Co-curricular Assessment Report

Program/Department Name:	Bursar’s Office
Year of CAR Completion:	2018
CAR Cycle:	2015-16, 2016-17, 2017-18

Co-curricular Assessment Report

Organization of Program Review Materials:

- Component I: Response to Previous Co-curricular Assessment Report
- Component II: Review of Assessment Data
- Component III: Criteria for Co-curricular Assessment Report
- Component IV: Recommendations and Executive Summary
- Appendix A: Co-curricular Program/Department Summary Work Plan

NOTE: Please spell out any acronym the first time it is used.

NOTE: Whenever possible, link answers to supplemental documentation that you are providing.

Component I

Response to Previous Co-curricular Assessment Report

Based on your previous CAR review, identify strengths, areas of improvement, opportunities, threats, and progress to date. *(Please enter **NA** in these areas if this is your first CAR.)* *****If you are referring to supplemental documentation that you are including in this CAR, please identify that documentation clearly in your answers below.***

Program/Department: Bursar's Office

Strengths:
Continue utilization of an online survey to assist the business office interaction and function throughout the college. The bursar's office has maintained an open door policy to assist faculty and staff throughout the college.

Areas of improvement:
Continuing to improve on customer service by gaining knowledge with the assistance of registration and financial aid. Continually reviewing the invoice mailing process throughout the semester and utilize email and online services for payment reminders.

Opportunities:
Utilize open training sessions to learn and execute skills needed to improve customer service, such as review student surveys with cashiers, associate accountants, and assistant bursar to find what areas of strength and weaknesses. Work with financial aid, registration, and success coaches to assist with reviewing any updates and changes within each department.

Threats:
The lack of communication between departments. Miscommunication will lead to a break down in system progression, such as changes to financial aid guidelines, registration holds, non-payment drops which will decrease enrollment and decrease revenue. (Changes made in policies are communicated within the bursar's office; however, outside departments are not effectively communicating updates.)

Progress to Date:
To date the Business Office is working as a crossed trained unit between cashiers and additional accounts payable clerks. Cashiers are working to understand the significance of returning student emails and phone calls. The following items have been introduced to establish current progress to date within each areas of improvement, opportunities, and threats:

Areas of Improvement Progress:

- Stream lining information to financial aid and registration by integrating information to Enrollment Management.
- Assist all members within Enrollment Management (financial aid, registration, success coaches, advisors, staff) with answering questions in regards to financial holds, non-payment drops, medical appeals, attorney general, financial aid

adjustments, refund dates, Bank Mobile refund application, and fees within different programs.

- Working with Dr. Sutton to establish invoicing procedures on time, frequency, methods of delivery and improvements on communicating deadline dates to ensure students are making necessary payments to sustain and maintain term enrollment.

Opportunities Progress:

- Cashiers, assistant bursar, associate accountants, and bursar went to sessions hosted by Enrollment Management to discuss customer service skills, registration processes, financial aid procedures, new and inventive ways to communicate information to students in regards to account balances, financial aid requirements, and past due account balances.
- Meetings established by Dr. Sutton to discuss invoicing procedures for current, future, and past due accounts.
- Establishing invoicing procedures to ensure payment dates are set-up for installment plans as well as keeping students informed of changes to financial aid and account balances. The use of text messaging and email communications are staring to be utilized to contact students about account balances and payment deadlines.
- Introduction of procedure to start identifying past due accounts and placement with collections has been introduced to Vice President of Finance and will go forward to Executive Committee.

Threats Progress:

- Established new policies for medical appeals and non-payment.
- Communicating with Dr. Sutton and Amy Welty student accounts which show no payment activity prior to the last day to pay.
- Sending email communications to different faculty and staff about updated and new polices in place which affect student population.
- Communicating when payment dates and refund dates are established.
- Sharing payment plan information with Enrollment Management.
- Communicating to Enrollment Management invoicing dates.

