Scholarship Processing

Continuous Process Improvement Team

Henry Ford College

December 12, 2014
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Process Improvement Team

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Financial Aid Specialist
About Henry Ford College

Henry Ford College (HFC) is a public two-year college located in Dearborn, Michigan. The College, established in 1938, is accredited by North Central Association of Colleges and Schools and the Michigan Commission on College Accreditation. The school was originally named Fordson Junior College when it opened its doors in 1938. Later, the College adopted the name Dearborn Junior College in 1946. It became Henry Ford Community College in 1952, named after the Henry Ford Trade School which closed and its assets were transferred to the Dearborn Public Schools Board of Education. In May 2014, the College was renamed Henry Ford College.

Since its founding in 1938, HFC has been the gateway to higher education for thousands of students seeking affordable, high-quality post-secondary education.

HFC is a comprehensive public community college serving about 18,000 students each fall and winter semester in southeast Michigan. HFC is dedicated to preparing students for a rapidly changing world and workplace by offering more than 100 associate degree career and university transfer programs. HFC offers high-quality, innovative programs to meet the educational and training needs of the region. Students prepare to transfer to a university or prepare to go directly to work. HFC also specializes in customized workforce development training for business and industry. To learn more about Henry Ford College, please visit hfcc.edu.

Mission Statement

Henry Ford College transforms lives and builds better futures by providing outstanding education.

As a student-centered, evidence-based college, our success is measured by the success of our students.

We empower learners through the development of independent, critical and creative thinking, and we foster diversity, tolerance, understanding, and acceptance to prepare learners to succeed in a global society.

We anticipate and respond to the needs of our stakeholders, exceed their expectations, and serve the public good.
Background Information

This publication is a Continuous Process Improvement (CPI) report on the topic of processing scholarships. CPI is a systematic method combined with a set of tools to identify, analyze and improve a process. The overall goal of any CPI review is to promote better service to students and to facilitate collaboration among faculty, staff and other stakeholders working on college projects and procedures.

The Henry Ford College (HFC) Foundation was established in 1982 by the Board of Trustees as a tax-exempt organization for the explicit purpose of raising funds in support of the College’s mission of providing affordable and accessible educational opportunities to area students and residents. Today, the HFC Foundation’s mission is to create awareness and generate support for Henry Ford College by building sustainable relationships with such constituencies as business, civic and community leaders; alumni; corporate educational partners and philanthropic foundations; and individuals of influence and affluence, to encourage investment in and advocacy for the College. Towards this end, the HFC Foundation manages a $12 million endowment with more than 200 scholarship funds from a variety of donors. Annually, approximately $300,000 is available to be awarded to students in the form of scholarships.

The CPI Scholarship Processing Team was tasked with determining how the purchase of AcademicWorks, a software program designed to increase the efficiency of the scholarship application process, will improve the overall scholarship application and review process. The team is also to make recommendations that will improve these processes as well as increase the number of scholarships awarded to students.
**Project Statement**

To improve the scholarship process through the implementation of the new AcademicWorks software as measured by an increase in the number of applicants, an increase in the number of scholarships awarded, and an improvement in the overall student and donor experience.
Operational Definitions

**AcademicWorks**: A cloud based software application used to assist colleges, universities, and foundations with managing their renewable scholarship awards. The Renewal Management module allows campuses and nonprofits to track renewable award commitments, request renewal documentation, and automatically determine student compliance with renewable award requirements. (See Appendix B for an overview)

**Applicant**: A student who has completed the online scholarship application.

**Awardee**: A student who receives an amount of money via a Henry Ford College scholarship to help pay for tuition, fees, books, and other education-related expenses at Henry Ford College.

**Corpus**: The base amount of an established endowed scholarship fund.

**Current Process**: The scholarship process prior to the implementation of the AcademicWorks software.

**Donor Criteria**: Special requirements set by the donor regarding each scholarship.

**Eligibility**: A student enrolled at Henry Ford College who meets a predefined set of criteria outlined in the donor fund agreement.

**Endowment**: An HFC endowment consists of a minimum gift of $10,000, where a percentage of the interest earned, based on the corpus, is designated for a scholarship award.

**External Scholarship**: A scholarship not offered by Henry Ford College and funded by an outside source.

**Free Application for Federal Student Aid (known as the FAFSA)**: A form that can be submitted annually by current and prospective college students in the United States to determine their eligibility for student financial aid. Federal aid in the form of loans, grants and work study are available to help students pay for educational expenses.

**Internal Scholarship**: A fund administered by the Henry Ford College Foundation.

**Scholarship**: Money earmarked for a student to offset educational costs at Henry Ford College. Scholarships may be awarded for any number of reasons, including financial hardship, academic achievement, professional achievement, or athletic ability.
**Scholarship Donor(s):** A person or group that makes a monetary donation to help offset the cost of an education for a Henry Ford College student.

**Scholarship Fund:** Money administered by the Foundation to be distributed to qualifying students. Funds may be general in nature or could cover a specific scholarship, depending on how it is established by the donor(s).

