Program Review: Office of VP Administrative Services - Business Services

I. Main

Overview
Academic Year 2024 - 2025
Originator Anaya, Michelle
Division Office of VP Administrative Services
Department Business Services
Programs

II. Co-Contributors

Questions? Find answers in CurricUNET User Manual. (http://www.Gavilan.edu/en/employee-services/office-of-instruction/curricunet/program_reviews/create_pr.html)

Contributor

- Lucas, Gianno

III. Program Mission and Accomplishments

Gavilan College Mission Statement

Gavilan College actively engages, empowers and enriches students of all backgrounds and abilities to build their full academic, social, and economic potential.

1. Provide a brief overview of how the program contributes to accomplishing the mission of Gavilan College. In addition to a basic overview of your program's structure and services, be specific in connecting your program's services to elements of the mission statement (300 words or less).
The Business Office at Gavilan College plays a critical role in supporting the college's mission of engaging, empowering, and enriching students from diverse backgrounds and abilities by ensuring that financial services are accessible, efficient, and student-centered. As a vital part of the college, the Business Office provides services such as financial aid disbursement, tuition payment processing, and student billing, which directly impact students' ability to access and persist in their education.

By offering services that support the academic and economic potential of students, the Business Office actively contributes to the goal of increasing accessibility. Financial aid assistance, payment plans, and the implementation of direct deposit for quicker disbursements help to eliminate financial barriers, ensuring that all students, regardless of background or ability, have the resources they need to stay enrolled and succeed.

In alignment with the goal of promoting educational excellence, the Business Office's efforts also include streamlining processes and collaborating with other departments such as Financial Aid and Student Support Services. These initiatives improve the student experience by providing timely and accurate information and reducing barriers to success.

2. On the PIPR website (http://www.gavilan.edu/staff/program_planning/index.php), locate and review your previous program plan and subsequent annual updates. After reviewing, enter your previous goals below and comment on the progress/accomplishments of each goal.

Enter each goal separately by clicking Add Item

1.
2.
3.

3. Have the services or courses of your program changed over the past three years? Please explain (300 words or less).

Services in our program primarily focus around Payroll, Purchasing, Budget, and Accounting. These services have not changed over the past three years, but many processes and procedures have changed.

IV. Student and Program Outcomes

College Goal for Student Achievement
The following questions refer to data regarding student achievement. To access program review data, go to the Institution Data Dashboard. (https://www.gavilan.edu/about/research/program_review.php)
1. (For Instructional Programs Only) Find your program's course success information. Consider your program success rate trends over the last three years. Compare your overall success to the college average. Are these rates what you expected after comparing with the college average? Are there any large gaps? Is there anything surprising about the data? What trends are suggested by the data?
N/A

2. (For Instructional Programs Only) Now find your program persistence information. Consider your retention rate trends over the last three years. Compare your overall retention to the college average.
N/A

3. Are these rates what you expected after comparing with the college average? Are there any large gaps? Is there anything surprising about the data? What trends are suggested by the data.
N/A

Success
The following questions refer to data regarding student achievement. To access instructional program review data, go to the Institution Data Dashboard.
(https://www.gavilan.edu/about/research/program_review.php)
**4. (For Instructional Programs Only) What are your set goals for course success? Do your individual course and department rates meet this goal?
 Helpful Question: If your rates for success are lower than your goals, what are your plans to improve them (200 words or less)?**
N/A

5. How many students did your area serve (if you don't have an exact count, please provide an estimate)? How did they perform in comparison to those that did not use your services, if applicable? (200 words or less)
Fiscal Services serves all students overall. All student accounts and student financial aid are processed through this area.

6. Given this information, how has your service or area supported student success and retention over the past three years? (200 words or less)

Over the past three years, the Business Office has played a key role in supporting student success and retention by ensuring the smooth and efficient processing of essential financial transactions. This includes the timely disbursement of financial aid, processing tuition payments, and supporting students with billing and refund inquiries. By maintaining a streamlined process for these services, we have helped alleviate financial barriers that might otherwise impede student progress.

Our team has also collaborated closely with student support services, such as financial aid and basic needs. By addressing financial challenges early and offering tailored support, we have contributed to reducing the financial stress that can lead to student withdrawal.

Overall, the Business Office has been committed to providing efficient, accessible financial services that support students in staying on track with their academic goals, which has positively impacted retention and overall student success.