Component II

Review of Previous Assessment Data

*****If you are referring to supplemental documentation that you are including in this CAR, please identify that documentation clearly in your answers below.***

1. What changes have been recommended that have had a positive effect on your program's outcomes? (Please be specific.)

The Assistant Bursar working with Gateway specialists to have a better understanding of different student account forms such as TSAAREV, TVAAUTH, SPACMNT, and TSADETL within Banner to assist students with questions in regards to the student's account. The Business Office working as a team to assist students directly with account information, financial aid, and registration process.

2. What changes to your program/department were made based on findings from the previous CAR?

One major change is the introduction of a full time cashier instead of a part time cashier. The additional full time cashier is available to answer student questions and concerns in regards to past due accounts, current accounts, collections, and financial aid.

Component III

Criteria for Co-curricular Assessment Report

Criterion 1.0 Mission, Values and Goals

Mission:

To self-identify the status of Program/Department in the outcomes assessment process as well as the action-steps and timetable for the development of assessment processes.

Values: NA

Goals:

<u>Student Service Goals</u>

Goal 1: To provide reliable fiscal guidance and accurate and timely account information to students

Goal 2: To provide high-quality, professional service to students

*Goals should align with current SSC Strategic Plan.

***Note if any changes have been made to the mission, values, and/or goals since the last CAR.**

Criterion 2.0 Baseline Data

1.) **What baseline data has your Program/Department collected during this CAR term?**

The data utilized for collection CAR information was through an online survey, paper surveys placed at the cashiers' windows and a financial audit for each individual fiscal year. The online survey has been introduced to access students that have no interaction with the business office face to face.

2.) **How is that data used to evaluate the Program/Department?**

Student responses were evaluated and discussed with staff to address different areas of concern as well as areas the Business Office is progressively working on to increase customer satisfaction. Items addressed within the online survey results are being addressed with IT to introduce invoices being emailed to student email accounts each month as well as the ability for students to select the choice of online 1098-T. The Business Office tried to introduce the use of online 1098-T selection; however, student response was only 10%.

Criterion 2.0 Program/ Departmental Assessment Procedure and Action Plan

Program/Department Name: Bursar's Office
Individual Completing Report: Denise DeArment
Individual(s) Reviewing Report:
Date: May 31, 2018

<u>Program/ Departmental Assessment Procedure and Action Plan</u>

Purpose: To self-identify the status of Program/Department in the outcomes assessment process as well as the action-steps and timetable for the development of assessment processes.

Assessment Criteria

Goals:
Does the Department have specific student learning or academic/ student service goals which reflect the discipline or service area professional standards?

Yes __X__ No _____

Outcome Measures:
Are direct and indirect outcome measures identified for each goal?

Yes __X__ No _____

Research:
Is research systematically conducted to evaluate success or failure in achieving outcomes?

Yes __X__ No _____

Findings:
Are research results analyzed and interpreted and findings determined?

Yes __X__ No _____

Review Process:
Are findings discussed and reviewed by appropriate groups and individuals and recommendations made for action?

Yes __X__ No ____

Proposed Actions:
Are recommendations acted upon?

Yes __X__ No _____

Improvements:
Have actions resulted in documented improvements in student learning or academic/ student services?

Yes __X__ No _____

Assessment Measures Inventory

*The matrix should contain all goals as they pertain to the CAR.

Assessment Measures for Goals (Outcome measures from assessment report)	**Is trend data available for the measure?** (*Yes, No, NA*)	**Has a performance benchmark(s) been identified for the measure?** (*Yes, No, NA*)	**Type of performance benchmark - SSC** (internal), **State-level** (OACC, OBR, Etc.), **National** (Professional Org., accrediting group, etc.) *List all that apply*
Goal 1: Student communications and services survey	Yes	No	SSC
Goal 1: Noel-Levitz SSI (Item # 56, 60, 72)	Yes	Yes	National, SSC
Goal 1: Mail-out checklist	No	No	NA
Goal 2: Student communications and services survey	Yes	No	SSC
Goal 2: Noel-Levitz SSI (Item # 51)	Yes	Yes	
Goal 2: Point-of-service feedback (paper)	Yes	No	SSC
Goal 2: Point-of-service feedback (online)	Yes	No	SSC
Goal 2: State financial statement audit	Yes	Yes	State-level & SSC (Internal)

Criterion 3.0: Assessment Results Report

Purpose:

The report is a summary compilation of key assessment methods, findings, review processes, actions, and improvements related to the academic/student service or learning goals of the Program/Department on an annual basis. As an historical record of assessment activities, the report provides for and supports the *systematic* assessment of academic support outcomes.