**Scholarship Review Process:** The method the Foundation uses to rank, review and award scholarship funds to eligible students.
Description of the Current Process

The application process for current HFC and prospective students begins annually in October when the online application for scholarships awarded through the Foundation is available. Applicants may currently apply for up to three of the more than 200 active scholarships with the expectation that they meet the scholarship award criteria. The online application period closes annually on March 31. Applicants who cannot complete a scholarship application online may request a paper application from the Development Office.

Beginning April 1, the Development Office staff prepares for the review of the scholarship applications by the Scholarship Review Committee. The Development Office staff compiles the applicants for each scholarship fund and also provides the committee members with the award criteria and total dollars available to award to applicants per fund. The staff does not verify whether the criteria for the scholarship are met by the applicant or if the application is complete.

The Scholarship Review Committee, comprised of select members of the HFC Foundation and campus community, meets annually in early May to review the applicants for each scholarship fund. Each committee member is responsible for reviewing the applications for a select number of scholarship funds and solely ranks the applicants. The committee member is responsible for determining if applicants have met the criteria of the various funds based on the information self-reported by the applicant.

The Scholarship Review Committee completes its review in one day and returns the rankings to the Development Office staff. The staff begins the process of preparing scholarship offer letters to each scholarship award recipient based on the selections made by the Scholarship Review Committee. In an effort to award as many students as possible, the Development Office staff may skip the highest ranked candidate for a particular scholarship and award an alternate candidate if the highest ranked candidate has already qualified for one or more other scholarships.

Scholarship offer letters are mailed to the scholarship awardees manually in early June. Awardees have two weeks to return the acceptance letter. A second mailing is generated to those awardees who have not returned the acceptance letter with an additional one week deadline. A final mailing is generated for those awardees still delinquent in the return of the acceptance letter with a final one week decision deadline.

In early July, the list of students who have been selected to receive scholarships and the award amounts are forwarded to the Financial Aid and Accounting offices to be processed and placed on the student’s account for the upcoming school year.
Current Scholarship Process for Students

- Start
- Complete an admissions application at www.hfcc.edu/apply
- Obtain a Henry Ford College student ID number
- Apply for no more than 3 scholarships and submit essays (if required)
- Applications reviewed and eligibility determined
- Applications compiled and Scholarship Committee meets to select recipients
- Scholarship recipients are notified
- Financial Aid and Accounting are sent award information
- Scholarship is awarded to the student by Financial Aid
- Scholarship funds are applied to the student's account
**Current Scholarship Process Timeline**

<table>
<thead>
<tr>
<th>Month</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>October – March</td>
<td>Scholarship application is open to students</td>
</tr>
<tr>
<td>April</td>
<td>Scholarship applications are prepared for review</td>
</tr>
<tr>
<td>May</td>
<td>Scholarship Review Committee meets to make scholarship selections</td>
</tr>
<tr>
<td>May – June</td>
<td>Scholarship recipients are notified by mail and an acceptance letter is included</td>
</tr>
<tr>
<td>May – July</td>
<td>Maintain spreadsheet of scholarship offers, acceptances, and thank you letters</td>
</tr>
<tr>
<td>June – July</td>
<td>Scholarship offer letters and thank you letters are collected from recipients</td>
</tr>
<tr>
<td>July – August</td>
<td>Spreadsheets are emailed to Financial Aid and Accounting offices</td>
</tr>
<tr>
<td>August – September</td>
<td>Scholarship awards are applied to each recipient’s account</td>
</tr>
</tbody>
</table>
Analysis of the Current Process

In comparing the amount of scholarship funds available through the HFC Foundation to the amount of scholarships actually awarded for the past five years, the team has identified that less than fifty percent of the funds are awarded on an annual basis. Over the last five years, 25 percent of the available scholarship funds are awarded to applicants, which equates to approximately $300,000 annually.

The team also noted the following from a review of the application and awarding process and five year data trends:

- 25 percent of the applicants receive awards
- Historically, many students apply for scholarships for which they do not meet the criteria e.g. a Culinary Arts major applies for a scholarship designated for a student who must be in the Nursing program.
- Many of the scholarship funds have over-restrictive or outdated criteria e.g. requiring a major that is not offered at HFC.
- Manual administrative processes creates a cumbersome, time intensive and inefficient award process.
- Scholarship funds that are not disbursed to students are not reallocated to other qualified students.

The AcademicWorks software is designed to directly address matching the applicant qualifications with the criteria of the scholarship funds. However, the data indicates it will be necessary to institute a robust marketing campaign in order to attract and increase the number of applicants who meet donor criteria.

The issues identified upon review of the current process have been categorized into three distinct areas: managing the application and selection process; marketing the scholarship program; and donor management.

Managing the Application Process

The issue of manually reviewing each scholarship application results in a time intensive process for HFC staff members, increases the probability of error and does not ensure that applicants meet the scholarship criteria. In addition, the Scholarship Review Committee often reviews illegible and incomplete applications, which significantly decreases the productivity of the committee. Due to the nine month manual process currently in place, there is no procedure to disburse funds that are not awarded during the review process to other qualified students in a timely manner.
Marketing the Scholarship Program
The issue of how the scholarship program is marketed to current and prospective students results in a large number of ineligible applicants. The proposed changes in this area should result in an increase in the number of applications received as well as an increase in the funds that are awarded during the application process.

