APRIL 18, 2018 ICCCFO EMERGING LEADERS

I. 9:00am – 9:15am
   • Review Agenda and Introductions (Julia Guiney)

II. 9:15am Ground Rules (Julia Guiney)

III. 9:15am – 11:30am
   • Overview of CFO/Chief Administrative Affairs Leader Functional Areas (presentations by current Leaders)
     ▪ Accounting, Finance & Budgeting; Internal and External Audit (Jill Janssen, Highland)
     ▪ Risk Management including Property & Casualty, workers comp and Health & Safety/OSHA (Bob Tenuta MCC)
     ▪ Facilities and Campus Master Plan Construction Projects (Bob Tenuta MCC)
     ▪ IT (Doug Minter, Heartland)
   • Break (10 min)
     ▪ Police/Campus Security (Edwin Chandrasekar, Oakton)
     ▪ Auxiliary Services: Bookstore, Print Services & Food Services (Ken Gotsch, CLC)
     ▪ Procurement and Contracts (Sean Sullivan, Triton)
     ▪ Human Resources and Labor Relations; Ethics (Julia Guiney)

IV. 11:30am-11:45am
   • Q&A of Administrative Affairs Leaders

IV. 11:45am Spring 2018 Preview - Assignment for Fall 2019 – Prep and Recap for Fall 2018
ICCCFO Emerging Leaders

Accounting & Finance
Treasury
Internal & External Audit
ICCCFO Emerging Leaders
Highland Community College
Organizational Chart

<table>
<thead>
<tr>
<th>ROLE</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>VICE PRESIDENT, ADMINISTRATIVE SERVICES</td>
<td>Jill Janssen</td>
</tr>
<tr>
<td>MANAGER, ACCOUNTING</td>
<td>Mary Lloyd</td>
</tr>
<tr>
<td>COORDINATOR, ACCOUNTING</td>
<td>Andria Cornelius</td>
</tr>
<tr>
<td>STUDENT ACCOUNTS SPECIALIST II</td>
<td>Ellen Conway</td>
</tr>
<tr>
<td>STUDENT ACCOUNTS SPECIALIST I</td>
<td>Angie Willson (P.T.)</td>
</tr>
<tr>
<td>DIRECTOR, FINANCIAL AID</td>
<td>Kathy Bangasser</td>
</tr>
<tr>
<td>FINANCIAL AID SPECIALIST II</td>
<td>Sandy Dunmore</td>
</tr>
<tr>
<td>FINANCIAL AID SPECIALIST I</td>
<td>Barb Price</td>
</tr>
<tr>
<td>FINANCIAL AID ASSISTANT</td>
<td>Lisa Elsner</td>
</tr>
<tr>
<td>DIRECTOR, INFORMATION TECHNOLOGY SERVICES</td>
<td>Pete Fink</td>
</tr>
<tr>
<td>ITS SUPPORT SPECIALIST, LEAD</td>
<td>Brian Leahy</td>
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<tr>
<td>ITS SUPPORT SPECIALIST</td>
<td>Kathy Zellweger</td>
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<tr>
<td>AUDIO VISUAL SPECIALIST</td>
<td>Michael Gunderson</td>
</tr>
<tr>
<td>ADMINISTRATIVE APPLICATIONS ADMINISTRATOR</td>
<td>Patti Potter</td>
</tr>
<tr>
<td>DATABASE ADMINISTRATOR/SYSTEM ADMINISTRATOR</td>
<td>Kevin Li</td>
</tr>
<tr>
<td>NETWORK ADMINISTRATOR</td>
<td>Vacant</td>
</tr>
<tr>
<td>DIRECTOR, FACILITIES AND SAFETY</td>
<td>Kurt Simpson (Security)</td>
</tr>
<tr>
<td>BOOKSTORE MANAGER</td>
<td>Madonna Keene</td>
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<tr>
<td>BOOKSTORE ASSISTANTS</td>
<td>Angela Johnston (P.T.)</td>
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<td></td>
<td>Carolyn Talbert (P.T.)</td>
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<tr>
<td>COORDINATOR, CONFERENCE CENTER AND BUSINESS INSTITUTE</td>
<td>Deb Hayenga (Conference Center)</td>
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<td>CAFETERIA MANAGER</td>
<td>Shelly Perkins</td>
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<td>CAFETERIA ASSISTANT MANAGER</td>
<td>Julie Atz (P.T.)</td>
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<td>CAFETERIA CASHIER</td>
<td>Sylvia Flack (P.T.)</td>
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<td>CAFETERIA ASSISTANT</td>
<td>Melissa Duvall (P.T.)</td>
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<td>CAFETERIA ASSISTANT</td>
<td>Dakotah Wolf (P.T.)</td>
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<tr>
<td>CAFETERIA ASSISTANT</td>
<td>Marjorie Wilkens (P.T.)</td>
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ICCCFO Emerging Leaders