Instructions:

Enter the outcome measure in the space provided. Please note that for each goal it is expected that a mix of quantitative and qualitative as well as direct and indirect measures are employed.

Provide a brief summary of baseline data collected by the Program/Department and how that data has been used during the current CAR cycle.

Provide a brief summary of *key findings*, either as bulleted points or in short paragraph form.

Provide a brief summary on the review committee/review process (for example, Findings are reviewed by the Director and staff on a per term basis and recommendations are forward to the VP for further review).

Provide a brief summary of any proposed actions for the next term/CAR cycle. Please note that not all findings result in actions.

Provide a brief summary of any improvements from the previous CAR cycle (this does not apply to new measures the first year).

Goal 1: Guidance and Account Information

Survey included to show what items were requested from student population. Each item is reviewed more effectively within sub sequential assessment items.

Value Percent Count
during the day? 74.1% 97
during the evening? 26.0% 34
Total 131

Business Office Satisfaction Survey with Comments 31 March 2016
1. Do you attend classes primarily:
during the day? 74.1%
during the evening? 26%
Yes No Responses
Student account questions **65**
51.2%
62
48.8%
127
Financial Aid questions **92**

69.7%
40
30.3%
132
Refund questions **50**
39.7%
76
60.3%
126
Payment dates **32**
25.8%
92
74.2%
124
Problems dropping classes **22**
18.3%
98
81.7%
120
Assistance with HigherOne **19**
15.6%
103
84.4%
122
Financial Aid adjustments **33**
27.0%
89
73.0%
122
Military **4**
3.4%
115
96.6%
119
Scholarship or grant questions **36**
28.6%
90
71.4%
126
Yes No Responses
Do you find the Business Office responds to your questions in a timely manner? **114**
89.1%
14
10.9%
128
Do you find the Business Office helpful? **111**

88.1%
15
11.9%
126
Do you feel the Business Office communicates effectively? **103**
81.1%
24
18.9%
127
Do you feel the Business Office staff answers questions to your satisfaction? **104**
81.3%
24
18.8%
128
2. Have you interacted with the Business Office for any of the following reasons?
3. Please answer the following questions:
Count Response
1 I don't use the business office.
1 I have never met with the Business Office
1 I haven't had to contact office for anything at the moment.
1 I rarely receive responses to my emails.
1 I've never utilized the Business Office, the question is really not applicable to me
1 Other than the fact I've always received rude service, they always give me the run around.
1 Takes to long to return calls
1 My finicial aid is never issued when suppose to since the business office changed how students get their funds. My payment
was suppose to be released on the 7 of February and I did not receive it until the 14 of Feb. The same thing happened in the fall.
They always say it is a technical era, it's not a technical era when finicial aid send the funds to stark state college.
1 Every time I have been in for help, people are in such a rush and I was treated like a number not a student with real questions
and concerns.
1 The students that run the front desk in alliance are rude. They watch movies all day at the computer and never want to help or
even answer questions.
Count Response
1 I have never met with the Business Office
1 I've never utilized the Business Office, the question is really not applicable to me
1 They do not describe things in an efficient and professional manner.
1 They lie to get you out their office.
1 no one could give me an answer to my questions
1 same as above
1 I have found like email you with a problem but tell you to contact them. Once you contact them they are the ones that made the