Donor Management/Stewardship
The issue of over-restrictive and outdated criteria for many of the scholarship funds results in few and/or ineligible applicants. In addition, the review of the current process determined that the written criteria for some scholarship funds may be incomplete or missing. As a result, some donors feel disconnected from the college and the scholarship process.

Five Year Scholarship Award Data

<table>
<thead>
<tr>
<th>Award Year</th>
<th>Total Amount Awarded</th>
<th>Number of Students Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$319,219.30</td>
<td>475</td>
</tr>
<tr>
<td>2010</td>
<td>$382,623.00</td>
<td>497</td>
</tr>
<tr>
<td>2011</td>
<td>$390,749.40</td>
<td>517</td>
</tr>
<tr>
<td>2012</td>
<td>$381,858.50</td>
<td>484</td>
</tr>
<tr>
<td>2013</td>
<td>$333,089.00</td>
<td>349</td>
</tr>
</tbody>
</table>
Cause and Effect Chart

Methods/Processes:
- Not all scholarships are awarded
- Inconsistent evaluation process

Materials/Marketing:
- Students unaware of scholarship opportunities
- Application timeline and deadlines not clearly defined
- Not used in recruitment efforts
- Marketing materials not relevant/non-existent
- Few applicants

Environment:
- Manual process
- Little student awareness
- Undear direction
- Staff turnover
- Missing records

People:
- Committee award sessions are time-consuming
- Unproductive
- Paper-intensive
- Coordination difficult

Donors:
- Donor criteria too narrowly defined
- No students qualify
- Donators' input needed
- Donors feel undereasured
- Scholarship information on public website

Technology:
- Outdated information
- Insufficient data
- Scholarship information is difficult to find

All available scholarship money is not awarded and award decisions are not made in a timely manner.
Improvement Theory and Implementation Plan

In an effort to more efficiently manage scholarship processing, HFC purchased AcademicWorks software in September 2014. AcademicWorks is the leading provider of scholarship management solutions for colleges, universities and foundations. AcademicWorks combines a unique blend of market experience, product innovation, outstanding customer service and cloud-based software delivery to offer clients benefits that are unmatched in the industry.

Based on the market experience, customer service, implementation, integration and security features of the product, the College believes the purchase will eliminate the lengthy manual processes and better match applicants to available scholarship funds.

To date, AcademicWorks has conducted a comprehensive review of HFC’s scholarship funds, application forms, and business processes in order to develop an online tool that maximizes the ability of students to search for relevant scholarships while reducing administrative oversight and management. This new, fully online process has been live since November 15, 2014.

The Scholarship Processing Team believes it is essential to ensure the success of AcademicWorks by:

1. **Improving the application and scholarship review process:** Through the implementation of the AcademicWorks software we have enhanced the overall scholarship process for applicants, donors and the Scholarship Review Committee. Applicants sign in with their college login and apply via a link on the HFC website and answer five simple questions: First Name, Last Name, Email Address, Career Goals (optional) and Extra-Curricular Goals (optional). The site then directs them to all of the scholarships that they are qualified for using their imported college credentials and based on that directs them towards additional scholarships that they can apply for that require an essay or a series of questions to be answered.

2. **Marketing the Scholarship Program:** As part of our process improvement we will be marketing the scholarship process through posted advertisements, high school visits to potential new students, meeting with staff and sharing college-wide dates and instructions in guiding students to the website and how to apply.

3. **Improving Donor Management and Cultivation:** The process does not end with the establishment of a scholarship endowment. It is also an important matter of courtesy to keep in touch with the individual donor. Many donors, if pleased with how their gift is being used, will make another gift. In the language of college advancement, "cultivation of donors" refers to building a relationship with potential donors and educating them about the possibilities of a gift to HFC. "Stewardship of donors" refers to maintaining good relations with people who have already made gifts to HFC.
Proposed Improvements

Application and Scholarship Review Process

1. Require all applicants have a HFC student ID number and login in order to apply for scholarship funds; include a link in AcademicWorks.
2. Revise the scholarship application period to January 1 to March 31 annually.
3. Develop scholarship review criteria and related documents for the Scholarship Review Committee.
4. Revise the selection process for applicants to include a ranking from each member of the Scholarship Review Committee.
5. Train the Scholarship Review Committee on the AcademicWorks applicant review software.
6. Require scholarship recipients to upload a thank you letter and head shot to complete the acceptance process.
7. Create a thank you letter template to assist students.
8. Provide a link to FAFSA for scholarships that require documentation of financial need.

