Board Monitoring Report

Human Resources

March 20, 2025

Table of Contents

Executive Summary

Following the Board policy on Monitoring College Effectiveness (B1002), monitoring reports will assist the Board with guiding the President on decisions related to the Strategic Plan for prioritizing improvement initiatives and allocating resources. Specific monitoring measures and performance indicators are suggested in each Strategic Outcomes policy and aligned to Strategic Plan strategies.

The Strategic Outcomes policies for Human Resources are:
- Employee Relationships (B3001)
- Organizational Culture (B3003)
- Employment, Compensation, & Benefits (B3004)

The Key Performance Areas (KPA's) are:
- Preparation, Performance, Cultural Condition, and Employee Satisfaction

This report updates Human Resource activities aligned with the Board's Strategic Outcomes using the Key Performance Indicators (KPIs) in the Shawnee Community College Effectiveness System (SCCES).

The areas of measure identified for looking at the key performance indicators include:
- Leadership
- Growth & Development
- Organizational Alignment
- Operating Standards
- Employee Diversity
- Communication
- Effort & Strategy Alignment
- Decision-Making
- Empowerment & Collaboration
- Work Execution
- Reward & Recognition
- Enhanced Effort
- Work Environment Quality
- Loyalty
- Pride
- Morale
- Environment

Preparation
Leadership

Lead by Example/Problem-Solving/Conflict Management/Customer Service
All employees were trained on 'Maintaining a Respectful Workplace'. The training covered workplace respect, legal responsibilities under Title VII, recognizing and addressing inappropriate behavior, and expectations for communication and conduct.

Growth & Development/Environment

**% of budget spent on employee development**

The College supports ongoing employee professional development. A process for tracking professional development is now available in MySCC on the Employee Apps. At the time of this report, a rough estimate of l% of the budget is spent on employee development. The majority of employees utilize grant funds for conferment participation.

Professional Development
- American Heart Association-Basic Life Support Instructor
- Campus Threat Assessment & Management
- Chair Academy Leadership Development
- Fostering A Sense of Belonging: Promoting Engagement
- Holistic Approach to Leadership and Management Development
- ILASFAA Fall Workshop - Pell Credential Session
- NASFAA Verification 2025-26 Extended Edition
- Strategies to Advance Leadership
- Transforming Workplace Engagement through Emphatic Communication

Career Advancement
- Speech Instructor, Tim Frizzell, PhD in Communication, Digital Media, and Journalism from Liberty University
- Nursing Instructor, Hailey Merriman, Master of Science, Nursing – Education from Western Governors University
- Automotive Instructor Alex Copley, Certificate of Completion training for Hybrid & Electric Vehicle Boot Camp
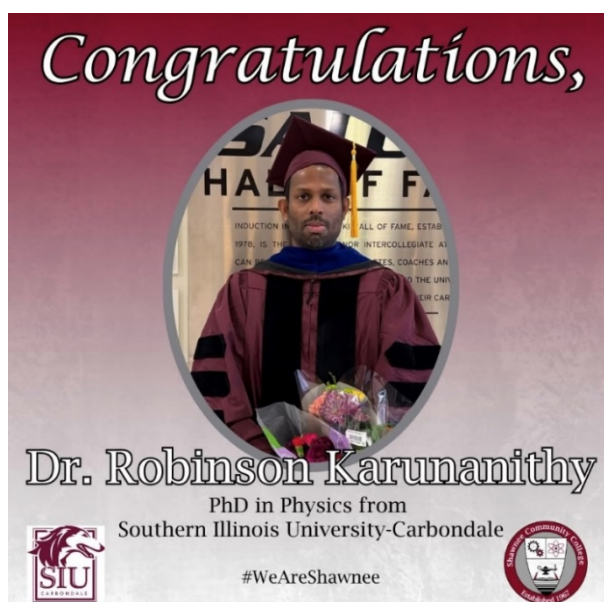
Organizational Alignment/Operating Standards

# of policies/operating standards reviewed and changed
The Executive Council has approved the following policies:
- Culture of Professionalism & Inclusion
- Pursuit of Excellence in Employment Practices
- Pursuit of Excellence in Compensation & Benefits
- Culture of Equity & Respect and Culture of Confidentiality & Disclosure

The Executive Council has approved the following operating standards:
- Staffing, Recruitment, and Selection of Full-Time Employees