problem for me they filled out my graduation form. I told them and my MAPS shows them it's Fall 16 yet they sent it for
Spring16 and when I told them it was wrong they said they'd contact the graduation person. I asked if I need to fill out a new
form and still no response or contact. So far HigherOne is just another costly addition to students.
1 Last semester when I had questions, I had great help. This semester, they basically told me I had to do it on my own.
4. You indicated that you did NOT feel the Business Office responds to your questions in a timely manner.
Please tell us why.
5. You indicated that you did NOT the Business Office helpful. Please tell us why.
Count Response
1 Always rushed
1 Had to miss an appointment to finally get a email from my business Administration professor
1 I have never met with the Business Office
1 I've never utilized the Business Office, the question is really not applicable to me
1 It's hard to get a hold of them.
1 Read previous statement
1 They do not explain thing in full.
1 They lie they tell you what will get you out the office
1 Timeliness of responses could be improved.
1 Too long to respond
1 because they mislead you on the financial aid
1 same as above
1 I get different answers- I paid in full for my class and online books and was told I could not get help since only one class. I
would be eligible for help the next semester - then when the next semester came along- they say I don't qualify. It was the
same year so nothing had changed- already put out 2'000 dollars and I couldn't even get refund on online books!
1 They didn't know what I was talking about and I still have not successfully completed the task at hand.
1 I get letters stating that I am no longer eligible for financial aid because I took too long to obtain my degree. However, I
graduated May 2015, and take classes that I pay for myself!
1 To often they don't have answers and it feels.like a person gets the run around. At times however they are excellent at finding
the solution to the problem.
6. You indicated that you did NOT feel the Business Office communicated effectively. Please tell us why.
Count Response
1 Always in a rush
1 I don't use the business office
1 I have never met with the Business Office
1 I've never utilized the Business Office, the question is really not applicable to me

1 Other than the fact I've always received rude service, they always give me the run around.
1 SEE ABOVE
1 They do not provide reasonable justification for policy changes
1 They lie they tell you what you need to her n Knowing they are losing.
1 You have to talk to the right person
1 they did not answer my questions I had
1 you gave only two options, same as above
1 Last semester, they walked me through the process of what I needed done. This semester they told me they couldn't help me.
1 I am still at a lost o questions a bout medical leave. I contacted multiple people and no one has gotten back with me. They were
rude and indirectly answering my questions so I still don't know how to properly file for medical leave.
1 When I spoke to the representative during my appointment about the above issue (the letters mailed to em), they said it was a
system glitch, I shouldn't have received the letter (it doesn't apply to me!) and that yes, I would probably receive another one. I
feel I wasted my time trying to resolve this.
Yes No Responses
Do you find email communication and/or online announcements from the Business Office helpful? **103**
89.6%
12
10.4%
115
Is the location of the Business Office an issue for you? **23**
19.2%
97
80.8%
120
Do you find the payment process (online payments, mail-in and cashier) easy? **95**
84.1%
18
15.9%
113
7. You indicated that you did NOT feel the Business Office answers your questions to your satisfaction. Please
tell us why.
8. Please answer the following questions:
Yes No Responses
Would you prefer additional information in regards to refund dates, drop dates, the medical withdrawal
process and the refund process be prominently displayed on website?
91
74.6%
31

25.4%
122
Would you prefer to receive electronic invoices and payment reminders? **85**
69.7%
37
30.3%
122
Would you prefer to receive 1098-T electronically? **66**
55.0%
54
45.0%
120
Would you like more information to be posted about refund policy? **81**
66.4%
41
33.6%
122
Count Response
1 Actually help someone that has questions.
1 Be honest donot lie to students .
1 I don't have any recommendations.
1 I find it hard to understand the financial aid information
1 I've never had a problem so I can't really help much on how to improve the process.
1 More confirmation and information on graduation
2 Na
10 No
1 No
1 No, I think the Business Office does great with answering students about their personal account.
1 None at this time
1 Not at this time
1 Weekend hours. They moved to Gateway and cut their hours.
1 Yes, they should hold a open sessions on satellite center
1 Yes....We should get are refund all at once.
1 n/a
3 no
1 none at this time
1 not at this moment
1 not at this time
1 they could tell us the date we get our refund because what is said on line is not true
9. Please let us know your preferences:
10. Do you have any suggestions on how the Business Office could be of assistance with student account
questions?
1 Don't shun students from engaging in medical leave. Don't be rude to students over the phone. Respond to emails. Be ethical

