

## **BREWTON-PARKER COLLEGE**

### **FINANCIAL AID DEPARTMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **DEPARTMENT PURPOSE**

The Office of Financial Aid will assist the College and the Division of Enrollment Services in achieving the mission of nurturing and developing the whole student in a caring, Christian environment by securing financial stability and viability.

#### **OBJECTIVE**

The Office of Financial Aid will assist the College in its goal of securing financial stability and institutional viability by improving operational efficiency through the timely and efficient delivery of financial aid.

#### **ACTION PLAN**

- All federal and state funds will be coordinated and promptly delivered to financial aid eligible recipients in a timely and efficient manner.
- A coordinated timeline will be developed with all applicable departments to establish a schedule to ensure expedient delivery of student funds.

#### **ASSESSMENT**

A comparison of the scheduled timeline and real time disbursement cycle will be evaluated each semester.

#### **RESPONSIBILITY**

Director of Financial Aid, Vice President for Enrollment Services, Financial Aid Counselors, Director of Accounting, Cashier, Registrar, and Information Services Programmer & Analyst

#### **TIME FRAME**

Twice annually

#### **RESOURCES REQUIRED**

Time

#### **RELATED TO**

Institutional Goal No. 2

## BREWTON-PARKER COLLEGE

### FINANCIAL AID DEPARTMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

#### RESULTS & RESPONSES—2002-03

#### OBJECTIVE

The Office of Financial Aid will assist the College in its goal of securing financial stability and institutional viability by improving operational efficiency through the timely and efficient delivery of financial aid.

#### RESULTS

The scheduled timeline was developed with deference to the published drop-add date, after which data is finalized. An interval of time between the drop-add date of about one-week is necessary for college personnel to finalize student information in accordance with federal and state regulations.

The evaluation of the scheduled timeline for disbursement of financial aid funds versus the real time disbursement was as follows:

<b>Fall 2002</b>		
<b>Action</b>	<b>Scheduled Timeline</b>	<b>Real Time</b>
Rosters delivered FAO from Registrar	September 3, 2002	September 3, 2002
Statements delivered to FAO from Business Office	September 9, 2002	September 9, 2002
Disbursement of funds from FAO	September 16, 2002	September 12, 2002

<b>Spring 2003</b>		
<b>Action</b>	<b>Scheduled Timeline</b>	<b>Real Time</b>
Rosters delivered FAO from Registrar	January 21, 2003	January 17, 2003
Statements delivered to FAO from Business Office	January 27, 2003	January 28, 2003
Disbursement of funds from FAO	February 3, 2003	January 31, 2003

#### RESPONSE

1. A planning and organizational meeting will be held to coordinate the work of the offices involved in the disbursement cycle and to plan a disbursement calendar. The meeting will explore ways to shorten the disbursement cycle in a manner beneficial both to the College and the students. Office procedures, institutional policies, and federal/state regulations will be reviewed to determine areas of improved efficiency. The planning meeting will include the following personnel:

- Vice President for Enrollment Services
- Vice President for Finance and Administration

- Provost
  - Dean of Enrollment Management
  - Director of Accounting
  - Federal Programs Coordinator
  - Head Cashier
  - Registrar
  - Information Services Programmer/Analyst
  - Director of Financial Aid
  - Assistant Director of Financial Aid
  - Financial Aid Counselors
2. Due to the desire by the College to increase the number of new and returning students and to build a more strategic connection between various Units a realignment of enrollment offices will occur with the employment of a Dean of Enrollment Management. This position will coordinate and supervise the offices of Admissions, Financial Aid, Retention, Enrollment Support Services, and Registrar.
- With this realignment and integrated approach to enrollment, the Office of Financial Aid will add to their list of purposes and objectives the goal of improving enrollment by improving and strengthening student recruitment through the:
- Leveraging of existing dollars against the desired enrollment of the College thereby increasing new student enrollments
  - Purposeful creation of new categories in the financial aid leveraging matrix that will provides stronger incentives for select students who are more price sensitive and cost competitive

## **BREWTON-PARKER COLLEGE**

### **FINANCIAL AID DEPARTMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08**

#### **RESULTS & RESPONSES—2003-04**

##### **OBJECTIVE**

The Office of Financial Aid will assist the College in its goal of securing financial stability and institutional viability by improving operational efficiency through the timely and efficient delivery of financial aid.

