



Program Review

Purpose

“Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices” – Academic Senate for California Community Colleges

Data Driven Decision Making

*Continual improvement
Evaluation of program resource needs
Fiscal stewardship and transparency
Culture of evidence*

Reporting Cycle

Program Review will be conducted every two years beginning Fall semester 2021.

Reporting Cycle Activities	Timeline
Program Review forms posted on the Program Review website :	August 22, 2023
Data is available on the ORPIE website:	
<ul style="list-style-type: none"> Instructional Program Review Dashboard 	Available now
<ul style="list-style-type: none"> Student Services Program Review Dashboard 	Coming August 28, 2023
<ul style="list-style-type: none"> State comparison data may be found on Data Mart or Cal-Pass Plus 	Available now
Program Review Office Hours and Data Support offered in a hybrid format in the Language Arts (LA) Room 115 and by zoom.	See the Program Review website schedule information.
Program Review draft due via Dynamic Forms.	Friday, October 6, 2023
Review and Feedback Steps to Finalize Program Review:	
<ul style="list-style-type: none"> Step 1a: Technical Review by IEC (for all) and Academic Senate (for any that include a faculty request). See the technical review rubrics. 	Friday, October 6, 2023
<ul style="list-style-type: none"> Step 1b: Content Review by Deans/Director. Feedback due to author. 	Friday, October 6, 2023
<ul style="list-style-type: none"> Step 2: Completed Revisions submitted by author for final approvals by Deans/Manager and Vice Presidents. Final draft will address technical and content review feedback. 	Friday, November 3, 2023
<ul style="list-style-type: none"> Step 3: Final Program Review Approvals by Deans/ Manager, Vice Presidents, and IEC. ORPIE will post final draft to the website. 	Friday, December 1, 2023
<ul style="list-style-type: none"> Step 4: Funding Requests proceed through governance structure. 	
<ul style="list-style-type: none"> Depending on the request either the Vice President or the IEC will assign the Program Review to the appropriate committee(s), including Planning Council for prioritization. 	Friday, December 1, 2023
<ul style="list-style-type: none"> Committees forward recommendations to the Budget Committee 	Friday, December 1, 2023

• Faculty Hiring timeline:	
• Academic Senate Q&A	Tuesday, November 14, 2023
• Senator Ratings due	Friday, November 17, 2023
• Academic Senate – Special Meeting to Review Rankings	Tuesday, November 28, 2023
• Prioritized requests for faculty positions will be provided by the Academic Senate to the Executive Team	Wednesday, November 29, 2023
<ul style="list-style-type: none"> ▪ President makes final faculty decisions and reports to Senate at Special Meeting. ▪ Based on approved faculty positions, faculty submit search committee membership and supplemental questions to HR and the Academic Senate. 	Tuesday, December 5, 2023
• Hiring committee participants appointed by the Academic Senate.	Tuesday, December 12, 2023
• The Budget Committee forwards all recommended non-faculty requests to the Executive Committee	Tuesday, December 12, 2023
• President announces all funded recommendations campus-wide	Monday, April 1, 2024

AUTHOR INFORMATION

Employee ID (E# or C#): First Name Last Name
 Wing Email Address Office Phone

Dean/Manager First Name Last Name Email
 Vice President First Name Last Name Email

Program Review - Draft

*FA Student-Services-Program-Review---
Financial-Aid (1) (002).docx

Program Review - Final Submission

*FA Student-Services-Program-Review---
Financial-Aid (1) (002).docx

This Program Review includes the following:

Pick all that apply.

If the answer was "Yes" but one of the following is not picked it will affect the form's workflow and you will have to resubmit.

Faculty Request

Facilities, Technology, Equipment Request

Classified Request

This Program Review includes the following:

Pick all that apply.

Faculty Request

Facilities, Technology, Equipment Request

Classified Request

Faculty Requests (up to 3)
One upload per request

Faculty Upload1
Faculty Upload2
Faculty Upload3

Faculty Requests (up to 3)
One upload per request

Faculty Upload1
Faculty Upload2
Faculty Upload3

Facilities, Technology or Equipment Draft Requests (up to 5)

Facilities, Technology or Equipment Update Requests (up to 5)

FTE Upload1
FTE Upload2
FTE Upload3
FTE Upload4
FTE Upload5

FTE Upload1
FTE Upload2
FTE Upload3
FTE Upload4
FTE Upload5

Classified Personnel Draft Requests (up to 3)
One upload per request

Classified Upload1
FA Updated Program-Review-Request-for-Funding-2023-24-Classified-Personnel.docx
Classified Upload2
Classified Upload3

Classified Personnel Updated Requests (up to 3)
One upload per request

Classified Upload1
Classified Upload2
Classified Upload3

Supporting Materials (Optional)

Upload1
Upload2
Upload3

Supporting Materials (Optional)

Upload1
Upload2
Upload3

...3436333237

Adrienne Burton

12/06/2023

Author - Draft Signature

Date

...3638353039

Adrienne Burton

12/11/2023

Author - Final Signature

Date

Dean/Manager Draft Feedback

FileUpload2

IEC Feedback

Providing the original IEC Feedback as this is a re-submission (please disregard if no longer relevant):

For the demographics question, please add a screenshot of the dashboard in addition to the link. also, please provide a short description of what the data represents.

FileUpload4

Program Review Rubric Upload

Academic Senate Executive Board Feedback

FileUpload1

Program Review Rubric Upload

Dean/Manager Final Feedback

FileUpload2

...3435303036

Christina Ryan Rodriguez

12/11/2023
Date

Dean/Manager Signature

Vice President Feedback

FileUpload3

...3739343337

Claudia Lee

12/14/2023
Date

Vice President Signature

Downloaded to the following Committee Teams folder on:

...3535393236

Lauren Davis Sosenko

12/14/2023
Date

IEC Signature

Dean/Manager -
Feedback Signature

Electronically signed by Christina Ryan Rodriguez on 12/08/2023 2:55:38 PM

Academic Senate:
Technical Review
Signature

Signature not required

Academic Senate
Signature

Signature not required

IEC: Technical Review
Signature

Electronically signed by Lauren Davis Sosenko on 12/07/2023 12:37:52 PM



Program Review Request – Student Services Financial Aid

Program Review Purpose

“Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices” –Academic Senate for California Community Colleges, 2009