Marketing the Scholarship Program

1. Highlight scholarships on the home page of the HFC website during the application period (one click to enter site).
2. Conduct a Scholarship Fair in the Student Center and Welcome Center.
3. Create a dedicated mailbox for scholarship questions (scholarships@hfcc.edu)
4. Attach stickers to all campus computers that students access (Library, Learning Lab, Welcome Center) that promote scholarships during the application period (Apply Now for Scholarships!)
5. Create buttons for Welcome Center staff to wear during the application period (Ask Me About Scholarships!)
6. Train Welcome Center staff to be able to assist students with scholarship applications.
7. Create a flyer to be distributed at recruitment events by Enrollment Development staff and posted digitally on HFC campus monitors.
8. Purchase give away items to market the program at recruitment events.
9. Hang a banner outside the Student Center during the application period (Apply Now for Scholarships).
10. Coordinate with Marketing and Communications to reference scholarships on regularly scheduled media campaigns.
11. Require the Scholarship Coordinator to attend select recruitment events.
12. Provide a dedicated laptop to the Scholarship Coordinator for on-site scholarship applications.
13. Update the HFC Foundation website to promote scholarships year round.
14. Include the scholarship application period on the HFC desk calendars.
Donor Management and Cultivation

1. Create donor profiles in AcademicWorks. Each profile will feature the donor’s photo and scholarship profile. A scholarship profile is a brief story about the donor and explains the nature of the scholarship.

2. Plan discovery, cultivation or solicitation visits with donors. The meeting will provide a meaningful opportunity to listen to a key constituent and help develop a philanthropic profile of the donor to manage the intent of his/her endowment.

3. Create a Scholarship Report. This is a brief summary, written in everyday language that will highlight the results of our annual scholarship efforts. The report will state the endowment accomplishments and their payoff to Henry Ford College. Included in the report will be the following information:
   - Letter highlighting the scholarship revenue totals and number of scholarships awarded.
   - Thank you letter from the scholarship recipient
   - Endowment portfolio overview

4. Plan Donor Cultivation Events to recognize the generosity of donors and to celebrate the achievements of students. Donors and scholarship recipients will attend this event at no charge, allowing them the opportunity to meet each other in person.

Proposed Budget for Improved Scholarship Process

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laptop</td>
<td>1</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Signage (oversized custom banner)</td>
<td>2</td>
<td>$1,200.00</td>
</tr>
<tr>
<td>Give Away Items</td>
<td>12,000 pieces</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Continued AcademicWorks Training</td>
<td>N/A</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>AcademicWorks Software License Renewal</td>
<td>N/A</td>
<td>$9,500.00</td>
</tr>
<tr>
<td>Scholarship Event</td>
<td>200 people</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Brochures and Marketing Materials</td>
<td>5,000 pieces</td>
<td>$2,500.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$23,700.00</strong></td>
</tr>
</tbody>
</table>
# Proposed Scholarship Process Timeline

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>December</td>
<td>Display advertisements with upcoming scholarship dates</td>
</tr>
<tr>
<td>January–March</td>
<td>Scholarship application is open to students</td>
</tr>
<tr>
<td>April</td>
<td>Scholarship Review Committee meets to make scholarship selections</td>
</tr>
<tr>
<td>April–May</td>
<td>Scholarship recipients are notified electronically to complete the acceptance and thank you process online</td>
</tr>
<tr>
<td>April–May</td>
<td>Maintain spreadsheet of scholarship offers, acceptances, and thank you letters</td>
</tr>
<tr>
<td>May</td>
<td>Email spreadsheet detailing awardees to Financial Aid and Accounting</td>
</tr>
<tr>
<td>August</td>
<td>Host a donor/scholarship recipient reception</td>
</tr>
<tr>
<td>August–September</td>
<td>Scholarship awards are applied to each recipient’s account</td>
</tr>
<tr>
<td>October</td>
<td>Conduct a second award process for scholarships that were not awarded due to selected students not being eligible or not attending classes</td>
</tr>
<tr>
<td>November</td>
<td>Forward all remaining thank you correspondence from the recipients to the donors to acknowledge their gifts along with their annual scholarship report for the fiscal year</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Accompany other departments such as Recruiting, Admissions, and Financial Aid on school visits to speak to potential incoming students as well as working closely with other departments to keep them apprised of available scholarship opportunities and how to properly direct students who wish to apply</td>
</tr>
</tbody>
</table>
## Gantt Chart