7. In your area, what trends do you see and what initiatives need to be developed to support success and retention? (200 words or less)
To support success and retention, the business office should focus on developing initiatives that improve access to financial resources and reduce barriers to student success. This includes enhancing online payment systems and streamlining financial aid processes. Additionally, the implementation of proactive communication systems—such as automated reminders and outreach for students with outstanding balances or financial holds—can prevent students from being caught off guard and help them stay on track with their education. Building partnerships with student support services to create a holistic approach to addressing financial and academic concerns will also foster a more supportive environment, ultimately leading to increased retention and graduation rates.

V. Equity

Equity
Gavilan College has identified the following populations as experiencing disproportionate outcomes: Males, African American, Native American, Students with Disabilities and Foster Youth.

1. Examine your equity data over the last three years. Comment on what your program has done to address any differences or gaps in the past three years. What has worked? What has not worked? (200 words or less)

Helpful Questions: What current factors or potential causes can be connected to these areas of disproportional impact? How might your program or department address student equity gaps? How can your area help increase disproportionate student success? (200 words or less)?
Over the past three years, our Business Office has identified disparities in student access to financial resources and services, particularly among historically underserved groups, including low-income, first-generation, and minority students. In response, we have implemented targeted initiatives to address these gaps, such as not placing students on hold for registration due to nonpayment, working with Financial Aid to implement Gav 4 Free, and not dropping students' classes for nonpayment. This allows students to continue with their education.

However, challenges remain in addressing students with complex financial needs or those who are unaware of available support. While some students benefit from proactive outreach, others still struggle to engage with our services due to language barriers or lack of awareness.

Ultimately, the goal is to create a supportive, inclusive, and accessible environment for both students and employees where everyone has the resources and opportunities they need to succeed.

2. (Instruction Only) Find your Distance Education success information. If distance education is offered, consider any gaps in success rates between distance education and face-to-face courses. Do you notice any trends? Do these rates differ? If disparity exists, how do you plan on closing the achievement gaps between distance education and face-to-face courses (300 words or less)?
N/A

3. Our 2023 Equal Employment Opportunity (EEO) Plan States "Gavilan Joint Community College District (District) is dedicated to proactively cultivating and sustaining a welcoming and inclusive work environment. The District aspires to be Diverse, Purposeful, Inclusive, and Equitable, as reflected in the District's Principles of Community. The District values the worth and dignity of every person, the pursuit of truth, the acquisition of knowledge, and the nurture of democratic citizenship. These values provide the foundation for an environment of civility, honesty, cooperation, and professionalism."

What is your area doing to support district efforts in creating an inclusive college environment? With what departments are you partnering? Did you identify barriers and institute change? How are you creating/ ensuring diversity in your department or in the classroom? (300 words or less)
(Some examples might be sponsoring cultural events and diverse speakers on issues dealing with diversity, exploring how to infuse diversity into the classroom and curriculum, integrating diversity into the evaluation of employees, promoting learning opportunities and personal growth in the area of diversity, or evaluating how the physical environment can be responsive to diverse employee and student populations.)
We partner closely with departments such as Financial Aid, Student Services, and the Diversity, Equity, and Inclusion (DEI) office to ensure that financial processes are inclusive and responsive to diverse needs. For example, we have worked with the Basic Needs department to ensure students who are receiving aid for housing insecurity do not need to wait for the categorical disbursement for studet aid that occurs once a month. These checks can be requested with each week's disbursement run.
One of the key change we would like to institute in the upcoming year is to enhance our communication strategies. We would like to send out more frequently student balance statements and work with departments to include information for student resources they may not know exist.
Additionaly, the Business Office has employees that speak Spanish and can help students who may have a language barrier.

4. How do you plan on addressing issues of student and employee equity? In other words, how do you plan on creating opportunities for success of students who have historically been underserved? How do you plan to address EEO outcomes in your employee hires?
For students, this includes collaborating with the Basic Needs Department to provide financial aid assistance, access to food and housing resources, and academic support systems tailored to meet the needs of diverse student populations.

For employees, the Equal Employment Opportunity (EEO) process for Gavilan is continually evaluated and strengthened. We will ensure hiring practices are fair, transparent, and inclusive. This is accomplished through training for all hiring managers and having an EEO officer present in all hiring committees.

VI. Learning and Area Outcome

Have you reviewed all your Learning and Area Outcomes to ensure that they remain relevant for evaluating the performance of your area?

