standards are notified of the appeal process. In 2018/19, we processed 220 SAP Appeals and 84 Maximum Unit Appeals. Advisors work closely with students regarding their SAP status. It is our goal to have students with the potential to succeed complete the courses needed for graduation. Our SAP policies are reviewed annually and followed to ensure we remain compliant with federal regulations to preserve aid eligibility for our future students.

## **VI. Analysis**

It is evident the department continues to process applications and deliver aid in a timely manner. Department data and student survey responses confirm this. Still, financial aid at most institutions remains burdensome for students and their families. We believe the complexity of the application, documentation requirements, and programs has the greatest negative effect on those most in need of assistance and often least prepared to navigate the system. For this reason, we conducted a survey of students and subsequently partnered with CampusLogic to simplify and improve document collection and management for students and staff, began redesigning our website to be more useful, including the addition of helpful videos, and implemented a more sophisticated telephone system that allows us to collect data and react to trends. While enrollment changes make it difficult to establish causal links to our data, we believe improvements this past year have led to increases in both student and staff efficiency, fewer calls, walk-ins, and appointments required to resolve student issues. It is our expectation this trend will continue as we and the public gain greater experience with new systems and processes.

## **VII. Program Objectives for Next Academic Year**

1. CampusLogic electronic verification and appeals processing
  - Load ISIRs earlier in the year
  - Start verification earlier
  - Create electronic forms for appeals
2. Increase Message Center usage to distribute important and urgent financial aid information to students
3. Continue to monitor phone calls to the Financial Aid and Scholarship Office to identify ways we can both improve customer service and reduce abandoned calls and wait time