<table>
<thead>
<tr>
<th>Task</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Task</strong></td>
<td>May</td>
<td>Jun</td>
<td>Jul</td>
</tr>
<tr>
<td>Research</td>
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<tr>
<td>Research software options</td>
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<tr>
<td>Foundation</td>
<td></td>
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<tr>
<td><strong>Software Setup</strong></td>
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<tr>
<td>AcademicWorks software purchase</td>
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<td>Foundation</td>
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<tr>
<td>Customize software workflow</td>
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<tr>
<td>Foundation</td>
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<td></td>
<td></td>
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<tr>
<td>Import HFC Scholarship Opportunities</td>
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<tr>
<td>Foundation</td>
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<td></td>
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<tr>
<td>Identify needed student information</td>
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<tr>
<td>Foundation</td>
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<tr>
<td>Design scholarship application within</td>
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<tr>
<td>AcademicWorks</td>
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<tr>
<td>Foundation</td>
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<tr>
<td><strong>Integrate with existing HFC technologies</strong></td>
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<tr>
<td>Enable HFC authentication/login via</td>
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<tr>
<td>AcademicWorks</td>
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<tr>
<td>IT</td>
<td></td>
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<tr>
<td><strong>Testing</strong></td>
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<td></td>
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<tr>
<td>Student testing</td>
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<tr>
<td>Foundation</td>
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<tr>
<td>Troubleshooting</td>
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<tr>
<td>Foundation/IT</td>
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<tr>
<td><strong>Collect Applications</strong></td>
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<tr>
<td>Collect student applications for 2015/16</td>
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<tr>
<td>Foundation</td>
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<tr>
<td><strong>Spread Awareness</strong></td>
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<tr>
<td>Meet with marketing team</td>
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<tr>
<td>Foundation</td>
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<tr>
<td>Rewrite public website content</td>
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<tr>
<td>Foundation</td>
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<tr>
<td>Design flyers</td>
<td></td>
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<tr>
<td>Foundation</td>
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<tr>
<td>Submit web content to Communications for</td>
<td></td>
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<tr>
<td>review/publishing</td>
<td></td>
<td></td>
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<tr>
<td>Foundation/Communications</td>
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<tr>
<td><strong>Fliers posted on campus physically and digitally</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Foundation/IT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Connect with Students/Faculty &amp; Staff/Donors</strong></td>
<td></td>
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<tr>
<td>Prepare content of email to be sent to current and prospective students</td>
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<tr>
<td>Foundation</td>
<td></td>
<td></td>
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<tr>
<td>Prepare content of email to be sent to faculty and staff</td>
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<td></td>
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<tr>
<td>Foundation</td>
<td></td>
<td></td>
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<tr>
<td>Emails sent</td>
<td></td>
<td></td>
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<td>Foundation</td>
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<td>Continued development of HFC donor profiles</td>
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<td><strong>Award Funds</strong></td>
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<td>Committee review</td>
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<td>Award decisions made</td>
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<td>Second award period for unclaimed/unutilized scholarships</td>
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<td>Collect thank you letters from scholarship recipients</td>
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<td><strong>Follow up with recipients/donors</strong></td>
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<td>Prepare endowment profiles for donors</td>
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<td>Foundation</td>
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<td>Thank you letters/endowment profiles mailed to donors</td>
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<td><strong>Begin Collecting applications for 2016/17</strong></td>
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Analysis of Results

Data on submitted applications will be collected by AcademicWorks and examined via the software’s built-in reporting features. Internal HFC data such as actual funds awarded and accepted will be examined through existing WebFOCUS reports.

Improvements to the donor experience will be measured based on information gathered during in-person meetings with each donor. These meetings will be conducted by the Development Office and will take place throughout early 2015.

Engrafting Into the Current System

Many of our suggested improvements are already being implemented into the existing scholarship process.

The AcademicWorks software has replaced the existing online form and has begun collecting applications for the upcoming school year. The Development Office is also set to begin conducting donor interviews and assembling donor profiles.

In the upcoming months, the Development Office will work with the Office of Marketing & Communications to complete our marketing goals and spread awareness of the new process to students, faculty, and staff.

By allowing reviewers direct access to the software, we remove the need for printing large binders full of applicants. By simplifying the review process, the Scholarship Review Committee will be able to make better informed decisions when choosing scholarship recipients.
Steering Committee Reporting

The Vice President of the Development office will provide an update on initial results based on the first year using AcademicWorks to the Foundation Board of Directors - September 2015

Final results based on a full year using the new software as well as the first two application collection periods - June 2016
Recommendations for Future Teams

1. Examine and improve college trash disposal and recycling procedures.

2. Reduce the college’s reliance on paper and move towards paperless systems where possible.
# Steering Committee Feedback

**Team name:** Scholarship Processing  
**Date:** Fall 2014  
**Sponsor:** A. Reginald Best

<table>
<thead>
<tr>
<th>Idea for Improvement</th>
<th>Support</th>
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<tr>
<td>1. Revise the scholarship application period to January 1 through March 31 annually.</td>
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<td>2. Develop scholarship review criteria and related documents for the Scholarship Review Committee.</td>
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<td>3. Revise the selection process for applicants to include a ranking from each member of the Scholarship Review Committee.</td>
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<td>4. Train the Scholarship Review Committee on the AcademicWorks applicant review software.</td>
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<td>5. Require scholarship recipients to upload a thank you letter and head shot to complete the acceptance process.</td>
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<td>6. Create a thank you letter template to assist students.</td>
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<td>7. Provide a link to FAFSA for scholarships that require documentation of financial need.</td>
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<td>8. Highlight scholarships on the home page of the HFC website during the application period (one click to enter site).</td>
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<td>9. Conduct a Scholarship Fair in the Student Center and Welcome Center</td>
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<tr>
<td>10. Create a dedicated mailbox for scholarship questions (<a href="mailto:scholarships@hfcc.edu">scholarships@hfcc.edu</a>)</td>
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<tr>
<td>11. Attach stickers to all campus computers that students access (Library, Learning Lab, Welcome Center) that promote scholarships during the application period (Apply Now for Scholarships!)</td>
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<td>12. Create buttons for Welcome Center staff to wear during the application period (Ask Me About Scholarships!)</td>
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<td>13. Train Welcome Center staff to be able to assist students with scholarship applications.</td>
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<td>14. Create a flyer to be distributed at recruitment events by Enrollment Development staff and posted digitally on HFC campus monitors.</td>
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<td>15. Purchase give away items to market the program at recruitment events</td>
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<td>16. Hang a banner outside the Student Center during the application period (Apply Now for Scholarships)</td>
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<tr>
<td>17.</td>
<td>Coordinate with Marketing and Communications to reference scholarships on regularly scheduled media campaigns.</td>
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<td>18.</td>
<td>Require the Scholarship Coordinator to attend select recruitment events.</td>
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<td>19.</td>
<td>Provide a dedicated laptop to the Scholarship Coordinator for on-site scholarship applications.</td>
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<td>20.</td>
<td>Update the HFC Foundation website to promote scholarships year round.</td>
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<tr>
<td>21.</td>
<td>Include the scholarship application period on the HFC desk calendars.</td>
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**Team Feedback Meeting – Date:** December 12, 2014