Employee Diversity

Employee Classification

Classification	Part-Time	Full-Time
Supervisory		7
Professional/Technical		24
Other	12	0
Instructor (non-credit)	14	
Faculty	39	30
Custodial Maintenance		2
Clerical	3	11
Administrative		21 (Full-Time), 0
Academic Support	8	12
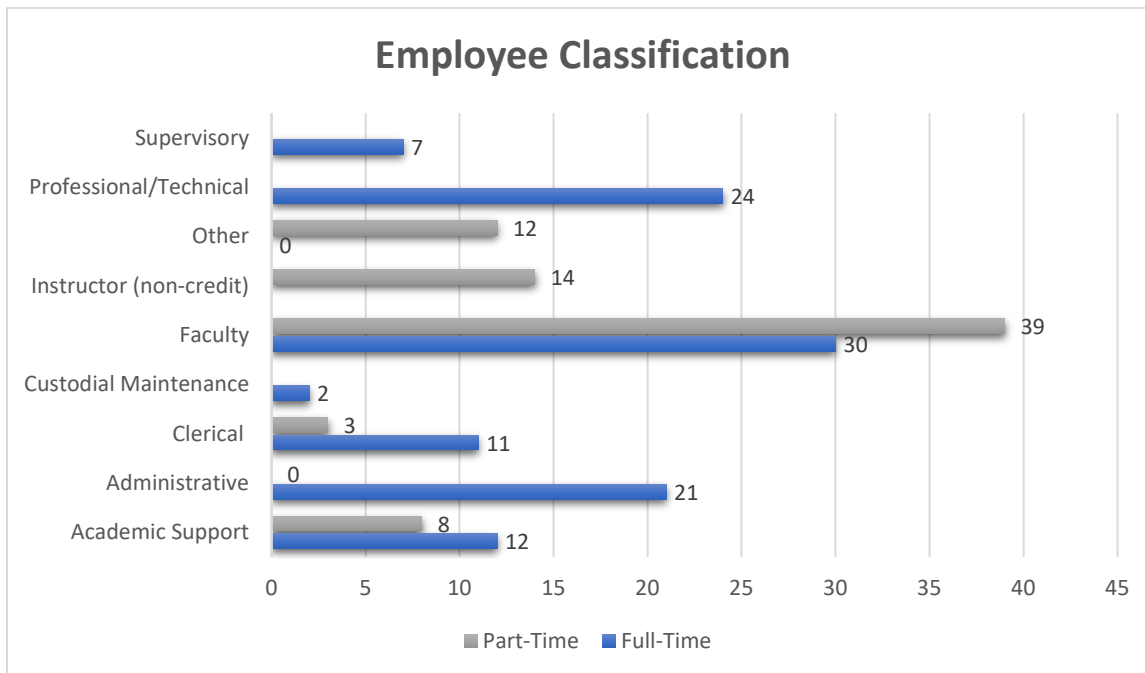
Performance

Communication

Opportunities for two-way group communication
- Cabinet
- Departmental meetings
- Shared Governance Councils and Teams

College-wide meetings
During the Spring Convocation, employees focused on preparing for the HLC accreditation visit. We held mini-prep sessions to ensure everyone was well-versed in each criterion.

College-wide email
The Executive Director for Public Information & Marketing sends a weekly In Case You Missed It email to recap all the events and communication from the previous week.

Employee Recognition
In addition to the **Saints Service Awards,** which honor employees for significant service milestones, the team introduced new initiatives to recognize and celebrate employees.

Shawnee Super Saints is a monthly recognition program that celebrates an outstanding employee who exemplifies excellence, dedication, and a positive impact on our college community.

Shawnee Community Kudos is a peer recognition program that celebrates employees' outstanding contributions, exceptional teamwork, and positive impact on the college community, highlighting and acknowledging their efforts.

Effort & Strategy Alignment

Activities performed as part of the strategic plan

- Customer service training with Inclusive Outliers.
- Leadership training with Steve Gavatorta Group.
- Implementation of Human Resource software. The first phase of the recruitment implementation was completed in November 2024, and the second phase of the onboarding implementation is anticipated to be completed in May 2025. The software will support HR in employee recruitment, onboarding, and performance management.
- Comprehensive compensation study to ensure competitive compensation, review and update job descriptions, and provide tools for adjusting salaries as job functions evolve.
- **HLC Appreciation Lunch**
  Human Resources organized an appreciation lunch to celebrate the work of students, faculty, and staff for the accreditation visit.

- **Employee Appreciation**
  The Employee Relations Team chose a handwritten note from supervisors to their direct reports expressing gratitude for outstanding work as a powerful way to show employee appreciation.