Accounting & Finance (Budget)

Treasury

Internal/External Audit

Communication
ICCCFO Emerging Leaders

Accounting & Finance (budget)

Communication

• Resources:
  • ICCB (Ellen Andres, Kris Pickford, Jared Ebel)
  • ICCB Fiscal Management Manual
  • ICCB Administrative Rules Manual
  • CFO list serve
  • Higher Learning Commission

• Data:
  • HCC historical
  • HCC Institutional research
  • ICCB Operating Budget and Technical Appendix
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Key Issue – Accounting & Finance (budgeting)

• Maintain financial health of the institution
• Allocate resources strategically
• Do more with less staff
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- College investments are addressed in Section 3-47 of the Public Community College Act
- ICCB Fiscal Management Manual
- Board Policy
ICCCFO Emerging Leaders

Key Issue – Treasury

• Invest realizing funds may need to be utilized
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Internal/External Audit

- GATA
- Other state laws
- GASB
- ICCB Fiscal Management Manual
  - Guidelines for External Auditors

Communication
Key Issue – Internal/External Audit

- Ensure internal control is strong.
- Keep up with changing laws/regulations.
Problem Solving Process

1. Identify
2. Explore
3. Set goals
4. Implement
5. Evaluate
6. Select the correct alternative
7. Look for alternative
RISK MANAGEMENT

Robert Tenuta
McHenry County College
Emerging Leader Session
DEFINITIONS

- **Risk**: effect of uncertainty on objectives
- **Risk Management**: coordinated activities to direct and control an organization with regard to risk
- **Stakeholder**: person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity
- **Risk Source**: element which alone or in combination has the potential to give rise to risk
- **Event**: occurrence or change of a particular set of circumstances
- **Consequence**: outcome of an event affecting objectives
- **Likelihood**: chance of something happening
- **Control**: measure that maintains and/or modifies risk
The purpose of risk management is the creation and protection of value. It improves performance, encourages innovation and supports the achievement of objectives.
The principles outlined herein provide guidance on the characteristics of effective and efficient risk management, communicating its value and explaining its intention and purpose.

The principles are the foundation for managing risk and should be considered when establishing the organization’s risk management framework and processes. These principles should enable an organization to manage the effects of uncertainty on its objectives.
• The purpose of the risk management framework is to assist the organization in integrating risk management into significant activities and functions.
• The effectiveness of risk management will depend on its integration into the governance of the organization, including decision-making.
• This requires support from stakeholders, particularly top management.
LEADERSHIP AND COMMITMENT

• Top management and oversight bodies, where applicable, should ensure that risk management is integrated into all organizational activities and should demonstrate leadership and commitment by:
  • customizing and implementing all components of the framework;
  • issuing a statement or policy that establishes a risk management approach, plan or course of action;
  • ensuring that the necessary resources are allocated to managing risk;
  • assigning authority, responsibility and accountability at appropriate levels within the organization.
LEADERSHIP AND COMMITMENT

• This will help the organization to:
  • align risk management with its objectives, strategy and culture;
  • recognize and address all obligations, as well as its voluntary commitments;
  • establish the amount and type of risk that may or may not be taken to guide the development of risk criteria, ensuring that they are communicated to the organization and its stakeholders;
  • communicate the value of risk management to the organization and its stakeholders;
  • promote systematic monitoring of risks;
  • ensure that the risk management framework remains appropriate to the context of the organization.
LEADERSHIP AND COMMITMENT

• Top management is accountable for managing risk while oversight bodies are accountable for overseeing risk management. Oversight bodies are often expected or required to:
  • ensure that risks are adequately considered when setting the organization’s objectives;
  • understand the risks facing the organization in pursuit of its objectives;
  • ensure that systems to manage such risks are implemented and operating effectively;
  • ensure that such risks are appropriate in the context of the organization’s objectives;
  • ensure that information about such risks and their management is properly communicated.
Integrating risk management relies on an understanding of organizational structures and context. Structures differ depending on the organization’s purpose, goals and complexity. Risk is managed in every part of the organization's structure. Everyone in an organization has responsibility for managing risk.