**Sponsor:** A. Reginald Best  
**Leader:** Stacy Striz
Acknowledgements

The Scholarship Processing Team extends our appreciation and gratitude to the following individuals for sharing their expertise and time with our team:

Dr. Stanley Jensen, President
A. Reginald Best, Vice President of Development
Becky Chadwick, Vice President of Marketing and Effectiveness
Gary Erwin, Director of Marketing and Communications
Graphics Department
Thomas Laverty, Financial Services Accountant
Karen Sadanowicz, Records Associate IV
Brandon Phipps, Brandon Spiller, Michael Tackett, AcademicWorks
Appendix A
History of the Foundation

In 1977, College President, Stuart Bundy attempted to create a Foundation at the college comprised of a Board of Directors, who would be leading citizens of the community. However, the Board of Trustees refused to approve the request due to the language submitted for the establishment of the Foundation. It was not until 1982 that it was successfully created and unanimously approved.

President looks into Foundation possibility

Bundy Seeks Gifts For HFCC

by MARY JANE DALLOUL
Staff Writer

 Tighter school budgets and less government funding have prompted HFCC President Stuart Bundy to investigate an alternative form of financing.

One form of financing is the HFCC Foundation-Articles of Incorporation, which would act as a depository for gifts to the college.

The Foundation would accept gifts (money, equipment, books, etc.) for the college from private sources. However, in the case of equipment or supplies there must be a demonstrated need for such supplies. “If a person wishes to donate 10,000 theology books we would not be able to accept them. We do not teach theology at HFCC,” commented Bundy.

According to President Stuart Bundy, each department would be asked what equipment is needed most. Therefore, any equipment accepted will be used.

President Bundy admitted the recent proposed cuts in college aid have caused him to intensify attention on the HFCC Foundation. “When I thought of the idea for the Foundation in 1977, we were financing the building of the Fine Arts Building. However, we were able to accomplish that through the college.”

The Foundation would consist of a Board of Directors composed of leading citizens of the community.

However, President Bundy’s plans for the establishment of the Foundation have met an administrative impasse. The HFCC Board of Trustees have refused to approve the Foundation due to the language establishing the Foundation. The document has been sent to an attorney for clarification. Until the language is approved by the Trustees, the Foundation is at a standstill.

“ When I thought of the idea for the Foundation in 1977, we were financing the building of the Fine Arts building. However, we were able to accomplish that through the college.”

- Stuart Bundy

From: The Ford Estate . Henry Ford Community College Dearborn. March 12, 1982 Library Archives
**The principles behind the Foundation in 1982:** The Henry Ford College (HFC) Foundation was established in 1982 by the HFCC Trustees as a tax-exempt organization for the explicit purpose of raising funds in support of the College’s mission of providing affordable and accessible educational opportunities to area students and residents. The Foundation is led by a voluntary Board of Directors, made-up of area business, labor and community leaders who share a passion for quality education for all.

*From: https://foundation.hfcc.edu/*

At a Board of Trustees meeting in February of 1983 College President Stuart Bundy shared with the board upon their approval that the Foundation would have no role in the governance of the college. Its purpose would be to review projects, such as fund raisers suggested by the college divisions and departments, and endorse those projects they deemed worthwhile. Upon these principles of which the Foundation would operate under, per President Bundy, the Board of Trustee’s voted to unanimously support the formation of the Foundation. It was not until sometime later that scholarships became a major role of the foundation.

HFCC Foundation underway

Nineteen local area people, active in business and the community, have been named to the board of directors of the Henry Ford Community College Foundation. The foundation is a non-profit organization formed to assist the college in raising funds for projects, according to Dr. Stuart M. Bundy, president of HFCC. The directors serve as volunteers under the direct appointment by the HFCC Board of Trustees.

Projects for fundraising that have been approved by the foundation include a computerized numerical control machine ($60,000 needed); an industrial robot ($45,000 needed); a computer for computer-assisted design ($45,000 needed); computerization of library materials ($6,000 needed); and scholarships ($15,000 needed).

