May 10, 2013

To: Lui Hokoana, AVP Student Services

From: John Morton, Vice President for Community Colleges

Subject: FY 2014 Innovative Financial Aid Initiatives

The UHCC system is pleased to support the project "Centralization of UHCC Financial Aid Process—Year 3, Phase III of Centralization/Communication Plan," in the amount of $146,000.00. The overall goal of this centralization project is to address workload issues and understaffing at the UH System campuses as well as to automate and streamline processes that benefit and enhance student access and success.

The project funding is subject to the following requirements:
1. Implementation will occur in AY 2013-14.
2. All funds must be expended, not just encumbered, by June 30, 2014.
3. The project final report (in the form attached) must be submitted in electronic form to Gayle Ishii (gaylei@hawaii.edu) with a copy to Suzette Robinson (suzetter@hawaii.edu) not later than September 30, 2014.

The final report should outline results of this project’s accomplishments and campus improvements especially as they relate to the UH System Strategic Outcomes and Performance Measures, 2008-2015 dated May 2008:

Tuition and Fee Special funds will be transferred to your campus for this project after July 1, 2013.

Based on the information provided in your final report, funds may be re-purposed. The project proposal and report will be published on the UHCC website.
Thank you for your work in developing innovations to increase student success. We look forward to working with you as the project unfolds.

ec:  Noreen Yamane, Chancellor Hawai‘i CC  
Erika Lacro, Chancellor Honolulu CC  
Leon Richards, Chancellor Kapi‘olani CC  
Helen Cox, Chancellor Kaua‘i CC  
Manuel Cabral, Chancellor Leeward CC  
Clyde Sakamoto, Chancellor UH Maui College  
Douglas Dykstra, Chancellor Windward CC  
Peter Quigley, AVPAA  
Jason Cifra, VCSA Hawai‘i CC  
Wayne Sunahara, VCSA Honolulu CC  
Mona Lee, VCSA Kapi‘olani CC  
Earl Nishiguchi, VCSA Kaua‘i CC  
Christopher Manaseri, VCSA Leeward CC  
Alvin Tagomori, VCSA UH Maui College  
Ardis Eschenberg, VCSA Windward CC  
Gregg Yoshimura, Student Services Specialist  
James Yoshida, VCAS Hawai‘i CC  
Brian Furuto, VCAS Honolulu CC  
Milton Higa, VCAS Kapi‘olani CC  
Brandon Shimokawa, VCAS Kaua‘i CC  
Mark Lane, VCAS Leeward CC  
David Tamanaha, VCAS UH Maui College  
Kevin Ishida, VCAS Windward CC  
Blanche Fountain, Director System Admin Services  
Susan Horimoto, Fiscal Officer Hawai‘i CC  
Derek Inafuku, Fiscal Officer Honolulu CC  
Carol Masutani, Fiscal Officer Kapi‘olani CC  
Gregory Enos, Fiscal Officer Kaua‘i CC  
Cecilia Lucas, Fiscal Officer Leeward CC  
Cindy Yamamoto, Fiscal Officer UH Maui College  
Sharon Nakagawa, Fiscal Officer Windward CC  
Suzette Robinson, Director of Academic Programs  
Gayle Ishii, Academic Support  
Lisa Tsuchako, Budget Specialist

Att:  Final report template
College: UHCC Campuses

Project Title: Centralization of UHCC Financial Aid Process – Year 3

Proposer’s Name and email address: Gregg Yoshimura, greggy@hawaii.edu via Chris Manaseri, cmanaser@hawaii.edu.

Proposal Period: July 2013 – June 2014

Budget request: $146,000

Complete the following sections:

1. 250 word description of the proposed project. Include data supporting the need for the project. (20pts)

The overall goal of this centralization project is to address workload issues and understaffing at the UH System campuses as well as to automate and streamline processes that benefit and enhance student access and success.

<table>
<thead>
<tr>
<th>Year 3 - Centralization / Communication Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong></td>
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</table>
| Align certain duties such as ISIR load, suspense, tracking, letter generation and follow up letters for conversion. Work on multi year ISIR processing | • Earlier and more frequent communication to students  
• More timely awarding |
| Move from a once/twice a week process to a daily process. | • Provide the most up to date information in Banner for staff and students |
| Move to an electronic environment. Utilize Banner email notification capabilities (track and award) and MyUH Portal’s online services. | • Expedite financial aid processing for students  
• Provide consistency |
| Continue planning and working with UHCC campuses. UH System Office to provide ongoing training and guidance. | • Progress towards financial aid participation rates outlined in the UHCC Strategic Plan  
• Create timely lines for financial aid award and scholarship notifications that will assist in meeting our Strategic Plan |
| Improve SAP process (Phase 2)  
• Create automated process to review remedial courses.  
• Create automated process to review students in a non standard program (eligible CC, CA programs) | • Consistency in SAP Policy from campus to campus  
• Save staffing time from manual review  
• Expedite financial aid processing for students |
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>Improve comprehensive UHCC System Financial Aid webpage.</td>
<td>• Consistency in information from campus to campus</td>
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<tr>
<td></td>
<td>• Save staffing resources</td>
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<tr>
<td></td>
<td>• Expedite financial aid processing for students</td>
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<tr>
<td>Improve UH System Common Scholarship Application.</td>
<td>• Streamline scholarship process to make it easier for students</td>
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<td></td>
<td>• Provide consistency</td>
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2. Refer to research that influences or serves as foundation for the project. (10pts)

Research on financial aid staffing models has shown that UHCC campuses are severely understaffed. However, it is unreasonable and unlikely that enough staff will be hired at each campus to serve all of our needs. By finding some common ground and centralizing certain financial aid processes, we can accommodate some of our staffing needs. General research has also shown that centralizing processes often boost and drive efficiency. Though each UHCC campus is unique and we want to maintain some individuality, it makes sense that we streamline some of our processes, especially if it results in benefiting our students. The word “streamline” is synonymous with simplify and make more efficient.