SUBMITTER INFORMATION

Submitter's First Name:	Adrienne
Submitter's Last Name:	Burton
Submitter's Email:	aburton@gwc.cccd.edu
Submitter's ID:	Click or tap here to enter text.
Submitter's Phone Number:	X55103
Who is your Dean/Supervisor?	Christina Ryan Rodriguez
Are you the Department Chair?	No

GENERAL PROGRAM QUESTIONS

Name of Program:
Financial Aid

Please provide a brief description and any significant change in your program since the last Program Review cycle.
<p>The Financial Aid program at Golden West College has experienced significant changes and challenges in recent years, due to several factors, including:</p> <p>Increased fraudulent activity: The rise of online classes has unfortunately led to an increase in fraudulent applications, requiring additional steps and processes during the application review.</p> <p>Expansion of programs and grants: While beneficial to students, the addition of new programs like CalGrant A, CalKids, LAEP, and new external resources like Basic Need Awards, Fresh Start, Golden State Grant, and external scholarships has significantly increased the workload for the Financial Aid office.</p> <p>Changes in disbursement processes: The office has taken on the responsibility of disbursing internal and external scholarships, adding over 600 scholarships to their workload. Additionally, manual review of students in the Nursing BA/BS program is required to prevent them from receiving aid prematurely.</p> <p>Streamlined appeal process: Despite increased workload, the Financial Aid office has successfully implemented a paperless appeal process, reducing turnaround time from 4-6 weeks to 2 weeks during peak periods.</p>



Program Review Request – Student Services Financial Aid

Emergency fund disbursement: In response to COVID-19, the Financial Aid office quickly implemented the disbursement of emergency funds from both the US Department of Education (HERFF) and the California Student Aid Commission, and continues to distribute state emergency funds to eligible students.

FAFSA application changes: The US Department of Education's reconfiguration of the FAFSA application for the 2024-25 academic year has delayed its opening by 3 months, impacting program preparation and student notification of potential aid offers. Additionally, the new FAFSA simplification may negatively affect Pell Grant recipients and increase the workload for the Financial Aid office due to additional information required for eligibility determination.

Despite these challenges, the Financial Aid office has demonstrated impressive flexibility and adaptability. The implementation of a paperless appeal process and the successful disbursement of emergency funds are testaments to their commitment to efficient service and student support.

Moving forward, the program needs to address the increased workload and potential decrease in Pell Grant recipients due to FAFSA changes. Streamlining processes, implementing data analytics for fraud detection, and seeking additional resources are potential solutions to mitigate these challenges and ensure the continued success of the program.

What are your program's strengths?

Financial Aid Program Optimizations: Efficiency, Communication, and Support
Efficient Processing:

Reduced Verification Time: During peak periods, the Financial Aid office processes verification files in approximately 2 weeks, ensuring timely disbursement of financial aid.

Daily Processing: Non-verified files are processed daily, further facilitating prompt fund delivery.

Enhanced Student Communication:

Personalized Nudges: Students receive timely and friendly reminders to complete their financial aid files, encouraging timely application completion.

Active Social Media Presence: Financial Aid actively utilizes social media platforms to share events, important information, and updates, reaching a rapidly growing audience (increased from 80 followers in 21-22 to over 300 in 22-23).

Teamwork and Flexibility:

Cross-Training and Backup System: Each Financial Aid program has a designated team lead and backup, allowing for efficient cross-training and ensuring staff availability to assist students with inquiries.

Adaptable Staff: The Financial Aid team demonstrates remarkable adaptability and collaboration skills, readily adjusting to new programs, regulations, and unexpected challenges.

Personalized Support:

Dedicated Case Management: Staff work closely with students requiring additional support, assisting with paperwork completion, setting up BankMobile, and understanding their awards.

Overall, the Financial Aid program at Golden West College has implemented various strategies to enhance efficiency, improve communication, and provide personalized support to students. These



Program Review Request – Student Services Financial Aid

efforts ensure timely financial aid delivery, facilitate informed decision-making, and foster a supportive environment for student success.

What are the challenges for your program? (If there are regulations or requirements for your program that require additional support, please note those here)

Federal and state regulations governing financial aid undergo constant changes, often occurring yearly or even mid-academic year. This creates challenges for program implementation and requires continuous adaptation.

The introduction of new grant programs with limited notice poses significant difficulties for the Financial Aid office, requiring rapid program setup and processing implementation.

Low student engagement with email communication necessitates alternative methods for disseminating critical information. SMS messaging has been introduced to improve communication reach and effectiveness.

The addition of new programs and resources adds significant workload to the Financial Aid office, requiring staff to manage additional tasks without corresponding increases in staffing.

The reliance on a single Financial Aid System Analyst creates a dependency and vulnerability, as all system-related inquiries and troubleshooting fall on one individual.

How has your department/program utilized SAO (Student Activity Outcome) results to make changes or improvements to your services?

Our SAO: Increase the percentage of students who are awarded and disbursed financial aid on the first scheduled disbursement for the fall semester.

Target for Success: our target was a 10% increase from fall '21 to fall '22

Outcome: Fall '21 first disbursement consisted of 797 students for fall '22 a total of 949 students were in the first disbursement. This is an increase of 19.1%.

For fall '23 we continued to increase the number of students in the first disbursement. We had 1,003 which is an increase of approximately 6%.

We continue to modify our banner processes to allow for more automation where allowable and reviewing barriers for students to complete the financial aid process. Through our outreach and inreach efforts it has continued to allow us increase the number of students in the first disbursement. This allows students to focus on class time and relieve any inquires of costs.

How does your department/program support the goals of diversity, equity, inclusion, and accessibility?

Diverse Events: The Financial Aid office actively hosts annual events for students and the community, including Hunger & Homeless Awareness Week, Undocu Ally Week, and Financial Aid Fest.



Program Review Request – Student Services Financial Aid

Participation in these events demonstrates the office's commitment to addressing diverse student needs and fostering a supportive campus environment.

Community Collaboration: The office further extends its reach by hosting information tables at community events and events organized by other departments and clubs, promoting financial aid awareness and accessibility.

Multilingual Staff: Staff proficiency in English, Spanish, Vietnamese, and Hindi ensures effective communication with a diverse student population, removing potential language barriers and facilitating access to essential financial aid services.

Accessibility: The Financial Aid office offers assistance to students both in person and virtually, catering to individual preferences and ensuring that all students have equal access to support and resources.

This comprehensive approach to outreach, engagement, and accessibility demonstrates the Financial Aid office's commitment to serving all students, fostering a welcoming and inclusive environment that supports student success.