Report

1. Are your SLOs, PLOs, SAOs, and ILOs mapped in CurriQunet?
No

2. Are your SLOs, PLOs or SAOs up-to-date in CurriQunet?
No

3. Have all of your SLOs, PLOs or SAOs been assessed in the last five years?
No

4. Have you reviewed all of your SLOs/SAOs to ensure that they remain relevant for evaluating the performance of your program?
Yes

5. If you answered no to any of the above questions, what is your plan to bring SLOs/PLOs/SAOs into compliance?
We plan on reviewing the old SAO's and bringing them up to date and inline within the current period.

VII. Outcome Assessments

Review Outcomes data located in CurriQunet Assessment Area. After you have examined your results, what do your findings suggest?

Student Learning Outcomes (SLO) or Service Area Outcomes (SAO)
1. Review the SLOs or SAOs assessment data located in CurriQunet. What improvement do you plan to implement based on your assessment data and when will you implement these changes and how will you know they are successful?
The Business Office is creating new Service Area Outcomes

Institutional Learning Outcomes (ILO)
2. How do your SLOs/SAOs support the college ILOs or how do your PLOs support the college ILOs? Be specific.
Fiscal Services supports ILOs through financial planning, budgeting, and resource allocation. Supporting the fiscal needs of the institution allow all departments to focus on student success.

3. Are you meeting your SLO/SAO success outcomes? What patterns stand out in your results? If your SLO/SAO results are lower than expected, what are your plans to improve them?
Fiscal Services are developing new SAOs and will be developing surveys to assess the outcomes of our SAOs.

VIII. Curriculum and Course Offerings Analysis

1. (Instruction Only) Are there plans for new courses or educational awards (degrees/certificates) in this program? If so, please describe the new course(s) or award(s) you intend to propose (200 words or less).
N/A

2. (Instruction Only) Provide your plans to either inactivate or teach each course not taught in the last three years (200 words or less).
N/A

3. (Instruction Only) Consider and analyze your location, time, and delivery method trends. Are classes offered in the appropriate sequence/ available so students can earn their degree or certificate within two years? Are courses offered face-to-face as well as have distance education offerings? Are they offered on the main campus as well as the off-site areas? Different times of day? (300 words or less).
N/A

IX. Program and Resource Analysis

1. Please list the number of Full and Part Time faculty, staff and/ or managers/ administrator positions in this program over the past three years. Focus on your individual program.

Click Add Item to enter information for each year

1. **2022**

   Full Time Faculty
   0

   Part Time Faculty
   0

   Full Time Classified Professional
   9

   Part Time Classified Professional or Student Worker
   1

   Full Time Manager, Confidential or Administrator
   3.00

   Part Time Manager, Confidential or Administrator
   0.00

2. **2023**

   Full Time Faculty
   0

   Part Time Faculty
   0

   Full Time Classified Professional
   10

   Part Time Classified Professional or Student Worker
   0

   Full Time Manager, Confidential or Administrator
   3.00

   Part Time Manager, Confidential or Administrator
   0.00

3. **2024**

   Full Time Faculty
   0

   Part Time Faculty
   0

Full Time Classified Professional
10

Part Time Classified Professional or Student Worker
0

Full Time Manager, Confidential or Administrator
3.00

Part Time Manager, Confidential or Administrator
0.00

2. How have and will those with reassigned time, grant commitments and activity, projected retirements and sabbaticals affect personnel and load within the past in the next three years? What future impacts do you foresee (200 words or less)?

Business Services staff does not have reassigned time or sabbaticals. Any projected retirements will go through the recruitment process to fill those positions. We may utilize short term staff to ensure a smooth transitions through the process.

3. Additional Comments

X. Evaluation of Resource Allocations and Program Efficiency

Resource Allocation

- 2022 - 2023
  Number of Students Served. How many students did your area serve in this year (if you don't have the exact count, please provide an estimate)?
  Business Services supports all students by providing fiscal support to the entire campus.
  Total Allocation (Irrespective of Funding Source) 2,140,000.00
  Funding Source
  At least 1 item needs to be checked.

  - Unrestricted General Fund

  Total Spent (Irrespective of Funding Source) 1,969,991.06
- 2023 - 2024
  Number of Students Served. How many students did your area serve in this year (if you don't have the exact count, please provide an estimate)?
  Business Services supports all students by providing fiscal support to the entire campus.
  Total Allocation (Irrespective of Funding Source) 2,380,000.00
  Funding Source
  At least 1 item needs to be checked.