Governance guides the course of the organization, its external and internal relationships, and the rules, processes and practices needed to achieve its purpose. Management structures translate governance direction into the strategy and associated objectives required to achieve desired levels of sustainable performance and long-term viability. Determining risk management accountability and oversight roles within an organization are integral parts of the organization’s governance.

Integrating risk management into an organization is a dynamic and iterative process, and should be customized to the organization’s needs and culture. Risk management should be a part of, and not separate from, the organizational purpose, governance, leadership and commitment, strategy, objectives and operations.
• Understanding the organization and its context
  • When designing the framework for managing risk, the organization should examine and understand its external and internal context.

• An organization’s internal context is the environment in which it aims to achieve its objectives.
  • Internal context can include its approach to governance, its contractual relationships with customers, and its interested parties.
  • Things that need to be considered are related to the culture, beliefs, values, or principles inside the organization, as well as complexity of processes and organizational structure.

• To determine external context, you should consider issues arising from its social, technological, environmental, ethical, political, legal, and economic environment. Examples of external context may include:
  • Government regulations and changes in the law
  • Economic shifts in the organization’s market
  • The organization’s competition
  • Events that may affect corporate image
  • Changes in technology
Top management and oversight bodies, where applicable, should demonstrate and articulate their continual commitment to risk management through a policy, a statement or other forms that clearly convey an organization’s objectives and commitment to risk management.
ASSIGNING ORGANIZATIONAL ROLES, AUTHORITIES, RESPONSIBILITIES AND ACCOUNTABILITIES

• Top management and oversight bodies, where applicable, should ensure that the authorities, responsibilities and accountabilities for relevant roles with respect to risk management are assigned and communicated at all levels of the organization...
  • emphasize that risk management is a core responsibility;
  • identify individuals who have the accountability and authority to manage risk (risk owners).
ALLOCATING RESOURCES

• Top management and oversight bodies, where applicable, should ensure allocation of appropriate resources for risk management, which can include, but are not limited to:
  • people, skills, experience and competence;
  • the organization’s processes, methods and tools to be used for managing risk;
  • documented processes and procedures;
  • information and knowledge management systems;
  • professional development and training needs.

• The organization should consider the capabilities of, and constraints on, existing resources
ESTABLISHING COMMUNICATION AND CONSULTATION

• The organization should establish an approved approach to communication and consultation in order to support the framework and facilitate the effective application of risk management.

• Communication and consultation should be timely and ensure that relevant information is collected, collated, synthesized and shared, as appropriate, and that feedback is provided and improvements are made.
IMPLEMENTATION

• Successful implementation of the framework requires the engagement and awareness of stakeholders.

• This enables organizations to explicitly address uncertainty in decision-making, while also ensuring that any new or subsequent uncertainty can be taken into account as it arises.
In order to evaluate the effectiveness of the risk management framework, the organization should:

- periodically measure risk management framework performance against its purpose, implementation plans, indicators and expected behavior;
- determine whether it remains suitable to support achieving the objectives of the organization.
IMPROVEMENT

• Adapting
  • The organization should continually monitor and adapt the risk management framework to address external and internal changes. In doing so, the organization can improve its value.

• Continually improving
  • The organization should continually improve the suitability, adequacy and effectiveness of the risk management framework and the way the risk management process is integrated.
The risk management process involves the systematic application of policies, procedures and practices to the activities of communicating and consulting, establishing the context and assessing, treating, monitoring, reviewing, recording and reporting risk.

The risk management process should be an integral part of management and decision-making and integrated into the structure, operations and processes of the organization. It can be applied at strategic, operational, program or project levels.
RISK ASSESSMENT: QUALITATIVE VS QUANTITATIVE

• Qualitative
  • At its simplest involves only a description of the obvious project risks;
  • In some circumstances risk identification may be all the risk analysis that is required, in other cases more in-depth analysis will be warranted.
  • Risk analysis is qualitative and comprises qualifying and prioritizing the risks that have been identified in terms of likelihood and impact on the construction project undertaking

• Quantitative:
  • Generally follows on from the qualitative risk analysis.
  • The quantitative risk analysis process aims to numerically analyze the probability of each risk and its consequences on the project objectives as well as the extent of overall project risk.
  • Quantitative risk analysis provides more objective information and data than the qualitative analysis.
### Qualitative: Probability/Impact Modeling