How does your department/program collaborate with other areas on campus to advance student success?

Financial Aid collaborates with Counseling/EOPS/DSPS to assist students updating and creating Educational Plans which allow them to meet their educational goals and their financial needs. In addition, we work with EOPS and create reports for them to utilize for their outreach purposes and to assist them in awarding additional state aid from their funding. In return they provide us with awarded students so that we may add it to the student's financial aid offer as a resource.

Basic Needs/Student Equity: We support each other providing services to students who may be homeless, food insecure etc. Review to ensure students have a FAFSA/Dream application on file and review file for any additional aid or circumstances we may assist in. We disburse all Basic Need Grants that have been approved by the Basic Need Lead.

VRC, Nursing, Cosmo, Esthe, Police Academy, Athletics - We collaborate with the departments to do presentations during their orientation and case manage the students in each of these groups.

A&R – we work very closely with them to assist with Fraud, Residency, transcripts, Program of Study, Drop for Non-Payment, student accounts,

HR - Due to Financial Aid overseeing Federal Work-Study and LAEP (Learning Aligned Employment Program), we coordinate with HR on processing all new and returning hires.

Campus Fiscal and District Fiscal: We work closely with both locations, and we need to ensure that we are disbursing, reconciling, meeting timelines, reporting, audits.

District IT/District Research: Financial Aid works closely to assist that all our nightly chains (Atomic) are running and timely, resolve any inquiries, banner upgrades, testing, reporting, programming etc.

We also collaborate and participate in outreach events hosted by various programs/clubs on campus

How does your department/program utilize technology to support student success?

Optimizing Processes and Communication:

Automation Initiatives: The Financial Aid office actively seeks ways to program Banner for automated processing of tasks, leading to quicker processing times and allowing staff to focus on more personalized interactions with students.



Program Review Request – Student Services Financial Aid

Software Exploration: The office continuously evaluates new software opportunities that enhance both student and staff experience. This includes software that simplifies processes for students and encourages completion of required steps.

Improved Communication Channels: Recognizing the limitations of traditional methods, the Financial Aid office has implemented texting as a communication channel, significantly increasing student response rates. This demonstrates an understanding of modern communication preferences and a commitment to accessible communication.

Multi-Channel Support: Recognizing the diverse needs of students, the Financial Aid office offers multiple support avenues, including chat, email, phone, and online appointments/workshops. This ensures that all students have access to assistance through their preferred method.

This dedication to technological advancements and multi-channel communication demonstrates the Financial Aid office's ongoing commitment to enhancing efficiency, fostering accessibility, and ultimately, providing the best possible service to all students.

KEY PERFORMANCE INDICATORS

Unduplicated headcount:	14,473
Duplicated headcount (served):	21,461
Number of students eligible for services:	14,473
Number of new students served:	4909
Number of returning students served:	9,564
Number of grants/scholarships awarded to students:	8,112
Number of students needing a financial aid appeal/semester:	fall: 1286 & spring: 1345

Demographics (CO #'s to be provided to Institutional Research for demographic breakdown):

[Microsoft Power BI](#)

Outside of hiring new faculty or staff, please discuss the data trends above, and your plans for serving more students.

Anticipating Increased Application Volume:

The new state initiative requiring all high school graduates to complete a FAFSA/CADAA application will undoubtedly lead to a significant rise in applications received by the Financial Aid office. This increase necessitates proactive planning and efficient processes to ensure timely processing and effective support for all students.

Meeting Legal Obligations:

By federal law, the Financial Aid office is obligated to process and review every application received. This underlines the importance of efficient and streamlined application processing systems to ensure timely disbursement of financial aid and minimize delays for students.



Program Review Request – Student Services Financial Aid

Outreach and Advocacy:

The Financial Aid office actively promotes awareness and encourages FAFSA/CADAA completion through various outreach initiatives:

Workshops and inreach events: Hosting financial aid workshops and events on campus and in the community raises awareness and provides resources to students and families.

Community engagement: Collaborating with feeder high schools and local organizations allows the Financial Aid office to offer workshops directly to students and parents.

Annual Orange County Department of Education presentation: Reaching over 150 local high school counselors through this annual presentation directly impacts student access to financial aid information and resources.

The Financial Aid office's dedication to outreach and advocacy demonstrates its commitment to fostering equity and ensuring all eligible students, regardless of background or circumstance, have access to the financial aid resources they need to pursue higher education.

The Financial Aid office's proactive approach to the anticipated FAFSA surge, combined with its unwavering commitment to student support and advocacy, positions it well to manage the increased workload and ensure a smooth and successful transition to the new state initiative.

PROGRAM-SPECIFIC QUESTIONS:

FINANCIAL AID

What challenges/barriers are Financial Aid Students encountering when completing their financial aid file?

We have seen an increase in file completion due to our outreach efforts and new software system of Campus Logic. It is very student friendly which allows the student to not feel overwhelmed. Most of the challenges are in regards to completing the FAFSA - parent information. Parent's not signing the FAFSA and/or miss information on the application regarding student vs parent income/assests. The one challenge we have is students not reading their student email. The email is where we provide vital information that will assist them with their financial aid. We have begun texting students and that is what has led to increase in file completion. During COVID and the decrease in enrollement financial aid has been able to maintain a high completion rate for our students.

What challenges/barriers are Dream Act Students encountering when applying for financial aid (Dream Act App, residency, etc.)?

Challenges Faced by Students in Applying for Financial Aid/Dream Act:

1. Residency Status:

Incorrect Filing: Students may file the wrong residency status with Admissions & Records (A&R) due to lack of understanding or confusion, delaying aid processing.



Program Review Request – Student Services Financial Aid

Incomplete Process: Students may not complete the required steps to establish their residency status with A&R, further delaying aid eligibility determination.

2. California College Promise Grant (CCPG):

Limited Application: Students solely applying for CCPG through CCC Apply may miss out on additional financial aid opportunities by neglecting to submit the California Dream Act Application (CADAA).

Part-Time Enrollment: Students who become part-time and lose CCPG eligibility may not explore alternative financial aid options, leading to financial hardship.

3. Misinformation and Lack of Awareness:

Public Misinformation: Misinformation circulating about financial aid can lead to confusion and discourage students from applying.

Low Campus Visibility: Students may not be aware of the financial aid resources available to them due to insufficient information dissemination.