  - Unrestricted General Fund

  Total Spent (Irrespective of Funding Source) 2,168,636.79
- 2024 - 2025
  Number of Students Served. How many students did your area serve in this year (if you don't have the exact count, please provide an estimate)?
  Business Services supports all students by providing fiscal support to the entire campus.
  Total Allocation (Irrespective of Funding Source) 2,440,000.00

Funding Source

At least 1 item needs to be checked.

- Unrestricted General Fund

Total Spent (Irrespective of Funding Source) 1,352,129.60

2. Please evaluate the effectiveness of the resources utilized for your program. How did these resources help student success and completion? (200 words or less)

The resources utilized by the Business Office have been highly effective in supporting student success and completion. Key positions, such as Accounting Technicians that process financial aid and the Fiscal Analyst that develops budget, are essential to student support and success.Collaboration with the Basic Needs Department has ensured that students receive the financial support they need to stay enrolled and complete their education.

The Business Office also works closely with departments to ensure fiscal compliance and proper resource allocation, which allows other campus programs to deliver services effectively, further supporting student success. The availability of staff to answer student inquiries about billing, payment plans, and refunds has contributed to a smooth experience, reducing anxiety around finances and allowing students to focus on their academic goals.

3. Evaluate your program costs. Are your costs in alignment with your budget? If not, what improvements can be made? Please explain any trends in spending, inconsistencies and unexpected results. (200 words or less)

Our costs are in alignment with our budget.

XI. Integrated Planning and Initiatives

1. What other areas is your program partnering with (i.e. guided pathways, grant collaboration, etc.) in new ventures to improve student success at Gavilan College? What is the focus of this collaboration? Helpful question: What are the department and your Integrated Planning/ Guided Pathways partners' plans for the next three years? (200 words or less)

The Business Office is partnering with several departments and initiatives at Gavilan College to improve student success, with a key collaboration focused on implementing direct deposit for student financial aid. This initiative, in partnership with Financial Aid, aims to streamline the financial aid disbursement process, providing students with faster access to their funds and reducing delays often caused by paper checks. This aligns with the college's goal of improving the student experience and ensuring that financial support is readily available to help students stay enrolled and succeed.

XII. Other Opportunities and Challenges

1. Review for opportunities or challenges to your program, or an analysis of important subgroups of the college population you serve. Examples may include environmental scans from the Education Plan/Strategic Plan, changes in matriculation or articulation, student population, community and/ or labor market changes, etc. Helpful Question: What are the departmental plans for the next three years? (200 words or less)

A challenge we face is the increased demand for financial aid and student support services, which requires us to continually streamline processes and improve efficiency. This may necessitate more flexible payment options and resources tailored to their unique financial needs.

Over the next three years, the Business Services division will focus on expanding and enhancing our services to meet these demands. This includes implementing direct deposit for quicker financial aid disbursements and improving the efficiency of our billing and payment systems.

2. What are you discovering about instruction and/or services in a remote environment that you would want to maintain post-pandemic? (300 words or less)
N/A

3. What kinds of issues are exacerbated or emerging that are likely to remain, unless addressed? (300 words or less)
A significant issue emerging within the Business Services department is the lack of adequate knowledge surrounding the Banner ERP system, particularly related to the Application of Payment (AOP) process. The AOP, which is central to processing student payments, is not set up correctly and, due to the absence of sufficient expertise within the department, has led to inefficiencies in processing financial aid disbursements. The current process is time-consuming and prone to errors, as it does not accurately reflect student balances for any given term. This discrepancy results in considerable manual intervention, which hinders the overall productivity of the team.

Without targeted training from Ellucian, the company that manages Banner, these issues are likely to persist, and the existing workarounds will continue to strain resources. As the college seeks to implement student direct deposit, resolving these system gaps becomes even more urgent. Direct deposit will streamline financial aid disbursements, but without proper setup and knowledge of Banner's functionality, the system will remain inefficient, leading to delays and potential errors in student accounts.

Addressing these issues through comprehensive training and system adjustments will not only enhance the accuracy and speed of financial aid processing but will also contribute to a more efficient and student-friendly service. This is an area that, if left unresolved, will likely continue to exacerbate workload challenges and hinder the full potential of the Banner system.