##### **RESULTS**

1. A planning and organizational meeting was held in October, 2003 to coordinate the work of the offices involved in the disbursement cycle and to plan a disbursement calendar. The federal and state regulations and guidelines were reviewed to determine if funds could be delivered earlier to improve efficiency and improved student satisfaction. A plan was developed to deliver financial aid funds to enrolled students accounts by August 13, 2004.
2. To improve the leverage of existing College dollars to increase enrollment, a meeting was held with the representative from Noel Levitz. A new awarding strategy was developed and used in the awarding of financial aid for the fall/spring 2004-05 academic year.
3. The following new categories of College scholarships were developed to provide a stronger incentive for select students who are more price sensitive. The information was presented for consideration to the Vice President for Enrollment Services.
  - PK/MK Scholarship
  - Church Matching Scholarship
  - Additional Family Member Scholarship
  - Eagle Award Boy Scout Scholarship
  - Gold Award Girl Scout Scholarship

##### **RESPONSE**

1. Improve on the timely disbursement of funds.
2. Work with the Dean of Enrollment Management and Noel-Levitz to develop new or improve on existing leveraging strategies.
3. Identify new scholarship strategies that will have a positive impact on enrollment.

4. Develop new and improved ways to meet the needs of new and current students.

## BREWTON-PARKER COLLEGE

### FINANCIAL AID DEPARTMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

#### RESULTS & RESPONSES—2004-05

#### OBJECTIVE

The Office of Financial Aid will assist the College in its goal of securing financial stability and institutional viability by improving operational efficiency through the timely and efficient delivery of financial aid.

#### RESULTS

The evaluation of the scheduled timeline for disbursement of financial aid funds versus the real time disbursement was as follows:

<b>Fall 2004</b>		
<b>Action</b>	<b>Scheduled Timeline</b>	<b>Real Time</b>
Roster Run	August 9, 2004	
Fall Semester Began	August 16, 2004	
Disbursement of funds from FAO	August 13, 2004	August 18, 2004

<b>Spring 2005</b>		
<b>Action</b>	<b>Scheduled Timeline</b>	<b>Real Time</b>
Roster Run	January 3, 2005	
Spring Semester Began	January 10, 2005	
Disbursement of funds from FAO	January 7, 2005	January 7, 2005

The Financial Aid Office is running the enrollment rosters from the College computer system. This has improved the processing time. We have eliminated the need of the Student statements from the Business Office, as we have developed a program in the Financial Aid computer system PowerFaids, to check for refunds created by Brewton-Parker College funds.

Even with staff reductions and new staff members, the Financial Aid Office was able to provide the Federal loan funds, Federal Pell Grant, Federal Supplemental Opportunity Grant and institutional funds to students within the first week of the semester. This represents a three week improvement in delivery.

The strategies developed to assist in meeting the needs of new and current students created an overall increase in financial aid during the 2004-05 academic year of 11%. The award source summary comparison was as follows:

	2004-05			2003-04		
Federal Grants	\$2,101,580	% Change +10%	# Awards 776	% Change +13%	\$1,880,324	# Awards 676
Federal Jobs	\$204,638	-3%	196	+1%	\$211,215	194
Federal Loans	\$6,374,025	+14%	980	+10%	\$5,478,569	875
Institutional Grants	\$3,828,213	+16%	1270	+2%	\$3,181,945	1245
Institutional Jobs	\$59,100	+29%	45	+26%	\$41,783	33
Institutional Loans	\$10,500	-73%	5	-64%	\$39,000	14
Outside Grants	\$483,253	-4%	528	-1%	\$506,922	538
Endowed Grants	\$119,534	+16%	131	+6%	\$100,445	122
Private Loans	\$115,823	+8%	21	+19%	\$106,229	17
Georgia State Funds	\$1,911,807	-4%	1082	+1%	\$1,991,892	1071
Overall Totals	\$15,208,473	+11%	1607	+9%	\$13,538,324	1460
	2004-05				2003-04	

A planning meeting was held in October 2004 with the Vice President for Enrollment Services, a representative from Noel-Levitz and the Enrollment Team Members. The following new scholarships were developed for the 2005-06 academic year.

Entering freshmen would continue to receive the following academic scholarships, but the amount of the award was adjusted:

- Trustee Scholarship    04-05    \$3,000 per year                      05-06    \$5,000 per year
- Presidential Grant     04-05    \$2,000 per year                      05-06    \$3,000 per year
- Founders Grant        04-05    \$1,500 per year                      05-06    \$2,000 per year

The following new scholarships were developed for transfer Mount Vernon students:

- Excellence Grant     05-06    \$3,000 per year
- Achievement Grant    05-06    \$2,000 per year
- Opportunity Grant     05-06    \$1,500 per year

The leveraging strategies developed for 2005-06 include an adjustment to the awarding matrix. The matrix determines the percentage of gift aid each student will receive. The

following cells in the matrix were changed for incoming Mount Vernon freshmen students.