3. List partners in the CC system or explain how the design lends itself to export. (10pts)
   - Partners include UHCC Financial Aid Officers and UH System Financial Aid Specialists.
   - The group will collaboratively review current financial aid and scholarship processes, and financial aid website at all Community College campuses.
   - The goal will be to create a streamlined process and procedures that all campuses will benefit from that is easily exportable and can be modified to each campus specifications.
   - The system group will recommend changes and create new schedule/timeline to maximize centralized processes.
   - Certain centralized processes will be completed by UH System Staff, under the supervision of the UH System Financial Aid Specialist.

4. Refer to the Campus and the System strategic plan section that demonstrates the relevance of this project. (10pts)

Centralization of certain processes and automation will assist campuses in reaching Strategic Plan targets (Increase Pell participation for all students, including Native Hawaiian students, Strategic Plan 1.2 and 2.2). By creating a timely communication plan and aligning processes and deadlines, students will more easily navigate through the financial aid process. Centralization and automation will also allow financial aid office staff more time for outreach.
5. Discuss how this project will sustain itself after system funding ends. (10pts)

System dollars invested in collaborative efforts will be more effectively spent than would otherwise be the case when individual campuses allocate scarce resources to accomplish separately functions that can generate efficiency by scale. By centralizing agreed-upon functions and streamlining backroom operations, each campus will more efficiently process increased applications for aid, generating tuition revenue by both keeping students already in school in programs to completion, and by increasing the likelihood that all eligible students receive the maximum amount of aid to which they may be entitled. Such efforts to improve the likelihood that students will be able to attend and to continue in school bring federal resources into the state, and drive tuition expenditures that benefit not only students but institutions within the UHCC system. Investing in efficiency is always wise for one and for all.

6. Indicate the way in which the success or failure of the project will be visible through measurable and reportable outcomes. (25pts)

Success of this project will be demonstrated by an increase in financial aid notifications (request and award) sent to students, evidenced by monthly reports for applications received, notifications sent, and students awarded.

Ultimately, success will also be demonstrated by progress towards targets set by Achieving the Dream and Strategic Plan: increasing participation in the Pell grant and other financial aid programs for all students, including Native Hawaiian students. The target for all campuses is to have 48.6% of enrolled students receiving some form of financial aid and to have 38% of enrolled students receiving Pell grants by 2015. These goals have been set by the UHCC System Office.

7. Describe how this project reduces time to certificate or degree for students. (15pts)

In the third year of centralization we will like to focus on Phase 2 – Satisfactory Academic Progress (SAP) automation. We will work with Banner Developers/Programmers to create an automated process for financial aid officer’s to review and assess eligible remedial courses by degree program and automated process to review student credits taken who are in a non-standard program (eligible CC, CA programs). At this time, we are not able to provide data or research on how to show best to implement such reviews, but additional automation of SAP will also allow financial aid staff more time to review current SAP policies on maximum timeframe and progression, with end goal of reducing time to degrees for students.

<table>
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<tr>
<th>Year 3, Phase 2 – Satisfactory Academic Progress</th>
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<tbody>
<tr>
<td><strong>Strategy</strong></td>
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<tr>
<td>Satisfactory Academic Progress automation:</td>
</tr>
<tr>
<td>1. Create a warning notification process for</td>
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<td>students on timeframe violations</td>
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<tr>
<td>2. Create a process to automate review of</td>
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<td>remedial coursework by degree program.</td>
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<td>3. Create a process to automate SAP review</td>
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<td>for Certificate Programs</td>
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8. Budget Request

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>1. Central Office Staffing: 2-Temporary APT Band A</td>
<td>$110,200.00</td>
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<tr>
<td>2. Staff Overtime: Computer Programmer, Banner Training</td>
<td>$11,300.00</td>
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<tr>
<td>3. Travel for Centralization Meeting and Banner Training</td>
<td>$2,300.00</td>
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<tr>
<td>4. Professional Development: (WASFAA, NASFAA or Banner Summit)</td>
<td>$7,000.00</td>
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<tr>
<td>5. Equipment and Supplies for System Office</td>
<td>$1,200.00</td>
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<tr>
<td>6. Scholarship Manager Third Party Software: Annual License/maintenance fee</td>
<td>$14,000.00</td>
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**Estimated Budget:** $146,000.00

Signature/approval authority:

The VCSA/DOSS group authorized the submission of this proposal at their meeting of April 17, 2013, and asked Leeward DOSS Chris Manaseri to submit on their behalf.

May 6, 2013

Christopher B. Manaseri, Ph.D.