and kind. Don't dismiss any medical condition. Be sensitive to students disabilities. Cheryl Boney, Denise L. DeArment, and
Stephanie Oprandi. Were all unprofessional towards me and unethical.
1 Email any updates on financial aid information instead of keep checking mystarkstate every now and then.
1 How you disperse the refunds is ridiculous. Having to wait 3 weeks into the semester is absurd. To make matters worse, now
it is split into two payments? Extending the time refunds are dispersed even farther into the semester. Let's use my current
semester as example. I'm forced to use grants to buy books. The school was out of two of my three courses books until week
3-4 of the semester!!! The only way I can use my refund money is at your school since you hold it. FORCING me to buy at
your school. Then I can't even get the book until week 3-4. Does that seem absurd to you? I need my books week 1, not week
4. Punishing quality students for the mistakes of a few is also absurd. Those that have proven themselves as serious students
shouldn't have to wait for their refunds. They should be dispersed weeks BEFORE the start of the semester to purchase my
books elsewhere if you can't have them in stock until week 4. That is definitely a way you can be more of assistance.
1 I think they are very efficient in the Business Office, however they certainly could be a lot nicer. I realize theirs is a very
stressful job, dealing with young adults and money issues, however, they more often than not are abrupt and come across
irritated and impatient with questions. I quit going in unless I have to, preferring to use email whenever possible to avoid talking
directly to Business Office personnel. I've never had a problem or issue with them, but can't think it would be pleasant if they
are that acerbic to someone without financial aid problems. They are very efficient though.
1 My business adviser, John David, is totally unresponsive. I emailed him on 2/18/16 and he has never responded. I was under
the impression he was paid to help students. In 3 years at Stark State, he has never helped me once. Bad example for
students and makes it hard for student success. I cannot wait to transfer out of Stark State. Only going here because its
cheaper than most schools. I guess you get what you pay for. Also, your Map program is very inaccurate!!!
Count Response
Count Response
1 I do not
8 No
2 No.
1 None
1 None
1 Place a smile on everyone face when dealing with students

1 See my response to previous question.
5 no
1 no, not at this time
1 none at this time
1 Please do not break up the refund payment into 2 payments. Some people are relying on the money to survive while going to
school full time. For example, for dental hygiene. If a student is enrolled in an actual program, the refund shouldn't be split. They
are less likely to just drop a class to keep the money. Don't punish everyone for a few people who make bad choices.
1 I have four classes to take to graduate after this semester and none of them are being offered in the evening, which is the only
time that I can take them.. I've written to my adviser who forwarded my email to the department head. She hasn't had time to
respond yet. I know that the number of students taking classes in the evening are far fewer than the number taking classes
during the day. But evening classes are still needed by many of us.
1 I did not have to deal with the office very often as most of the information is available on Mystarkstate. When I did they were
always pleasant and helpful.
1 Scott Lehman has been an exceptional help with my college process. Thank you for your professionalism sir.
1 I've not attended SSC since February of 2011, but I've been getting these incessant e-mails. Would you please remove me
from the mailing list as I do not need any updates on the deadlines for registering for classes, when the next event is, etc. I'll
definitely appreciate it! --- Joe Gardner, mrjoseph@mymailstation.com
1 Some teachers are inconsiderate of students privacy disabilities, and are unethical as well. Cheryl Lininger, Verlinda, and Marc
Hostetller.
11. Do you have any additional comments?

N/A

Outcome Measure 1: Student communications and services survey

Terms of Assessment: Fall ______ Spring___X__ Annual _____

	Yes	No	Responses
Do you find the Business Office responds to your questions in a timely manner?	114 89.1%	14 10.9%	128
Do you find the Business Office helpful?	111 88.1%	15 11.9%	126
Do you feel the Business Office communicates effectively?	103 81.1%	24 18.9%	127
Do you feel the Business Office staff answers questions to your satisfaction?	104 81.3%	24 18.8%	128

Review Committee/Review Process:
Review items with Scott Andreani, Comptroller, Assistant Bursar, and Asst. Staff Accountants.

Improvements:
Continue to increase efficiency of responding to different communication sets to assist students.