Michael Adray, president and owner of Adray Appliance and Photo Center of Dearborn, will serve as chairman of the board of directors. Adray has been active for many years in a variety of community, education and athletic service projects.

Adray donated $5,000 to the foundation.

"This gift is made as a small contribution to inspire the small donors to contribute to the HFCC Foundation at this time when it is organizing its operation," Adray said.

"HFCC is truly fortunate that Mr. Adray has consented to serve as the first chairman of the HFCC Foundation," Bundy said. "His contribution of $5,000 comes at a most opportune time, just when the foundation is developing its operations base so that it can function successfully in service to the present and future students of HFCC."

Persons who will serve on the board of directors are: Hugh Archer, president of NBE-Dearborn; Charles Ball, president of Manufacturers Bank of Lincoln; Jerry Bricker, vice president in charge of Trust, City National Bank; and Donald Epting, vice president of the UAW-Ford Department.

Other directors are: Dr. Sonya Friedman, psychologist and talk show host; John Flas, a Dearborn attorney; Joseph Hallinan, president of Hallinan Travel of Dearborn; Lew Jacobson, retired director of Urban Affairs for Ford Motor Company; Dr. Claire Keller, vice president of AAI-Dearborn; Aldy McComb, general manager of WDIV-TV and Mark Williams, Jr., division manager of the Valente Corporation of Troy.

Rounding out the list of directors are: Albert Paulikis, vice president of marketing of Pontiac Weber; Joseph Peterson, president of the Dearborn Presbyterian Church.

Funeral Home in Dearborn; Edward Roszik, superintendent of St. Hedwig's Cemetery in Dearborn Heights and former HFCC Board of Trustee member; Brenda Schneider, second vice president and director of consumer and urban affairs of Manufacturers Bank in Detroit; Wallace B. Smith, retired HFCC dean of personnel services and Ralph Wagner, consultant for Dearborn Bank & Trust.

The directors report to the HFCC Board of Trustees.

"The HFCC Foundation is to be a large factor in the operation of the institution," Bundy said. "It will be our responsibility to see that it is managed efficiently and that it fulfills its promise to the students and faculty."

Play starts tonight

HFCC presents the Pulitzer Prize Comedy, "You Can't Take It With You," directed by Dr. Ronald Wensley. All performances are at 8 p.m., in the Auditorium on Dec. 2, 3, 4, and 6. Tickets are on sale at the "Students' Convened" Center, general admission: $3 for students and faculty, $5 for senior adults.

The First Foundation Board was established in 1982 consisted of 18 members:

Dr. Stuart Bundy, College President/Founder of the Foundation

- Michael Adray, Board Chair, President and Owner of Adray Appliances
- Hugh Archer, President of NBD Dearborn
- Charles Ball, President of Manufactures Bank of Livonia
- Jerry Bricker, Vice President in charge of Trust, City National Bank
- Donald Ephlin, Vice President of the UAW-Ford Department
- Dr. Sonya Friedman, Psychologist and Talk Show Host
- John Fish, Dearborn Attorney
- Joseph Hallissey, President of Hallissey Travel of Dearborn
- Levi Jackson, Retired Director of Urban Affairs for Ford Motor Company
- Dr. Claire Keller, Vice President of AAA Dearborn
- Amy McComb, General Manager of WDIV-TV
- Vic Milewski Jr., Division Manager of the Valeron Corporation of Troy
- Albert Paulikas, Vice President of Marketing at Paine Webber
- Joseph Peterson, President of the Howe Peterson Funeral Home in Dearborn
- Edward Rosalik, Superintendent of St. Hedwig’s Cemetery in Dearborn Heights & Former HFCC Trustee Member
- Brenda Schneider, Second Vice President and Director of Consumer and Urban Affairs of Manufactures Bank in Detroit
- Wallace B. Smith, retired HFCC Dean of Student Personnel services
- Ralph Wagner, consultant for Dearborn Bank and Trust

Michigan citizens have suffered from the ravages of unemployment these past years more than those in most other states. Rapidly advancing technology and foreign competition have passed by many workers disconnected from manufacturing industries and left them unable to find work with their present skills. As a result, the stage has been set in Southeastern Michigan for a major effort in training the displaced worker. Henry Ford Community College has accepted a leading role in meeting this critical need.

The College has become involved in aiding dislocated workers through a number of significant events. A massive all-day seminar for the unemployed brought over one thousand to the campus. The United Auto Workers/Ford Motor Company National Development and Training Program decided to locate its National Center on the HFCC campus. Special training programs funded by private and public agencies are turning to the College for training.

As a consequence, the College has committed its highly trained staff and its physical resources to this urgent training task. Dearborn and the greater metropolitan area are fortunate to have an institution of such quality and resources to address the critical training problems of our communities. However, in assessing the resources presently available, the College staff has concluded that, as technology moves quickly forward, the College will be unable in the immediate future to provide the extent or quality of training expected unless more resources are made available. We are indeed grateful that the Directors of the HFCC Foundation, after a careful review, have recognized this need and important college role and have endorsed these projects which the College staff has recommended.

I am fully convinced that, provided the adequate resources, HFCC is admirably equipped and staffed to train and retain the American worker to match or excel workers anywhere in the world.