4. Communication Barriers:

Unresponsive Students: Students who don't check their email or follow up with the Financial Aid office despite attempts to communicate can miss important information and deadlines.

Parental Cooperation: Lack of parental cooperation in disclosing immigration status or providing required documentation can lead to application delays or rejections.

Fear of Information Sharing: Parents' concerns about providing personal information on the CADAA or during verification can negatively impact aid eligibility.

5. Verification Challenges:

Parental Tax Information: Students selected for verification may face difficulties obtaining parental tax information due to various factors, jeopardizing their aid eligibility.

Limited Support: Students may lack the knowledge or resources to navigate the verification process efficiently, leading to delays and potential aid loss.

How has Financial Aid identified potential fraud students? What steps/collaboration have been implemented to prevent/reduce potential disbursements?

Robust Fraud Detection System Safeguarding Financial Aid Resources:

Proactive Approach:

Argos Reports: Utilizing detailed reports generated with input from Admissions & Records (A&R), IT, Research, and Financial Aid (FA) staff, the Financial Aid office proactively identifies potential fraudulent applications.

Staff-Led Detection: Through careful inspection of student files, FA staff identify potential red flags suggestive of fraudulent activity, such as inconsistencies in income, invalid email addresses, missing identification information, or questionable address details.

Efficient Intervention:

Fraud Hold: To prevent disbursement of funds to suspected fraudulent applicants, a "Fraud Hold" is placed on their student accounts, requiring them to visit the Financial Aid office in person to confirm their identity.

Enhanced Verification: The implementation of a blue light and magnifying glass allows for meticulous inspection of government-issued IDs and Social Security cards, further strengthening the verification process.

Collaborative Efforts:

Information Sharing: Financial Aid and A&R maintain an open communication channel to share new trends and information related to potential fraudulent activity.



Program Review Request – Student Services Financial Aid

Joint Reporting: Both departments work together to report suspected fraudulent students to the appropriate authorities, facilitating swift action and safeguarding valuable financial aid resources. This multi-layered approach demonstrates the Financial Aid office's commitment to proactively combating fraud and ensuring the integrity of the financial aid program. By leveraging data analytics, trained staff, and collaborative partnerships, the program effectively identifies and mitigates potential fraudulent activity, protecting student aid resources and ensuring they are directed towards deserving students.

Golden Promise Program

What steps has the Financial Aid Office taken to improve identifying and processing eligible students?

Currently the process is manual and we have begun working on automating the process for quicker processing and awarding. The automation process will assist in identifying students and assist with determining the eligibility criteria and packaging students. This process will run as if the student was a Pell student. Also the GPP award will be added to the students award letter, as all other awards are. This will assist in elevating students calling to find out if they have been awarded GPP. For the fall semester we placed DFNP holds for all returning GPP students. This allowed students to not be dropped for non-payment while GPP eligibility was being determined. In addition we placed DFNP holds for new students who could possibly be GPP eligible, this also prevented them from being dropped while eligibility was being determined.

What forms of marketing/outreaching has the Financial Aid Office done to increase Golden Promise Program (GPP) awards?

The Golden Promise Program (GPP) has implemented several effective outreach strategies to increase program awareness and encourage participation amongst eligible students:

1. Email Campaigns:

Identifying potential eligible applicants through data analysis (IP files, no FAFSA/CADAA applications, part-time enrollment) allows for targeted email outreach campaigns, maximizing reach and efficiency.

Personalized email content addressing specific needs and benefits of the program increases engagement and encourages application completion.

2. High School Presentations:

Collaborating with local high schools to provide financial aid presentations directly to students and parents raises awareness about the GPP and clarifies eligibility requirements.

Interactive presentations and workshops can answer questions and address concerns, encouraging students to pursue financial aid opportunities.

3. Campus Outreach Partnerships:

Working with the campus outreach collective team allows the GPP to leverage existing networks and resources to reach diverse student populations.

Utilizing flyers, informational booths, and giveaways at campus events can effectively spread awareness and generate interest in the program.

4. Additional Strategies:



Program Review Request – Student Services Financial Aid

Leveraging social media platforms to share information and engage with students in their preferred channels.

Collaborating with community organizations and service providers to reach underserved populations. Hosting informative workshops and events on campus throughout the application period. Utilizing testimonials from successful GPP recipients to inspire and motivate potential applicants.

By employing a multi-pronged outreach approach, the Golden Promise Program effectively reaches a broader audience, increases program awareness, and ultimately encourages more students to take advantage of this valuable financial aid opportunity.

GOALS AND REQUESTS FOR FUNDING

Requests – If you are requesting any of the following, they MUST be addressed within your Department goals. These forms must be submitted separately from the Program Review.

- Faculty
- Equipment, Facilities, Technology
- Support Staff

GWC Strategic Plan Goals Legend

1. **Enrollment:** GWC will increase credit and noncredit enrollment while providing efficient academic programs and student services.
2. **Equity and Success:** GWC will support, enhance, and develop equity-minded services and academic programs that lead to student success.
3. **Completion:** GWC will ensure students' timely completion of degrees and certificates by providing high quality academic programs and student services.
4. **Workforce Preparation:** GWC will support student success by developing and offering academic programs and student services that maximize career opportunities.
5. **Facilities:** GWC will provide flexible, accessible, and sustainable learning environments that support the success of students, faculty, staff, and communities.
6. **Professional Development:** GWC will support the success of all employees by providing professional development opportunities that focus on the achievement of the College Goals.
7. **Communication:** GWC will effectively communicate and collaborate within the College and its communities.

GOALS FROM PREVIOUS PROGRAM REVIEW CYCLE

Please refer to your previous Program Review cycle and summarize all outcomes for each goal.

Summary and Outcomes of Previous Goals (from the last Program Review) including resource



Program Review Request – Student Services Financial Aid

requests and if they were funded or not.

Goal 1: Increase file completion (not funded)

Outcome: We had 1,028 who had not submitted their remaining documents through our outreach efforts we had 846 students complete the process.

Goal 2: Outreach to less than half-time students (not funded)

Outcome: Working on for 23-24

Goal 3: Outreach to CTE Programs (Nursing, Cosmo, Esthetician, Auto, CJ etc.) (not funded)

Outcome: We were able to connect with the Nursing, Cosmo, Esthetician and CJ program and be a part of their orientation. We are now part of their agenda during each orientation they host.