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<th>Impact Level</th>
<th>Likelihood</th>
<th>Rare</th>
<th>Unlikely</th>
<th>Possible</th>
<th>Likely</th>
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<td>3</td>
<td>4</td>
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QUANTITATIVE RISK ANALYSIS

• This process uses such techniques as ‘Monte Carlo*’ simulation and decision theory (for example, in a construction based project) to:
  • determine the probability of achieving a specific project objective;
  • quantify the risk exposure for the project and determine the size of cost and schedule contingency reserves that may be needed;
  • identify the risks which require the most attention by quantifying their relative contributions to project risk;
  • identify realistic and achievable costs, schedule, or scope of work targets.

*Monte Carlo analysis involves determining the impact of the identified risks by running simulations to identify the range of possible outcomes for a number of scenarios.
RISK TREATMENT

INSURANCE!!!!

Illinois Community College Risk Management Consortium

- Boiler & Machinery
- Property
- General Liability
- Law Enforcement Liability
- Campus Security
- Employee Benefits

- Student Practices
- Auto Liability
- Educators Legal Liability
- Employers Liability
- Foreign Liability
- Workers Compensation

- Identity Protection
- Crime
- Fund Transfer Fraud
- Crisis Response
- Student Accident
QUESTIONS?

Source: ISO 3000
• Each institution is unique and will build their structure accordingly
• Based on needs and cost
  • Cheaper to outsource vs in-house
    • Janitorial
    • HVAC
    • Plumbing
    • Electrical
    • Landscaping
    • Snow Removal
RESPONSIBILITIES

• Facilities
  • Physical Buildings and Grounds
• Maintenance
  • Janitorial
  • Work Orders (School Dude)
    • Furniture
    • Plumbing
    • Heating/Cooling
    • Electrical
• Grounds
• Set ups/take downs for events
RESPONSIBILITIES CON’T

• Deferred Maintenance
• Compliance
  • Illinois Department of Health and Safety
  • Illinois Department of Labor
    • Occupational Safety & Health Administration (OSHA) ILCS 820 ILCS 219
    • Joint Committee on Administrative Rules Title 56: Labor and Employment
• Building Automation Systems (BAS)
• Five year capital plans
RESPONSIBILITIES CON’T

• Construction Management
  • In-house vs Outsourced
    • Cost
    • In-house personnel
  • Construction Manager (CM) at Risk vs CM Agency (Advisory)
    • “At risk” CM is a delivery method whereas the CM is “at risk” to complete the project for a Guaranteed Maximum Price (GMP) and within an agreed upon schedule. In this delivery process, the owner knows the cost of the project before construction begins.
    • “CM Agency” is a fee-based service in which the construction manager is responsible exclusively to the owner and acts in the owner’s interest. The CM offers advice on project delivery but has no financial guarantee of responsibility to the owner. Using a CM Agency delivery, the owner holds the subcontracts and assumes the risks of delivery including cost and schedule.
      • CM Agent has overhead and construction fee (profit)
  • General Contractor (GC)
    • College individually bid out all jobs including GC or
    • General contractor bids on entire job including prime trades
• What is Deferred Maintenance?
  • …is the practice of postponing maintenance activities such as repairs on both real property (i.e. infrastructure) and personal property (i.e. machinery) in order to save costs, meet budget funding levels, or realign available budget monies.
  • Typically this expense is the first items cut from budgets when funds are tight

• Complete facilities assessment
  • ISES Corporation
  • $40+ million outstanding costs
• Capital Projects Manual Section 1501.602 Approval of Capital Projects

• An updated District Site and Construction Master Plan shall be filed with the ICCB by July 1 of the year in which the district undergoes its recognition evaluation.

• The purpose of the plan is to apprise the ICCB of possible primary site new construction and secondary site acquisition/construction plans for the next five years throughout the district.

• The plan should be updated, as needed, to ensure that any project submitted for approval has been reflected in the district plan on file with the ICCB at least two months prior to submission of the project.

• Any primary site new construction or secondary site acquisition/construction projects must be reflected in the plan in order to receive consideration for approval.