Decision-Making

Data Sharing

In addition to the compensation study, the College analyzes the data from the ICCB Faculty, Staff, and Salary (C1) report as a tool for salary comparison. This reflects the census date of November 1, 2023. The FY24 ICCB Salary Report is available on the ICCB website at https://www.iccb.org/wp-content/pdfs/reports/salaryrpt24.pdf

Data are presented by peer group with statewide totals. The seven peer groups are based on a combination of college enrollment (semester), geographic location, and financial data:
1. Headcount enrollment of less than 3,000, downstate, located in or near communities of less than 50,000 population.
2. Headcount enrollment of approximately 3,000 to 4,000, downstate, located in or near communities of less than 50,000 population.
3. Headcount enrollment greater than 4,000, downstate, located in or near communities of less than 50,000 population.
4. Located downstate and in urbanized areas.
5. Headcount enrollment less than 10,000, located in the Chicago metropolitan area.
6. City Colleges of Chicago.
7. Headcount enrollment greater than 10,000, located in the Chicago metropolitan area

SCC's full-time faculty salaries are ranked 1 out of 5 in the ICCB peer group.
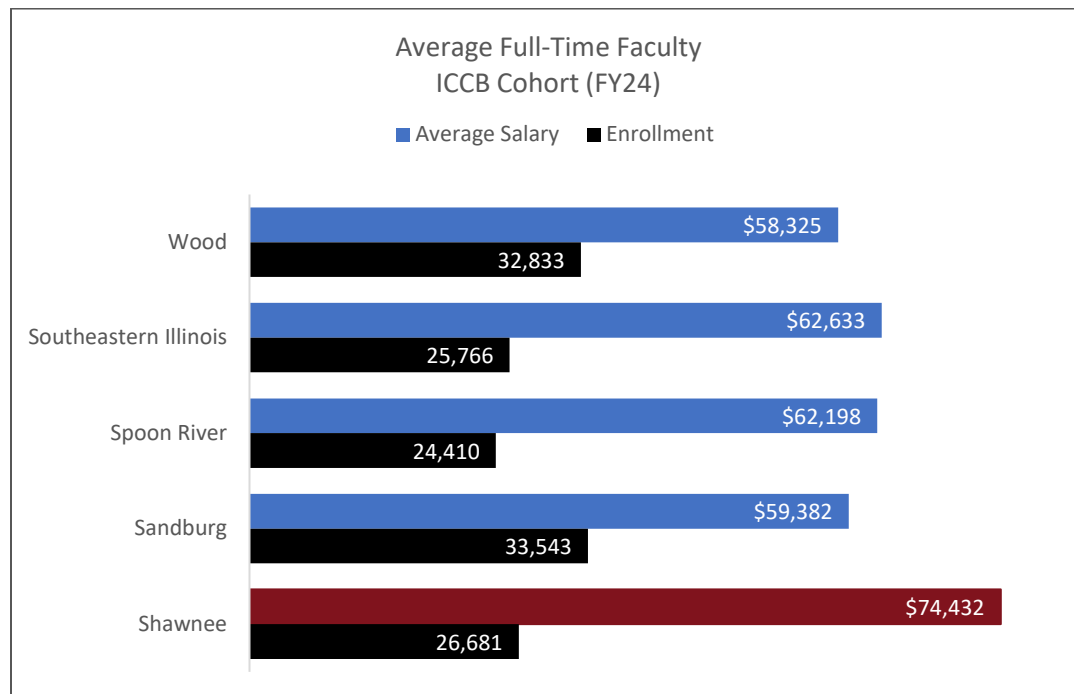
SCC's full-time faculty salaries are ranked 4 out of 9 in the Small College peer group