<b>Cell Number</b>	<b>From</b>	<b>To</b>
3	47%	45%
4	40%	38%
11	75%	65%
12	62%	60%
13	54%	50%
14	30%	35%
19	20%	35%

## **RESPONSE**

1. A planning and organizational meeting will be held to coordinate the work of the offices involved in the disbursement cycle and to plan a disbursement calendar. The meeting will explore ways to shorten the disbursement cycle in a manner beneficial both to the College and the students. Office procedures, institutional policies, and federal/state regulations will be reviewed to determine areas of improved efficiency. The planning meeting will include the following personnel:
  - Vice President for Enrollment Services
  - Dean of Enrollment Management
  - Director of Accounting
  - Federal Programs Coordinator
  - Head Cashier
  - Registrar
  - Information Services Programmer/Analyst
  - Director of Financial Aid
  - Assistant Director of Financial Aid
  - Financial Aid Counselors
  
2. A planning meeting will be held with the Dean of Enrollment Management and a representative of Noel-Levitz to develop new and improved leveraging strategies.
  
3. Planning will be done to identify new scholarship strategies that will have a positive impact on enrollment. This will involve the following persons:
  - Dean of Enrollment Management
  - Director of Financial Aid
  - Director of Admissions

4. Strategies will be developed to assist in meeting the needs of new and current students in cooperation with the following offices:
  - Office of Admissions
  - Office of Retention
  - Business Office
  - Office of Student Affairs

**BREWTON-PARKER COLLEGE****FINANCIAL AID DEPARTMENT  
SIX-YEAR STRATEGIC PLAN  
2002-03 THROUGH 2007-08****RESULTS & RESPONSES—2005-06****OBJECTIVE**

The Office of Financial Aid will assist the College in its goal of securing financial stability and institutional viability by improving operational efficiency through the timely and efficient delivery of financial aid.

**RESULTS**

The strategies developed to assist in meeting the needs of new and current students created an overall increase in financial aid during the 2005-06 academic year of 1%. The award source summary comparison was as follows:

	2005-06			2004-05		
		% of \$ Change	# Awards	% of # Change		# Awards
Federal Grants	\$ 1,740,647	-17%	667	-14%	\$ 2,101,580	776
Federal Jobs	\$ 164,018	-19%	193	-1%	\$ 204,638	196
Federal Loans	\$6,682,456	+4%	999	+2%	\$6,374,025	980
Institutional Grants	\$ 4,071,086	+6%	1190	-6%	\$ 3,828,213	1270
Institutional Jobs	\$ 47,423	-19%	46	-2%	\$ 59,100	45
Institutional Loans	\$ 3,000	-71%	6	+16%	\$ 10,500	5
Outside Grants	\$ 455,546	-5%	498	-5%	\$ 483,253	528
Endowed Grants	\$ 136,881	+12%	132	+1%	\$ 119,534	131
Private Loans	\$ 159,270	+27%	26	+19%	\$ 115,823	21
Georgia State Funds	\$ 1,931,019	+1%	1125	+3%	\$ 1,911,807	1082
<b>Overall Totals</b>	<b>\$15,391,346</b>	<b>+1%</b>	<b>1480</b>	<b>-8%</b>	<b>\$15,208,473</b>	<b>1607</b>

A planning meeting was held in October 2005 with the Executive Dean for Enrollment Services, a representative from Noel-Levitz, the Director of Financial Aid



## **RESPONSE**

- The Executive Dean for Enrollment Services, the Financial Aid Office, the Director of Admissions, and the Chief Financial Officer will meet with Noel-Levitz during the fall 2006 semester to continue to improve the matrix.
- Special attention will be paid to developing appropriate scholarships for transfer students and athletic students to improve the quality of the incoming class.
- In addition, the Financial Aid Office will adhere to a stringent awarding practice in which only the Chief Enrollment Office (Executive Dean) or the President can add additional institutional aid to a student's account.
- Finally, the FAO and the Business Office will meet and develop manageable disbursement dates in which the proper regulations are followed and the various offices are in agreement.