GOALS FOR CURRENT PROGRAM REVIEW CYCLE

Current goals should be connected to GWC's Strategic Plan Goals.

GOAL 1 (Required)

Description of goal:

Transition to the new FAFSA Simplification mandated by the Dept of ED into Banner

What actions will be taken to accomplish the goal?

The Financial Aid System Analyst (FASA) at Golden West College plays a critical role in ensuring the efficient and accurate operation of the financial aid program. However, the FASA currently faces significant workload challenges due to various factors, including:

Implementation of new Banner specifications

Ongoing program updates and maintenance

Yearly system setup and troubleshooting

Report creation and data requests

CampusLogic integration

Collaboration with various departments

High volume of applications and programs 14,000 applications and managing 18 programs

Fund disbursement \$29 million in student aid

Program growth and complexity

These challenges have substantial consequences, such as increased risk of errors, decreased efficiency, reduced responsiveness, potential burnout for the FASA, and ultimately, a negative impact on student success.

Recommendations:

To address these challenges and ensure the continued success of the financial aid program, the following recommendations are proposed:

1. Hire an Additional Financial Aid System Analyst:



Program Review Request – Student Services Financial Aid

This is the most critical recommendation. Hiring an additional FASA would significantly alleviate the workload pressure on the current staff member, ensuring efficient and accurate completion of tasks. This would also provide essential redundancy in case of illness or leave, minimizing potential disruptions.

2. Professional Development:

Investing in training and development opportunities for the FASA and other financial aid staff would enhance their skills and knowledge, allowing them to manage their programs more effectively and reduce reliance on the FASA. This could include training on specific software, data analysis, or program updates.

3. Process Streamlining and Automation:

Implementing technology solutions and automating repetitive tasks such as data entry or report generation could free up valuable FASA time for more complex activities like program development and troubleshooting. This could involve exploring software solutions for specific tasks or automating administrative processes.

4. Communication and Collaboration:

Fostering strong communication and collaboration between the FASA, other departments, and stakeholders is crucial for ensuring everyone is informed and working towards common goals. This could involve establishing regular meetings, utilizing communication channels like email or project management tools, and promoting transparency and information sharing.

5. Additional Resources and Support:

Providing additional resources and support to the Financial Aid department could alleviate some of the workload burden on the FASA. This could include hiring additional staff for specific tasks, providing funding for technology upgrades, or outsourcing certain functions.

Investing in additional staff support and implementing the proposed recommendations will significantly improve the efficiency and effectiveness of the financial aid program at Golden West College. By alleviating the workload pressure on the FASA, the program can ensure timely and accurate processing of applications, disbursements, and reports, ultimately contributing to student success. The college should prioritize this investment to ensure the continued success of its financial aid program and fulfill its commitment to supporting its students.

What metric will you use to measure your goal?

1. Successful import of FAFSA/CADAA applications: The system has been able to import and process applications accurately, indicating a robust and reliable data intake process.

2. Correct posting of verification flags: The system is accurately identifying applications requiring verification and assigning appropriate flags, ensuring that financial aid is awarded responsibly.



Program Review Request – Student Services Financial Aid

3. Budget alignment: Budgets for individual student accounts are aligned correctly, demonstrating proper allocation of financial aid resources.

4. Successful awarding and disbursing of funds: Students have begun receiving their financial aid awards and disbursements, indicating that the system is functioning effectively in its core purpose of supporting student access to education.

Which of the College's missions and goals does this goal support? (check all that apply)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

GOAL 2 (Required)

Description of goal:

Fraud Reduction

What actions will be taken to accomplish the goal?

Hire permanent staff member to do the following:

Proactively identify and investigate potential fraudulent activity:

- Analyze student applications and financial aid documents for inconsistencies and red flags.
- Monitor enrollment data to detect suspicious patterns.
- Utilize data analytics tools to identify potential fraud rings.

Collaborate with Admissions and Records:

- Share information on suspected fraudulent students to prevent enrollment.
- Develop and implement strategies to jointly combat enrollment and financial aid fraud.

Report fraud and work with the Office of Inspector General:

- Assist the Financial Aid Director in reporting suspected fraud rings to the Office of Inspector General (OIG).
- Gather and organize data, documents, and evidence to support OIG investigations.

Continuously improve fraud detection capabilities:

- Work with the Financial Aid System Analyst to identify and implement data elements that enhance fraud detection algorithms.



Program Review Request – Student Services Financial Aid

-Stay abreast of emerging fraud trends and techniques through attending webinars, training sessions, and conferences.

Support loan processing:

- Assist the Loan Lead in collecting required documentation to prevent fraudulent loan applications.
- Verify the accuracy and completeness of loan documents.

Skills and Qualifications:

This position is vital to ensuring that financial aid resources are allocated to deserving students and that fraudulent activity is minimized.

What metric will you use to measure your goal?

Proactively pre-screen potential fraudulent financial aid applications to reduce staff from reviewing and processing times for files that are fraudulent applications. While ongoing technical issues may arise due to system updates, our agile approach will ensure prompt resolution, minimizing disruptions to campus departments. We will continue to provide timely troubleshooting and technical support with enhanced attention to detail.

Which of the College’s missions and goals does this goal support? (check all that apply)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

GOAL 3 (Required)

Description of goal:

Increase Dream Applications and enrollment

What actions will be taken to accomplish the goal?

1. Enhanced Website and Communication:

Relatable Language and Information: Update the FA Dream website with clear, concise language and information easily understood by students.

Targeted Outreach: Collaborate with Admissions & Records (A&R) residency staff to develop targeted outreach campaigns aimed at students pending AB540 submission and other residency-related tasks.

Community and Campus Engagement: Conduct outreach events and workshops in the community and on campus to inform students and families about available resources and support services.



Program Review Request – Student Services Financial Aid

2. Improved Fraud Detection:

Data-Driven Identification: Work with the Financial Aid System Analyst to identify and implement data elements that enhance fraud detection algorithms, allowing for proactive identification of suspicious activity.

Staying Informed: Continuously update knowledge of emerging fraud trends and techniques through attending webinars, training sessions, and conferences, ensuring the program remains agile and effective in combating fraudulent activity.

3. Loan Processing Support:

Preventing Fraudulent Applications: Assist the Loan Lead in collecting required documentation and verifying its accuracy and completeness, minimizing the risk of fraudulent loan applications.

Streamlining Processing: Implement efficient procedures and utilize technology to expedite loan processing, ensuring timely disbursement of funds to students.