**Average Full-Time Faculty
Small College Cohort (FY24)**

■ Average Salary ■ Enrollment

College	Average Salary	Enrollment
Sauk Valley (2)	$66,278	30,733
Danville (2)	$65,327	36,448
Richland (4)	$69,327	40,697
Kishwaukee (2)	$69,517	49,854
Kankakee (3)	$72,311	46,038
Shawnee (1)	$74,432	26,681
Rend Lake (2)	$79,240	45,889
Illinois Valley (3)	$79,135	47,604
Highland (2)	$95,753	30,066
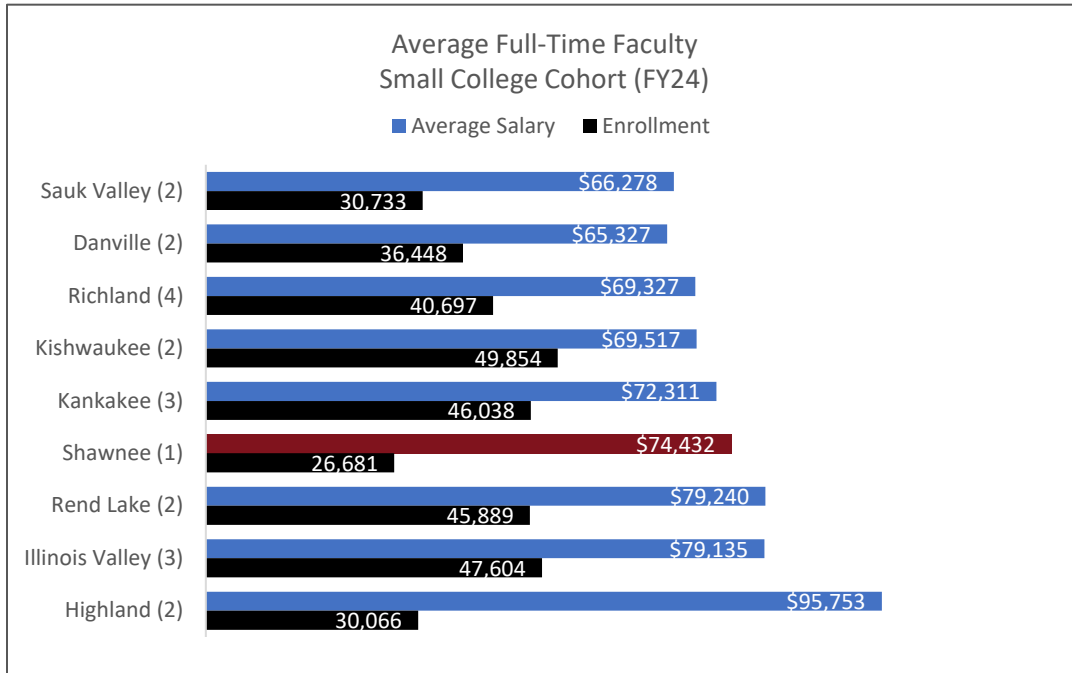
SCC's full-time faculty salaries are ranked 3 out of 8 in the Southern Illinois peer group.

**Average Full-Time Faculty
Southern Illinois Cohort (FY24)**

■ Average Salary ■ Enrollment

College	Average Salary	Enrollment
Illinois Eastern (3)	$62,581	93,753
Lake Land (3)	$65,193	136,789
Southeastern Illinois (1)	$62,633	25,766
Southwestern Illinois (4)	$67,974	148,251
John A. Logan (3)	$74,088	68,095
Shawnee (1)	$74,432	26,681
Rend Lake (2)	$79,240	45,889
Kaskaskia (2)	$85,884	60,944
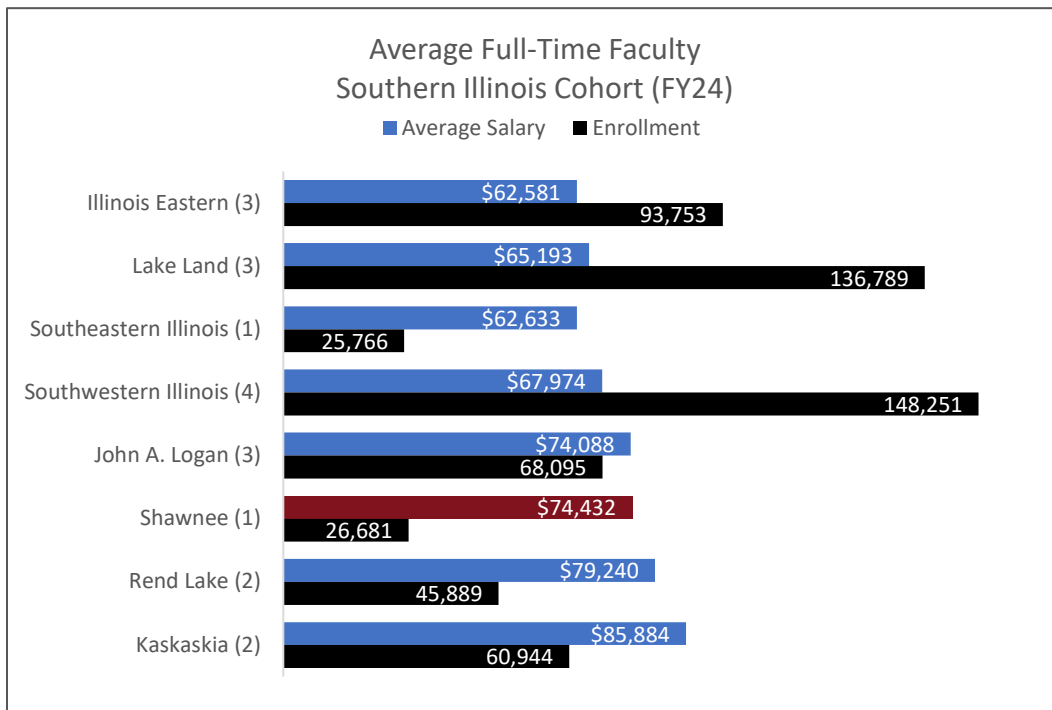
SCC's full-time faculty overload rate is ranked 5 out of 5 in the ICCB peer group.