Outcome Measure 2: Noel-Levitz SSI (Item # 56, 60, 72)

Terms of Assessment: Fall __X____ Spring_____ Annual _____

Findings:
The business office exceeds benchmark of convenient office hours, billing policies exceeds benchmark, and a rating of 6 in accessibility of online Business Office functions. There is gap between students's rating of importance and satisfaction with only 0.43 much less than other areas of survey which is calculated in campus item for accessibility of online Business Office functions.

Review Committee/Review Process: N/A

Improvements:
Continue to strive for excellence in each area addressed in survey.

Outcome Measure 3: Mail-out checklist

Terms of Assessment: Fall ____X__ Spring___X__ Annual _____

Findings:

	Fall 2016		Spring 2017	
	Proposed Date	Date Sent	Proposed Date	Date Sent
Invoices/Reminders sent no later than 2 weeks prior to Last Day to Pay (9-6-16)	8/22/16	8/18/16	1/3/17	1/4/17

Email Reminders sent 1 week prior to Last Day to Pay	10/19/16	10/16/16	3/3/17	3/3/17
All Stark State Reminder on website no later than 1 day prior to Last Day to Pay	10/11/16	10/18/16	3/3/17	3/3/17
Invoices sent 7-10 days prior to 3rd SIPP date (10-26-16)	10/17/16	10/20/16	3/17/17	3/15/17
Invoices sent 1-2 days after 3rd SIPP date to inform students their account is now on hold	10/27/16	10/29/17	3/28/17	3/30/17

Review Committee/Review Process:
Review w/Scott Andreani, Comptroller

Improvements:
Improving the timing of sending invoices out to students. Including email reminders about last day to pay, checking financial aid status, and SIPP payment dates.

Goal 2: High Quality Services

Outcome Measure 1: Student communications and services survey

Terms of Assessment: Fall ___X___ Spring_____ Annual _____

Findings:

	Yes	No	Responses
Do you find the Business Office responds to your questions in a timely manner?	313 91.8%	28 8.2%	341
Do you find the Business Office helpful?	314 91.5%	29 8.5%	343
Do you feel the Business Office communicates effectively?	313 91.8%	28 8.2%	341
Do you feel the Business Office staff answers questions to your satisfaction?	311 91.2%	30 8.8%	341

Review Committee/Review Process:
Review items with Scott Andreani, Comptroller, Assistant Bursar, and Asst. Staff Accountants.

Improvements:
Continue to increase response time and efficiency in communicating with students.

Outcome Measure 2: Noel-Levitz SSI (Item # 51)

Terms of Assessment: Fall ___X___ Spring_____ Annual _____

Findings:
The satisfaction rating for convenient ways of paying school bill shows the Business Office is meeting standards of expectations.

Review Committee/Review Process:
N/A

Improvements:
N/A

Outcome Measure 3: Point-of-service feedback (paper)

Questionnaire was include to give point of service feedback from students.

Directions: Based on your observations/interactions with our Business Office Staff/Cashiers, please grade your interaction with the Business Office Staff/Cashiers. Please circle the most appropriate response based on the following scale, and please place your completed survey in the drop box in the Cashiers' area when finished:

A = Excellent, B = Good, C = Average, D = Below Average, F = Well Below Average

Timeliness	**A**	**B**	**C**	**D**	**F**
Friendliness/Approachability	**A**	**B**	**C**	**D**	**F**
Professionalism	**A**	**B**	**C**	**D**	**F**
Accuracy of Information Presented	**A**	**B**	**C**	**D**	**F**
Helpfulness	**A**	**B**	**C**	**D**	**F**

Were the questions you posed to the Business Office Staff answered to your satisfaction?
Yes **No** **Not Applicable**
Were you aware of the College's policy on Last Day to Pay?

Yes **No**

If you were aware of the above policy, were you aware that you could make a $50.00 payment to hold your classes and give yourself more time to finish your financial aid, or make other payment arrangements?