XIII. New Goals

The PIPR/RAP committee will rank each goal according to a rubric based on two main criteria: the alignment of the goal with the college's mission statement, strategic plan, and student learning outcomes (SLOs) or service area outcomes (SAOs), and the specificity, measurability, achievability, relevance, and timeliness of the goal (SMART goal). If resources are requested, complete the Resource Request section. Ranking Rubric (www.google.com)

Click Add Item to Enter a Goal
This is the section to state goals for Information for Strategic Goals (https://www.gavilan.edu/administration/master_plan/docs/Gav_strategic_plans_2019-2023.pdf)

1. **Implement direct deposit for student financial aid.**

   Alignment to Strategic Goal

   Alignment to SLO or SAO

   Describe the connection of Goal to Mission Statement, Strategic Plan and SLO/SAO Results Mission Statement (https://www.gavilan.edu/administration/master_plan/docs/Gav_strategic_plans_2019-2023.pdf)
   Implementing direct deposit for student financial aid payments primarily supports the **Efficiency** goal, which aims to decrease the average number of units taken by graduates and improve overall operational productivity. By streamlining the financial aid disbursement process through direct deposit, the college can reduce administrative delays and errors associated with paper checks or

manual disbursement methods. This will not only speed up the process for students but also ensure that they receive their funds more quickly, allowing them to focus on their studies rather than financial setbacks or delays.

As a result, students are more likely to stay on track with their academic goals, reducing the risk of taking unnecessary units due to financial distractions or delays. This also supports the overall goal of improving the efficiency of financial aid processing, which contributes to better academic outcomes and helps students stay on the path to timely graduation. Furthermore, this process will allow the Business Services department to allocate more resources toward enhancing student support and improving other services related to student success, further aligning with institutional goals of increasing achievement and improving equity.

Proposed Activity to Achieve Goal
Collaborating with Financial Aid

Responsible Party
Business Office

Timeline to Completion: Semester/Year
Spring 2026

How Will You Evaluate Whether You Achieved Your Goal
If direct deposit is fully implemented for student financial aid, this goal will have been met.

2. **Enhance Collaboration with Stakeholders**

   Alignment to Strategic Goal

   Alignment to SLO or SAO
   SAO

   Describe the connection of Goal to Mission Statement, Strategic Plan and SLO/SAO Results Mission Statement (https://www.gavilan.edu/administration/master_plan/docs/Gav_strategic_plans_2019-2023.pdf)
   Strengthening relationships with internal stakeholders is crucial for community engagement and fostering a student-centered environment. Effective financial services can be a catalyst for creating strong partnerships that benefit both students and the wider community.

   Proposed Activity to Achieve Goal
   Host semi-annual meetings with department heads to discuss budget priorities, funding needs, and resource allocations.

   Host quarter Fiscal updates/training sessions where various topics are covered from Fiscal Services.

   Establish a formalized process for campus community feedback on fiscal matters (i.e. annual survey).

   Work to build a resource collection for Fiscal Guidelines and Processes so information is readily available and clearly documents.

   Responsible Party
   Fiscal Services

   Timeline to Completion: Semester/Year
   06/30/2026

   How Will You Evaluate Whether You Achieved Your Goal

1. Each quarter, a Fiscal session should be scheduled for the campus community to join covering various topics
2. A semi-annual meeting should take place with Deans/Directors to discuss budget needs/prioritizies
3. Fiscal Services should have compiled guidelines and process documents that are available to the campus community to outline various processes such as Travel, Procurement Cards, etc.
4. An annual survey will be sent to see if these efforts have positively impacted the relationship with Fiscal Services and the campus community

XIV. Resource Requests

Click Add Item to Enter a Resource Request

1. **1. Request Name (short title)** Departmental Assistant
   2. Request amount 40000
   3. Type of Request Personnel
   4. Alignment to Goal(s) Enhance Collaboration with Stakeholders
   5. Is this a one-time or ongoing expense. Ongoing
   6. Category of Request
   Select all that apply

   7. The committe will separate goals with resouce requests. Requests will be categorized into two groups: those to be ranked and those not ranked.
   The requests not ranked include Safety, Compliance, Personnel, and Position.

   - Personnel and Position: Requests that involve hiring, staffing, or reclassifying full-time or part-time faculty or staff. These requests are reviewed and approved through a separate process by the Faculty Staffing Committee or the Executive and Leadership Council.