## BREWTON-PARKER COLLEGE

### FINANCIAL AID DEPARTMENT SIX-YEAR STRATEGIC PLAN 2002-03 THROUGH 2007-08

#### RESULTS & RESPONSES—2006-07

#### OBJECTIVE

The Office of Financial Aid will assist the College in its goal of securing financial stability and institutional viability by improving operational efficiency through the timely and efficient delivery of financial aid.

#### RESULTS

The evaluation of the scheduled timeline for disbursement of financial aid funds versus the real time disbursement was as follows:

Fall 2006		
Action	Scheduled Timeline	Real Time
Roster Run	8/21/2006	8/21/2006
Fall Semester Began	8/28/2006	8/28/2006
Disbursement of Funds from FAO	8/23/2006	8/29/2006
Spring 2007		
Action	Scheduled Timeline	Real Time
Roster Run	1/3/2007	1/3/2007
Spring Semester Began	1/11/2007	1/11/2007
Disbursement of Funds from FAO	1/11/2007	1/26/2007*

The Financial Aid office ran enrollment rosters from the College computer system in 2006-07 to continue to improve processing time.

\*A transmission error in PowerFAIDS caused the Spring disbursement to be delayed in order for staff to check all students to ensure the correct aid disbursed over to student's accounts. Error was caused by a glitch in the programming in a PowerFAIDS system update and was corrected by PowerFAIDS technical support.

The strategies developed to assist in meeting the needs of new and current students created a 1.13% decrease in the award amounts and a 3.39% increase in the number of awards. The award source summary comparison was as follows:

	2006-2007		2005-2006		% of \$ Change	% of # Change
	Amount	# Of Awards	Amount	# Of Awards		
Federal Grants	1,800,078	676	1,740,647	667	3.41%	1.35%
Federal Jobs	193,456	176	164,018	193	8.81%	-8.81%
Federal Loans	6,074,133	937	6,682,456	999	-9.10%	-6.21%
Institutional Grants	4,314,857	1201	4,071,086	1190	5.99%	0.92%
Institutional Jobs	50,270	38	47,423	46	6.00%	-17.39%
Institutional Loans	13,500	8	3,000	6	350.00%	33.33%
Outside Grants	471,281	546	455,546	498	3.45%	9.64%
Endowed Grants	160,516	152	136,881	132	17.27%	15.15%
Private Loans	267,174	37	159,270	26	67.75%	-42.31%
Georgia State Funds	1,873,750	1102	1,931,019	1125	-2.97%	-2.04%
<b>TOTALS</b>	<b>15,219,015</b>	<b>1532</b>	<b>15,391,346</b>	<b>1480</b>	<b>-1.13%</b>	<b>3.39%</b>

These amounts reflect the actual number of awards;  
Not the column totals because of corresponding awards.

Entering freshman continue to receive the following academic scholarships. There was no increase in these awards for 2006-2007:

- Trustee Scholarship    06-07    \$5,000 per year
- Presidential Grant    06-07    \$4,000 per year
- Founders Grant        06-07    \$2,000 per year

The transfer Mount Vernon students continue to receive the following scholarships. There was no increase in these awards for 2006-2007:

- Excellence Grant    06-07    \$4,000
- Achievement Grant   06-07    \$3,000
- Merit Grant            06-07    \$2,500
- Opportunity Grant    06-07    \$1,500

The leveraging strategies developed for 2006-07 included adjustments to the awarding matrix. The matrix determines the percentage of gift aid each student will receive. The following cells were changed for incoming Mount Vernon freshman students:

Cell number	From	To
6	65%	60%
11	65%	60%
12	60%	50%

The leveraging strategies developed for 2006-07 included adjustments for the transfer Mount Vernon students:

Cell number	From	To
3	35%	30%
4	33%	30%
5	25%	22%
7	35%	33%
9	15%	30%
11	45%	40%
12	35%	33%

The Executive Dean for Enrollment Services, the Director of Financial Aid, the Director of Admissions, and the Chief Financial Officer met in the Fall of 2006 and no other changes were made to the matrix.

For the academic year 2006-2007, no General Grants were awarded to students without the approval of the Executive Dean of Enrollment, the Vice President of Enrollment Services or the President.

## **RESPONSE**

- Re-write/update policy and procedure manual to be completed by December 2007.
- Re-write financial aid procedures to fit new version of PowerFAIDS by November 2007.
- Training for staff ongoing throughout the year.
- Establish leveraging goals for the 2008-09 academic year in October 2007.
- Assessment of these actions will be in the form of qualitative and quantitative data.