Yes **No**

Additional Comments (Please write legibly):
(use reverse if necessary)

____
____
____
____
____
____

Terms of Assessment: Fall ___X___ Spring__X___ Annual _____

Findings:

	Fall 2017				Spring 2018			
	A	B	C	D	A	B	C	D
Timeliness	100%				100%			
Friendliness/Approachability	100%				100%			
Professionalism	100%				100%			
Accuracy of Info. Presented	100%				100%			
Helpfulness	100%				100%			

Comments:

- Great! Very helpful.
- Mary was very helpful, nice, polite, and genuinely seemed to core.

Review Committee/Review Process:
Review w/Cashiers and Assistant Bursar

Improvements:
Continued to improve upon customer service skills, specifically, timeliness, friendliness, professionalism, accuracy of information, helpfulness, and assistance with questions college wide.

Outcome Measure 4: Point-of-service feedback (online)

Terms of Assessment: Fall __X____ Spring___X__ Annual _____

Findings:
Spring 2016 was the first online survey sent to all student emails.

Spring 2016:

	Yes	No	Responses
Do you find email communication and/or online announcements from the Business Office helpful?	103 89.6%	12 10.4%	115
Is the location of the Business Office an issue for you?	23 19.2%	97 80.8%	120
Do you find the payment process (online payments, mail-in and cashier) easy?	95 84.1%	18 15.9%	113
Would you prefer additional information in regards to refund dates, drop dates, the medical withdrawal process and the refund process be prominently displayed on website?	91 74.6%	31 25.4%	122
Would you prefer to receive electronic invoices and payment reminders?	85 69.7%	37 30.3%	122
Would you prefer to receive 1098-T electronically?	66 55.0%	54 45.0%	120
Would you like more information to be posted about refund policy?	81 66.4%	41 33.6%	122

Fall 2017:

	Yes	No	Responses
Do you find email communication and/or online announcements from the Business Office helpful?	271 85.2%	47 14.8%	318
Is the location of the Business Office an issue for you?	51 15.7%	274 84.3%	325
Do you find the payment process (online payments, mail-in and cashier) easy?	280 88.1%	38 11.9%	318
Would you prefer additional information in regards to refund dates, drop dates, the medical withdrawal process and the refund process be prominently displayed on website?	201 62.2%	122 37.8%	323
Would you prefer to receive electronic invoices and payment reminders?	219 68.4%	101 31.6%	320
Would you prefer to receive 1098-T electronically?	156 48.6%	165 51.4%	321
Would you like more information to be posted about refund policy?	198 61.7%	123 38.3%	321

Review Committee/Review Process:
Review w/Cashiers and Assistant Bursar.

Improvements:
Need to improve call back times and assist students as soon as phone calls/emails are sent.

Outcome Measure 5: State financial statement audit

Terms of Assessment: Fall __X____ Spring_____ Annual _____

Findings:
For the financial statement audits of both Fiscal Year 2015-2016 and 2016-2017, the College received no findings and internal control failures.

Review Committee/Review Process:
Findings reviewed w/Scott Andreani, Comptroller, and Tom Chiappini, VP of Finance.

Improvements: To be determined during the next assessment cycle.
Criterion 4.0 Program/Department members are qualified by professional background, experience, and continuing professional development and meet the needs of the Program/Department.

Yes	No	DNA		
Yes			**4.1**	Employee (full-time and part-time) credentials meet the program, college, state, and national accreditation requirements.
Yes			**4.2**	Annual Employee Performance Evaluations are on record in Human Resources.
Yes			**4.3**	Employees (full-time and part-time) are involved in professional organizations, presentations, and/or other scholarly works.
Yes			**4.4**	Employees are involved in the development of program/department initiatives that support the College Mission.

3. Additional Comments: (Please explain any "No" selections.)

Reflective Narrative Questions:

1. Describe how Performance Evaluations are being used to enhance the Program/Department.
Performance Evaluations are being used to enhance differences within the department. Items are discussed in how the employee is working with others in and outside the department. Employee progress with different skills is addressed in what the employee is excelling as was as improvements to enhance job performance.

2. Describe how professional development benefits the program.
Professional development is successful when offered. Employees attend various meetings and trainings to ensure procedures and values of the college are utilized.