Stuart M. Bundy, President
Henry Ford Community College

To be named the first chairman of the Henry Ford Community College Foundation Board of Directors was a singular honor for me. Our community college is truly unique in the world. As I have told Dr. Bundy and the Board members, there is only one Henry Ford, only one Dearborn and only one Henry Ford Community College.

The character of the college has always been a bright beacon, attracting students as well as financial support from the community it serves so well. However, we must recognize that the more affluent days of the past two decades are behind us - at least for the immediate horizon. This hour of economic uncertainty calls for new resolve, greater imagination, a re-rooting of our best traditions, and the bringing of a clear new focus on all of the priorities of the college. It was to this end that the Foundation was established in order to channel support to the approved projects of the college.

In subsequent pages, you will read about the very worthy programs the college is undertaking. I've met with the administrators, faculty and the students to discuss their objectives and their goals. I was impressed and I'm sure you will be, too. Our a caring community, where younger and older people are sharing dreams, working together for the least fortunate - some in need of retraining, others in need of learning new and difficult skills. With the innovative programs of the college, there is the promise of new levels of employment, industrial development, and human happiness.

I invite each concerned citizen to join this quest for quality contemporary education. One way to help us guard for the future is to participate in the Henry Ford Community College Foundation Fund. If you have already made a gift this year, let me thank you. If not, I hope you will join us in making an investment in America's future before the end of the year.

Michael Adrany
Foundation Chairman
Henry Ford Community College

The 2014 Foundation Board consists of 20 members:

- Judith Costigan, Board Chair, Ford Motor Land - Retired
- Robert Abraham, Vice Chair, Chief Financial Officer, Virginia Tile
- Denise McDonald, Dearborn Press and Guide - Retired
- Karl L. Fava, CPA, Treasurer, Business Financial Consultants, Inc.
- Dr. Walter Talamonti, Past Chair, Medical Director of Clinical Operations - Ford Motor Company World Headquarters
- James Allen Sr., Foundation Director, Owner/Allen Brothers
- Michael Berry, Foundation Director, Attorney - Retired
- A. Reginald Best, Vice President of Development, Henry Ford College
- Margaret Blohm, Foundation Director, Margaux & Associate, LLC
- Barbara Darin, Foundation Director, Teacher – Retired
- Millie Elston, Foundation Director
- John Grenke, Foundation Director, Attorney/Shareholder, Monaghan, P.C.
- Dr. Stanley Jensen, Foundation Director, President, Henry Ford College
- Eric Longs, Foundation Director, President, Eclipse Creative
- Jacqueline Lovejoy, Foundation Director, President, Dearborn Area Chamber of Commerce
- Jeanne Martens, Foundation Director, DTE Energy
- John McDonald, Foundation Director, HFC Federation of Teachers
- Roxanne McDonald, Foundation Director, Board of Trustee
- Abe Munfakh, Foundation Director, President and Chairman, Munfakh & Associates Engineering Management Consultants
- Tallal Turfe, Foundation Director, Premier Health Care Group LLC
- Robert Zakar, Foundation Director, State Farm Insurance
- Edsel Ford II, Director, Emeritus
- Fred Secrest, Director, Emeritus

The Mission of the HFC Foundation is: To create awareness and generate support for Henry Ford College by building sustainable relationships with such constituencies as business, civic and community leaders; alumni; corporate educational partners and philanthropic foundations; and individuals of influence and affluence, to encourage investment in and advocacy for the College. Through its efforts, the Foundation promotes awareness and enthusiasm for HFC throughout the community.

From: https://foundation.hfcc.edu/
The principles behind the Foundation in 2014: The Office of Development serves as the gateway for all philanthropic activities for the Foundation and College. Under the guidance of the Foundation Board of Directors, and with the day-to-day direction of the Vice President of Development, the Development Office oversees fund raising initiatives in the areas of major and planned gifts; annual giving; special events; and, gift acceptance and donor acknowledgment.

From: https://foundation.hfcc.edu/
Appendix B
AcademicWorks Overview

Match Students with Scholarships
Eliminate countless spreadsheets by automatically applying students to relevant scholarships using information collected via a configurable online application process and/or imported student record data. The Scholarship Management system also intelligently suggests additional scholarships to students allowing them to more efficiently complete their supplemental application information.

Review Applicants
Identify the most qualified applicants and avoid over-awarding by using intuitive search, sort, and filter capabilities. Easily assign committee members to review and rate applicants online and monitor the status of your committee reviewers.
Make Awards

Eliminate paper offer letters by making scholarship awards that can be reviewed and accepted by students online. Students receive automated email notifications prompting them to review and accept their award.

Enhance Stewardship

Collect student thank-you letters and donor acknowledgements online at the time a student accepts an award. Donors can easily find their scholarship fund, description, and profile page represented on an attractive site branded to your institution or foundation.

Produce Reports

View real-time reports on scholarship awards and fund utilization. Easily export reports in .CSV format for further analysis or import into other campus systems. All data in AcademicWorks is retained for audit purposes.

From: https://www.academicworks.com/