• Locally funded projects do not require ICCB approval Public Act 099-0655
CAMPUS MASTER PLAN

CON’T

• The plan, at a minimum, shall consist of a map of the district showing the location of all facilities owned by the district or leased for a period exceeding five years and a narrative describing the district’s:
  • Current permanent facilities where additions are planned
  • General plans for future site acquisition or acquisition/construction of permanent facilities either on the primary site or secondary sites. The location may be identified in terms of the general geographic area within the district.
  • Proposed schedule for acquiring additional sites, constructing additions to existing facilities, or acquiring/constructing new permanent facilities.
  • The intended use of all proposed site acquisitions and facility acquisition/construction.

• Know your district and your Board when creating your facilities master plan
  • Do not construct a Taj Mahal of plans going out 40+ years and costing over $500 million unless that is what your district, Board, and taxpayers want and support
QUESTIONS?
Information Technology

ICCCFO Emerging Leaders
April 18, 2018
Doug Minter
Heartland Community College
Welcome to the Heartland Business Intelligence (BI) site.

This site is still being developed and organized but for now, the following subsites and information are available to those with the necessary access.

**At a Glance**

- **Enrollment** = Unduplicated student head count for undergraduate and adult education courses
- **Fall-To-Fall Raw Persistence Rate** = Percent of students enrolled in a given Fall semester who also enroll in the following Fall
- **Fall-To-Spring Raw Persistence Rate** = Percent of students enrolled in a given Fall semester who also enroll in the following Spring
- **Program Completions** = Number of students who met the criterion for program completion
Network and System Administration
PeopleSoft (ERP, SIS, etc.)
Purchasing and Software Support

Office 365
Microsoft Office 2016
Adobe Creative Cloud
“I’ve identified our productivity problem. We installed faster computers, but we forgot to install faster computer operators.”

http://www.glasbergen.com/gallery-search/
Technical Support Services
Web and Media
Collect Data
Easy to use survey and reporting tools for collecting and analyzing feedback from IT users.

https://www.techqual.org
P = M \times A
Session Break
Oakton Police Department

- Organization Structure
- Department Activities
- Stakeholder Engagement
- Current Trends
- Next Steps
Oakton Police Department

- Organization Structure
- Functional Areas
- Stakeholder Engagement
- Current Trends
- Next Steps
Department Activities

FREQUENT
• Traffic Issues
• Lost and Found
• Theft
• Parking Lot Security
• Use of College Vehicles

OCCASIONAL
• Unauthorized Access/ Trespassing
• Vandalism
• Student Misconduct (e.g. illicit drug and alcohol use etc)

SELDOM
• Campus Violence
• Employee-Employee Misconduct
• Crime from Community Coming Onto Campus
Cookies with the Cops
Meet Oakton’s friendly and helpful police officers!

**Thursday, March 22**
11 a.m - 12 p.m.
Student Center, Room 1530, Des Plaines campus

Students are invited to:
- Discuss any safety, legal, or justice issues on campus
- Learn to be safe when walking to your car
- Discover other services the department provides
- Learn safety tips (on campus and off),
- Learn to identify suspicious behavior,
- Ask about the profession of law enforcement,
- Discover opportunities in public safety at Oakton.

Refreshments will be served!
Stakeholder Partnerships

• R.A.D.A.R. (Risk Assessment to Determine Appropriate Response)
• Participation on College-Wide Committees
• Faculty Orientation Presentations
• Law Enforcement Agencies Meet and Greet
Many employees have worked at Oakton for over a decade (lots of institutional knowledge).

Members of the Oakton Community feel mostly prepared for an emergency and confident in their coworkers’ preparedness.

There is an identified need to increase departmental emergency/COOP planning.

Emergency procedures need to be tested regularly and made more transparent to faculty and staff (PA access code, “Don’t forget the papers,” Safety Captain System).

Alert! Oakton is the main source of expected emergency notification, with the PA system a main source as well for on-campus notification.

Some staff and faculty have not received emergency training in over 5 years.
Oakton Police Department

- Organization Structure
- Functional Areas
- Stakeholder Engagement
- Current Trends
- Next Steps
Active Shooter Incidents in Recent History

The two most deadly shootings, Las Vegas (59) and Orlando (49), happened just 16 months apart.
Navigating the Evolving Landscape of Gun Regulation on Campus
Reliability and Interoperability

- Multi-Channel Emergency Notification Systems
- Anonymous Alert Apps
- Migration from Analog to IP Video Surveillance
- Access Controls Overhaul
- Centralized Dispatch
- Disaster Readiness/ Emergency Operations Orientations
Emergency Operations Plan (EOP)

- Organization Structure
- Functional Areas
- Stakeholder Engagement
- Current Trends
- Next Steps
Emergency Operations & Business Continuity