4. Case Management Collaboration:

Enhanced Case Management: Collaborate with A&R residency staff to provide comprehensive case management support to students with residency-related challenges, facilitating timely resolution and access to financial aid.

Holistic Support: Offer personalized guidance and assistance to students navigating complex financial aid processes, addressing individual needs and ensuring successful application completion.

5. Continuous Improvement:

Regular Evaluation and Assessment: Regularly evaluate the effectiveness of implemented solutions and identify areas for further improvement.

Data-Driven Decision Making: Utilize data analysis to inform future strategies and optimize processes, ensuring the program remains efficient and responsive to evolving needs.

Technology Integration: Explore and integrate technology solutions to automate tasks, streamline processes, and enhance service delivery.

What metric will you use to measure your goal?

1. Data Analysis:

Dream Applications: Analyze the number of Dream applications received year-over-year to identify trends and fluctuations.

Enrollment: Compare student enrollment numbers across different semesters and years to understand the impact of the Dream program on overall enrollment.

Persistence: Analyze student persistence rates, defined as the percentage of students who return for the following semester, to gauge the program's effectiveness in supporting student retention.

Continued Enrollment: Compare the number of Dream students who continue their academic journey and achieve their educational goals.

2. Student Survey:

Developing the Survey: Design a survey for current Dream students to gather valuable feedback on their onboarding experience, case management support, and any encountered barriers.



Program Review Request – Student Services Financial Aid

Survey Distribution: Utilize multiple channels such as email, student portals, and campus events to ensure high survey completion rates.

Data Collection and Analysis: Analyze the collected data to identify key themes, concerns, and areas for improvement in the program.

Which of the College’s missions and goals does this goal support? (check all that apply)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

OTHER INFORMATION

What additional information would you like to share about your program?

Financial aid is constantly changing, with new programs being added, regulations evolving, and reporting requirements increasing both annually and sometimes even mid-year. Keeping up with these changes and timelines is a significant challenge, made even harder by the limited resources (both staffing and funding) we are provided to manage this complex program. Our responsibilities regarding regulations, reporting, new programs, and additional outside resources we are required to report continue to grow, yet our staff size does not reflect the increased workload. To ensure the continued success of the program and optimize support for students, I advocate for additional staffing and funding for these positions, as well as the implementation of any software that benefits students and the department, such as hiring the FA Specialist.

Submitter’s Signature: *Adrienne Burton*

Date: 10/6/2023

Supervisor’s Review

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

Comments: Click or tap here to enter text.

Supervisor’s Signature: Click or tap here to enter text.

Date: Click or tap to enter a date.



Program Review Request – Student Services Financial Aid

Vice President's Signature: Click or tap here to enter text.

Date: Click or tap to enter a date.



Program Review Request- Classified

Golden West College

CLASSIFIED REQUEST

Submitter's First Name:	Adrienne
Submitter's Last Name:	Burton
Submitter's Email:	aburton@gwc.cccd.edu
Submitter's Phone Number:	X55103
Who is your Dean/Supervisor?	Christina Ryan-Rodriquez
Are you the Department Chair?	N/A
Who is your Vice President?	Claudia Lee
Program/Department:	Financial Aid

Type of Review:

Note: Library and Counseling should submit individual Program Reviews: one for Instruction and one for Student Services.

- Instruction
- Student Services
- Administrative

POSITION REQUEST

Please check one of the following:

- Replacement Position (Previously funded/ not currently funded)
- New Position (Never been funded/newly created)

Please note: that an approved job description from the District office is required in order to complete the request form. You may not proceed with the request without the job description.

If this request is for a replacement, how long has the position been vacant?	No
Job Title	EE117 FA Specialist

Salary Information

Salary Schedule Range:	E117
Annual Salary (Step 1) \$:	68,470.94
Step 5 \$:	83,227.11

Contract (check one):

- 100% FTE
- Other FTE %:
- 12 month
- 11 month
- 10 month

Job Description Summary

- Required:** Attach a copy of the department Organizational Chart showing all positions and highlighting the position requested.
- Required:** Attach a copy of the CCCD Position Description, if available (obtain from Personnel Dept).
- CCCD does not have a position description as it is a new position within the district.**



Program Review Request- Classified

Golden West College

What are the essential duties this position will fulfill?

Financial Aid Specialist: Fraud Prevention and Detection

This position plays a crucial role in safeguarding the integrity of the financial aid program by actively assessing, preventing, and evaluating potential fraud throughout the academic year.

Responsibilities:

Proactively identify and investigate potential fraudulent activity:

- Analyze student applications and financial aid documents for inconsistencies and red flags.
- Monitor enrollment data to detect suspicious patterns.
- Utilize data analytics tools to identify potential fraud rings.

Collaborate with Admissions and Records:

- Share information on suspected fraudulent students to prevent enrollment.
- Develop and implement strategies to jointly combat enrollment and financial aid fraud.

Report fraud and work with the Office of Inspector General:

- Assist the Financial Aid Director in reporting suspected fraud rings to the Office of Inspector General (OIG).
- Gather and organize data, documents, and evidence to support OIG investigations.

Continuously improve fraud detection capabilities:

- Work with the Financial Aid System Analyst to identify and implement data elements that enhance fraud detection algorithms.
- Stay abreast of emerging fraud trends and techniques through attending webinars, training sessions, and conferences.

Support loan processing:

- Assist the Loan Lead in collecting required documentation to prevent fraudulent loan applications.
- Verify the accuracy and completeness of loan documents.

Skills and Qualifications:

This position is vital to ensuring that financial aid resources are allocated to deserving students and that fraudulent activity is minimized.

JUSTIFICATION

What is the compelling need for an immediate replacement?

Currently, the Financial Aid office lacks a permanent specialist dedicated to combatting fraud. While a Professional Expert has filled this role in recent years, their temporary status creates several challenges:

1. Continuity and Expertise:

The absence of a permanent specialist leads to a discontinuity in knowledge and expertise, hindering the effectiveness of fraud prevention efforts.

Building institutional memory and developing specialized skills requires a long-term commitment.

A permanent specialist can establish and maintain strong working relationships with Admissions and Records, fostering collaboration and information sharing to effectively combat fraud.

2. Strategic Planning and Proactive Prevention:

A temporary specialist lacks the long-term perspective needed to develop comprehensive and proactive fraud prevention strategies.

This reactive approach limits the office's ability to anticipate and adapt to emerging fraud trends and techniques.