   8. Provide a complete description, justification, or rationale for the requested amount. Describe how it aligns to the selected goal(s) and your responses to the above questions.
   The personnel request is for a part-time Departmental Assistant for Fiscal Services. This position would be ongoing and shared by the Business Office and Payroll. A Departmental Assistant will help to mitigate some of the organization tasks that the Accounting and Payroll team has to manage. This gives the accounting staff more time to focus on building departmental relationships and providing additional support.

XV. Additional Questions

Please consider providing answers to the following questions. While these are optional, they provide crucial information about your equity efforts, training, classified professional support, and recruitment.

1. Does your division (or program) provide any training/mentoring for faculty and/ or classified professionals regarding professional development?
Yes, the Business Services division provides training and support for faculty and classified professionals, focusing on process changes and fiscal information. While we have held periodic training sessions and forums in the past to review updates in processes and provide fiscal information to new staff and managers, we recognize the importance of ongoing professional development. To better support the campus

community, Business Services is now focused on holding quarterly forums to provide continuous training. These forums will address any updates in fiscal policies, procedural changes, and best practices, ensuring that all staff and faculty are well-informed and equipped to navigate the college's financial systems effectively. This ongoing support aims to enhance collaboration across departments and contribute to the overall success of the college community.

2. If there is a need for more faculty and/ or classified professional support in your area, please provide data to justify request. Indicate how it would support the college mission and college goals for success and completion.

Currently, there is no immediate need for additional classified positions within the Business Services division. However, it is important to note that there has been a longstanding staffing issue over the past five years, primarily due to turnover and staff being out on extended leave. These staffing challenges have impacted the division's ability to fully assess and address departmental needs, as well as to ensure consistent support across all areas of Business Services.

While the team has managed to maintain essential functions, the reduced staffing levels have sometimes made it difficult to keep up with increasing demands and evolving responsibilities. This has at times led to delays in processing and responding to requests, which can affect the timely support provided to students and other departments.

Addressing this staffing gap would help alleviate the strain on current staff and enable us to more effectively support the college's mission of engaging, empowering, and enriching students. Additional support would contribute to the overall goals of student success and completion by ensuring that financial services and fiscal operations are efficient, accurate, and responsive, thus allowing students and faculty to focus on their academic and professional goals without delay. Increased support would also strengthen our ability to continuously evaluate and improve our processes, ultimately benefiting the entire college community.

3. What, if anything, is your program doing to assist the District in attracting and retaining faculty and classified professionals who are sensitive to, and knowledgeable of, the needs of our continually changing constituencies, and reflect the make-up of our student body?

To assist in this effort, Business Services ensures that our staff receive regular training on diversity, equity, and inclusion. This training helps our staff interact with students and colleagues in ways that are culturally sensitive and responsive to diverse backgrounds.

Furthermore, the Business Services division is actively involved in cross-departmental collaborations to ensure that financial services are aligned with the needs of students, ensuring that we are providing the most relevant support to a changing and diverse community. This holistic approach helps to promote a campus culture that values diversity, equity, and inclusion at every level.

4. Are there program accomplishments/ milestones that have not been mentioned that you would like to highlight?

N/A

5. Please share any recommendations for improvements in the Program Integrated Plan and Review process, analysis, and questions. Your comments will be helpful to the PIPR Committee and will become part of the permanent review record.

As this is my first time doing a program review, I do not have any recommendations at this time.

XVI. Executive Summary

1. Please provide a brief executive summary regarding program trends and highlights that surfaced in the writing of this report. Summarize, using narrative, your program goals for your next three years. Your audience will be your Peer Review Team, the Program Review Committee, President's Cabinet, Dean's Council, ASGC, Academic Senate, Budget Committee and Board of Trustees (300 words or less).

The Fiscal Services department at Gavilan College has experienced steady progress in aligning financial operations with institutional priorities, fostering transparency, and ensuring compliance with state and federal regulations. Key trends emerging from this review highlight an increasing need for collaboration with various campus departments to streamline budgeting and financial processes.

In the next three years, Fiscal Services aims to focus on two primary program goals. First, we seek to strengthen relationships with fiscal services and the campus community. By enhancing communication and collaboration we can better understand department needs and align financial resources to support success. This will involve regular consultation with campus stakeholders. The second goal is to implement direct deposit for student financial aid. This initiative will streamline financial aid disbursements, improving efficiency and ensuring that students receive timely payments.

These goals are designed to strengthen the fiscal health and sustainability of the college while ensuring that resources are effectively allocated to support the mission of Gavilan College.

XVII. Attach Files

Attached File