- Update the college’s Emergency Operations Plan (Completed)
  - New Board Approved Policy March-2018
- Make the EOP compliant with IEMA requirements (In-Progress)
- Conduct training and implementation of Emergency Operations Plan (In-Progress)
- Modify the College’s THIRA
- Update Campus Violence Prevention Plan
- Revise Evacuation Plans for Each Campus and Provide Handbooks for Each Classroom
- Develop Department-Specific Emergency Plans
- Develop a Communications Plan for the college
- Create a Continuity of Operations Plan for the entire college
Thank You!
AUXILIARY SERVICES

Ken Gotsch
PROCUREMENT & CONTRACTS

Sean Sullivan
HUMAN RESOURCES

...or 75% of your operating budget!
Responsibilities of an HR Leader

Provides leadership for all aspects of the college’s human resources, organizational development and diversity programs, including: compensation and benefits, strategic recruitment and selection; employee relations; union contract administration and union relations, organizational communication; employee training and development; performance management, talent and succession planning; workforce analysis; human resources information management; equity issues; compliance and policies. Oversees the Title IX Deputy Coordinator and/or acts as the Title IX Deputy Coordinator in Human Resources. Develops the organization from a culture and performance perspective by creating, implementing, and assessing programs which improve the overall health of the institution. The position reports to the College of Lake County President; serves on President’s Cabinet and the Executive Staff.

======================================================================

Models College of Lake County Values at all times. Leads efforts to develop and sustain an organizational culture of excellence, collaboration, and student success through employee development, organizational communications, and employee and union relations efforts. Participates in risk management activities.
College of Lake County
Human Resources Department

Vision
The Human Resources Department will be a strategic and collaborative business partner that promotes individual and organizational success guided by the college’s values and goals.

Mission Statement

- Promoting and recruiting the best qualified people, recognizing and encouraging the values of diversity in the workplace.

- Focused on delivering quality customer service (timely, accurate, complete).

- Provide training & development and education to promote individual success and increase overall value to the college.

- Promoting and administering a competitive total rewards package.

- Fostering a work atmosphere that is safe, healthy, and secure.

- Encourage positive employee morale through employee recognition, effective communication, and regular feedback.

- Establishing, administering and effectively communicating sound policies, rules provides and practices that gain trust, treat employees with dignity and respect at all levels while maintaining compliance.
STAKEHOLDERS

• Public (FOIA, communications, ethical, legal and effective use of public fundings, etc.)
• ICCB and other State agencies for compliance
• HLC and other accrediting agencies
• Board of Trustees
• Administration
• Managers and Front Line Supervisors
• Faculty: Senate and Unions
• Staff: Senate and Unions
• Hiring managers
• Students
• Retirees
• Peer Colleges
TRENDS/ISSUES

- Accountability and ethics of public dollars
- Tying HR programs to the mission, vision and values: strategic approach to Total Compensation and performance management
- SURS funding and implications for local districts
- SURS administration/avoiding fines
- State budget
- OPEB funding
- Employee engagement
- Enrollment trends and implications for staffing levels
- Early retirement considerations
- Technology
METRICS AND APPLICATIONS

- Benefits cost per employee: health and ancillary insurance along with perks and benefits for full “benefits load”
- Turnover including by EEO categories
- Time-to-fill and Cost-to-fill
- Unplanned absences
- Grievance count and time to close
- Alert Line issues by category
- TIX Student/Employee claims
- WC claims

- Total Compensation Statement and communications campaign - employee satisfaction
- Employee relations action plan: review exit interviews, stay interviews; supervisor training; adjust Orientation and Onboarding
- Review steps in hiring process
- Employee relations action plans: identify any root cause; Supervisor training
- Review safety training & enforcement – employees and supervisors
PIECE OF LEADERSHIP ADVICE...

COMMUNICATE!
ICCCFP Fall 2018 Prep and Recap

- Think about what you want to get out of this conference e.g. meet at least 3 new people and ask about what they do and their experience (see below assignment); attend the keynote speaker leadership session, etc.
- Take some time on Friday while its fresh, and jot down a few follow up items with timelines. Put on your calendar to stay on track.

Assignment for ICCCFO Fall 2019:
Interview and/or shadow someone from each of the functional areas covered today, ideally from another community college between now and Fall 2019 ICCCFO conference (use your calendar). Be prepared to do a brief presentation at the Fall 2019 conference of key takeaways learned from each area.