A permanent specialist can implement data-driven strategies to identify potential fraud early in the application



Program Review Request- Classified

Golden West College

process, minimizing losses and protecting program integrity.

3. Increased Efficiency and Cost Savings:

The repeated need to onboard and train temporary staff consumes valuable resources and time.

A permanent specialist can operate with greater efficiency, reducing administrative costs and allowing the office to focus on core functions.

Investing in a permanent specialist demonstrates the institution's commitment to deterring fraud and safeguarding its financial resources.

Overall, the lack of a permanent Financial Aid Fraud Prevention Specialist creates significant risks and inefficiencies.

Establishing this position as a permanent role is crucial for building a robust and sustainable fraud prevention program, protecting the integrity of financial aid resources, and ensuring that deserving students receive the support they need.

What are the consequences if this position is not immediately replaced?

Leaving the Financial Aid Fraud Prevention Specialist position unfilled will have significant negative consequences for the institution, including:

Increased Fraudulent Activity:

Without a dedicated specialist, the office's ability to detect and prevent fraud will be severely hampered.

Fraudulent applications are likely to slip through the cracks, resulting in a significant loss of financial aid funds.

The growing complexity of fraud schemes requires a dedicated specialist with the expertise to stay ahead of evolving trends.

Reduced Efficiency and Increased Costs:

-The lack of a permanent specialist will necessitate relying on temporary staff, leading to increased training and onboarding costs.

-The loss of institutional memory and expertise will further reduce the office's efficiency in identifying and preventing fraud.

-Increased fraud will necessitate additional resources for investigation and recovery, further straining financial resources.

Damaged Reputation and Regulatory Scrutiny:

-High levels of undetected fraud can damage the institution's reputation and erode public trust in its financial aid programs.

-Increased fraud activity can attract regulatory scrutiny and potentially lead to sanctions or penalties.

-The absence of a permanent specialist demonstrates a lack of commitment to combatting fraud, raising concerns about the institution's financial responsibility.

Benefits of Filling the Position:

-Appointment of a permanent specialist will ensure the continuity of knowledge and expertise needed to effectively combat fraud.

-A dedicated specialist can develop and implement proactive strategies to identify and prevent fraud before funds are disbursed.

-Increased efficiency and cost savings will free up resources for other critical tasks and allow the office to focus on serving students.

-A strong commitment to fraud prevention will enhance the institution's reputation and demonstrate its commitment to responsible financial stewardship.

EXAMPLE:

Since August 2022, the Financial Aid office has successfully identified 702 fraudulent financial aid students and prevented \$724,560 from being disbursed. This demonstrates the significant impact that a dedicated specialist can



Program Review Request- Classified

Golden West College

have on protecting financial aid resources.

Investing in a permanent Financial Aid Fraud Prevention Specialist position is essential for safeguarding the integrity of financial aid programs, protecting institutional resources, and ensuring that deserving students receive the support they need. Not filling this crucial position will expose the institution to significant risks and undermine its ability to effectively manage financial aid resources.

If the full-time position is approved, will there be a request for funding for 160-day position during the hiring process?

Yes

No

Position title and Area of Specialization (if applicable)

EE117 FA Specialist

Needs/Priority Rubric (1-10 points)

- 1 - 4 points: Little or no contribution or impact
- 5 - 7 points: Some contribution or impact
- 8 - 10 points: Significant contribution or impact

How does this request for a classified position meet the following criteria? (2 page max.)

Fully respond to each of the following questions. Your responses will be the basis that Planning Council and the Executive Team members will apply the criteria and rate this request.

#1. Program Needs (1-10 points):

Explain the conditions that are unique to the program/department which support the need for additional full-time classified staff and how this position addresses those needs. If this position is not filled, explain the consequences to the program/department that will result. Please use information from Program Review.

The unique conditions of the Financial Aid program necessitate a permanent Fraud Prevention Specialist. This position plays a critical role in protecting institutional resources, safeguarding program integrity, and ensuring that financial aid is awarded to deserving students. The tangible success achieved by the temporary specialist underscores the need to invest in a permanent position to ensure the continued effectiveness of fraud prevention efforts.

1. Continuously Evolving Fraud Landscape:

The financial aid landscape is constantly evolving, with fraudsters developing increasingly sophisticated schemes to exploit vulnerabilities in the system. This necessitates a dedicated specialist who can stay abreast of the latest trends and adapt strategies accordingly.

2. Increasing Award Amounts and Fraudulent Activity:

As financial aid award amounts continue to grow, so does the incentive for fraudulent activity. This creates a unique challenge for the Financial Aid office, requiring specialized expertise to identify and prevent significant financial losses.

3. Measurable Success in Identifying Fraud:

Since August 2022, the temporary Financial Aid Fraud Prevention Specialist has demonstrably identified 702



Program Review Request- Classified

Golden West College

fraudulent students and prevented the disbursement of \$724,560. This tangible success underscores the critical role of this position in protecting institutional resources.

4. Unique Collaboration with Admissions and Records:

The Financial Aid office collaborates closely with Admissions and Records to prevent fraudulent enrollment and financial aid receipt. This collaboration requires a permanent specialist with in-depth knowledge of both departments' processes and procedures.

5. Reporting and Compliance with Regulatory Requirements:

Federal and state regulations mandate strict reporting and compliance standards for financial aid programs. A permanent specialist can ensure accurate and timely reporting and maintain compliance with these regulations.

6. Data Analysis and Proactive Prevention:

The Financial Aid office utilizes sophisticated data analysis tools to identify potential fraud early in the application process. This proactive approach requires a dedicated specialist with expertise in data analysis and interpretation.

7. Continuous Learning and Professional Development:

Fraud prevention specialists must continuously update their knowledge and skills through ongoing training and professional development. Investing in a permanent position allows the institution to support the specialist's professional development, ensuring they possess the most up-to-date knowledge and skills.

8. Building Institutional Memory and Expertise:

A permanent specialist can develop institutional memory and expertise, ensuring continuity of knowledge and effectiveness in fraud prevention efforts. This long-term commitment fosters a proactive and data-driven approach to combatting fraud.

9. Cost-Effectiveness and Increased Efficiency:

Filling the position permanently eliminates the need for temporary staff, saving the institution time and resources associated with onboarding and training. Additionally, a permanent specialist can streamline processes and improve efficiency, leading to cost savings.