3. Describe how employees are involved in the development of program/department initiatives that support the College Mission.
Employee feedback is essential in the progress within the department. Employees are able to discuss concerns within the department and college with supervisors. Supervisors ask for employee input on what will assist the employees to perform their duties effectively and efficiently.

Criterion 5.0 Program/Department is responsive to changes in current technology and adequate resources.

Yes	No	DNA		
X			**5.1**	Program/Department changes are consistent with technological and scientific advances, and Program/Department content incorporates new developments in the field.
X			**5.2**	Employees work with supervisors to ensure adequate and current resources available for the Program/Department.
X			**5.3**	Employees work with information technology staff to ensure availability of appropriate software and hardware components.

Additional Comments: (Please explain any "No" selections.)
N/A

Reflective Narrative Questions:

1. Explain the changing conditions within the field.
Changing conditions which assist different areas in the Business Office include the introduction of cross training and employees working toward learning additional information to assist students. Employees are attending sessions provided by Registration and Financial Aid. Meetings are held with everyone assisting students once a month and prior to the start of a new semester.

2. How are these changing conditions addressed within the Program/Department?
Any change which occurs is addressed once a change has been implemented. Email communication as well as monthly meetings, help to address questions and concerns with changes which will impact daily duties within the department.

3. Explain how employees work with information technology staff to ensure availability of appropriate software and hardware components.
Employees work with information technology (IT) in order to address items of concern. The employee places a help desk ticket explaining the problem and what is happening to assist IT in knowing what needs to be investigated. Employees are able to ask for assistance with updated items by reviewing information obtained through email communication or training sessions.

Component IV

Recommendations and Executive Summary

Based on the results of this current CAR, list your strengths, areas of improvement, opportunities, threats, and recommendations.

Program/Department: Business Office

Strengths:
Answering student, faculty and staff questions in a timely manner, helpful to students, effective communication, ability to answer student questions, emails and online announcements are helpful. Working together with Enrollment Management to assist students with financial responsibilities, deadline dates, and payment plans while attending college.

- Willing to assist students, faculty, and staff with questions in regards to financial holds.
- Assisting students with refund questions and what procedure needs to be done in order to select how the student wishes to receive their refund through Bank Mobile (third party which is responsible for sending refunds to students).
- Established two separate payment plans for student population which is only registered for 2nd eight week classes compared to student population registered for 1st 8 week and 16 week classes.

Areas of improvement:
Challenges and weaknesses associated with Business Office is working with 50% less staff as compared to 4 years ago. Cashiers, assistant bursar, associate accountants, and bursar having monthly meetings to update what is happening within the department as well as addressing questions and concerns taking place throughout the college.

- Reviewing updated policies such as medical appeals and non-payment.
- Reviewing updates to financial aid and registration deadlines.
- Reviewing payment plans and options on how to pay for classes.
- Assisting students with payment plan options for past, current, and future terms.

Opportunities:
Update the questions on each survey to assist with a better understanding of student needs. Trial use of increasing invoices.

- Build stronger relationship with Enrollment Management.
- Text, email, and mail student invoices/reminders of payment deadline dates.
- Cashiers ability to ask questions in regards to financial aid and registration personal.
- Send weekly email communications to notify staff within Bursar's Office of items taking place for the week ahead.

1.

Threats:
The over use of invoicing.

- Timing of sending invoices which do not show an accurate account balance due to changes within the student's schedule as well as financial aid (loans, scholarships, grants).

- Lack of communication between departments such as Disability Services, Financial Aid, Military Services, and Engineering which may cause a student to be dropped for non-payment when a third party (company) is paying on the student's behalf.

Priority Recommendations: *(For each area listed below, please number all recommendations as they will be prioritized on the Summary Work Plan - Appendix A. Sufficient support for the recommendations must be included, either by reference to responses in the components or specific Criterion or by additional information included with this program review.)*

Additional Information. On occasion, some programs may have additional documents that they feel should be included to complete the self-study. Supporting documents may include such things as program self-study reports, case study reports, survey statistics, focus group data, etc. All supporting documentation must be dated within this CAR period. Please list below the additional documents that you will be adding to this CAR in support of your recommendations.