#2. College-Wide Priority (1-10 points):

How does this request align and directly support the [College's Goals](#)? How does this position address stated long-term college priorities identified by College plans? (e.g. Master Plan, Instructional Plan, Student Equity Plan, Facilities Plan) *Please cite the plans and goal(s).*

Alignment of Financial Aid Fraud Prevention Specialist with Golden West College Goals
Enrollment:

Preventing fraudulent enrollment through collaboration with Admissions and Records allows for increased enrollment of legitimate students, ultimately contributing to the College's enrollment goals.



Program Review Request- Classified

Golden West College

By ensuring that financial aid funds are allocated to deserving students, the position indirectly promotes retention and completion rates, further contributing to enrollment growth.

Equity and Success:

Preventing fraudulent activity ensures that financial aid resources are distributed fairly and equitably, supporting access to higher education for all students, regardless of their background. By identifying and preventing fraudulent applications, the position contributes to creating a level playing field for all students and promoting a fair and just learning environment.

Completion:

By ensuring that financial aid funds are awarded to eligible students, the position promotes successful completion of educational programs, contributing to the College's completion goals.

Preventing fraudulent activity also helps to reduce potential financial burdens on students, allowing them to focus on their studies and progress toward graduation.

Professional Development:

Investing in a permanent Financial Aid Fraud Prevention Specialist supports the College's commitment to professional development by providing opportunities for staff to acquire specialized skills and expertise and allowing instructional areas to be prepared and provide a second line of defense to prevent fraud. This position also contributes to a culture of continuous learning and improvement within the Financial Aid office.

Communication:

Compliance with Title IV:

Preventing fraudulent activity ensures Title IV compliance, which is essential for the College to maintain its eligibility to receive federal financial aid funds. This compliance protects the College from potential penalties and sanctions, allowing it to continue to deliver essential financial aid services to its students.

The Financial Aid Fraud Prevention Specialist position aligns with and supports all of Golden West College's strategic goals by ensuring the efficient and ethical allocation of financial aid resources, promoting student success, and maintaining compliance with applicable regulations.

#3. Contributions to Other College Operations (20 points):

To what extent would the position requested benefit or serve other departments, programs, or plans?

Benefits of the Financial Aid Fraud Prevention Specialist Position to Other Departments

The Financial Aid Fraud Prevention Specialist position provides significant benefits and support to several other departments at Golden West College, including:

Admissions and Records:

Reduced burden on admissions staff: The specialist identifies and prevents fraudulent applications before they reach the admissions stage, freeing up valuable time and resources for admissions officers to focus on legitimate students.

Improved data integrity: By preventing fraudulent enrollment, the specialist ensures the accuracy and integrity of student enrollment data, which is critical for planning and decision-making within the admissions department.

Increased efficiency: Collaboration between the Financial Aid office and Admissions and Records streamlines processes and reduces duplication of effort, leading to increased efficiency for both departments.

Fiscal Services:



Program Review Request- Classified

Golden West College

Reduced financial losses: Preventing fraudulent activity protects the College from financial losses associated with the disbursement of aid to ineligible individuals.

Improved cash flow: By ensuring that financial aid funds are allocated correctly, the specialist helps to improve the College's cash flow and financial stability.

Enhanced budget planning: Accurate data on student financial aid eligibility facilitates more accurate budget planning and forecasting for the Fiscal Services department.

Academic Affairs: By promoting student success and completion, the specialist indirectly supports the goals of the Academic Affairs department.

Institutional Research: Accurate student data provided by the specialist contributes to reliable institutional research and reporting.

Overall, the Financial Aid Fraud Prevention Specialist position plays a crucial role in supporting the efficient and effective operation of various departments at Golden West College. By preventing fraud and ensuring the integrity of financial aid programs, the specialist contributes to the College's overall success and mission.

#4. Request fills a current position that has been filled by an hourly employee for over one year because there is a demonstrated need. (10 points):

(Determined by the Executive Team)

Click or tap here to enter text.

Please provide justification why the department wants the position to be permanent.

While hiring a part-time professional expert may temporarily address the immediate need, it presents several limitations that hinder the effectiveness of fraud prevention efforts and ultimately harm the institution.

A part-time specialist lacks the time and resources to develop the in-depth knowledge and expertise necessary to effectively identify and prevent increasingly sophisticated fraud schemes.

Continuous learning and professional development are crucial in this field, and a part-time role provides limited opportunities for acquiring essential skills and staying abreast of evolving trends.

Continuity and Institutional Memory:

A part-time specialist does not provide the continuity and institutional memory needed for long-term success.

This can lead to inefficiencies, inconsistencies in practice, and the loss of valuable knowledge and experience when the specialist is not available.

Proactive vs. Reactive Approach:

A part-time specialist primarily focuses on addressing immediate issues, leaving little time for proactive prevention strategies. This reactive approach limits the ability to anticipate and adapt to emerging fraud trends, potentially leaving the institution vulnerable to new threats.

Reduced Efficiency and Collaboration:

A part-time schedule disrupts workflow and reduces the specialist's availability for collaboration with other



Program Review Request- Classified

Golden West College

departments, such as Admissions and Records, hindering information sharing and joint efforts against fraud. This can lead to delays in identifying and resolving potential fraud cases, increasing the risk of financial losses.

Impact on Budget and Resources:

While a part-time position may seem cost-effective initially, it can ultimately lead to higher costs due to increased fraud losses, inefficiencies, and the need for additional training and support.

Investing in a full-time specialist demonstrates a commitment to fraud prevention and can ultimately save the institution money in the long run.

Overall, relying on a part-time professional expert to address financial aid fraud presents a short-term solution with significant limitations. Filling this position with a full-time specialist is crucial for developing a sustainable and effective fraud prevention program, protecting institutional resources, and ensuring the integrity of financial aid programs.

Submitter's Signature: *Adrienne Burton*

Date: 12/5/2023

Submitter's Signature: *Christina Ryan Rodriguez*

Date: 12/6/2023

Supervisor's Review

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

Comments: Click or tap here to enter text.

Supervisor's Signature: *Christina Ryan Rodriguez*

Date: 12/6/2023

Vice President's Signature: Click or tap here to enter text.

Date: Click or tap to enter a date.

OFFICE USE ONLY

President's Recommendation:

- Hire position
- Hire one-year temporary
- Not hiring at this time

President's Signature: Click or tap here to enter text.

Date: Click or tap to enter a date.



Program Review Request- Classified

Golden West College