Full-Time Faculty Overload Rate
ICCB Cohort (FY24)

College	Rate
Spoon River	$768
Shawnee	$750
Southeastern Illinois	$770
Wood	$1,000
Sandburg	$1,136
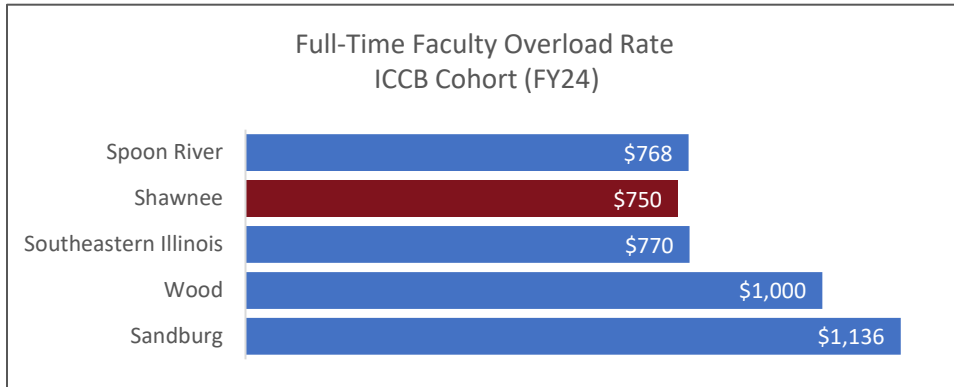
SCC's full-time faculty overload rate ranks 8 out of 9 in the Small College peer group.

Full-Time Faculty Overload Rate
Small College Cohort (FY24)

College	Rate
Danville (2)	$735
Illinois Valley (3)	$850
Richland (4)	$775
Shawnee (1)	$750
Kishwaukee (2)	$800
Kankakee (3)	$825
Rend Lake (2)	$825
Sauk Valley (2)	$917
Highland (2)	$1,422
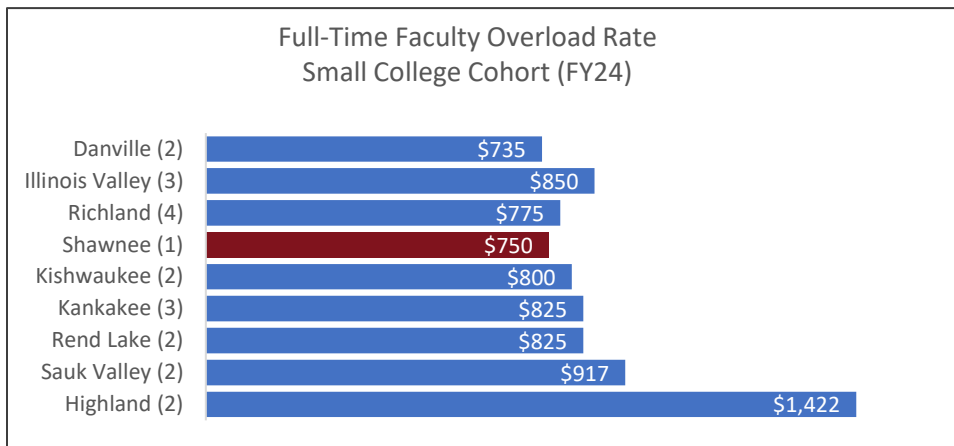
SCC's full-time faculty overload rate ranks 7 out of 8 in the Southern Illinois peer group.

Full-Time Faculty Overload Rate
Southern Illinois Cohort (FY24)

College	Rate
Illinois Eastern (3)	$660
Shawnee (1)	$750
Southeastern Illinois (1)	$770
Lake Land (3)	$900
Kaskaskia (2)	$795
Rend Lake (2)	$825
John A. Logan (3)	$891
Southwestern Illinois (4)	$1,246
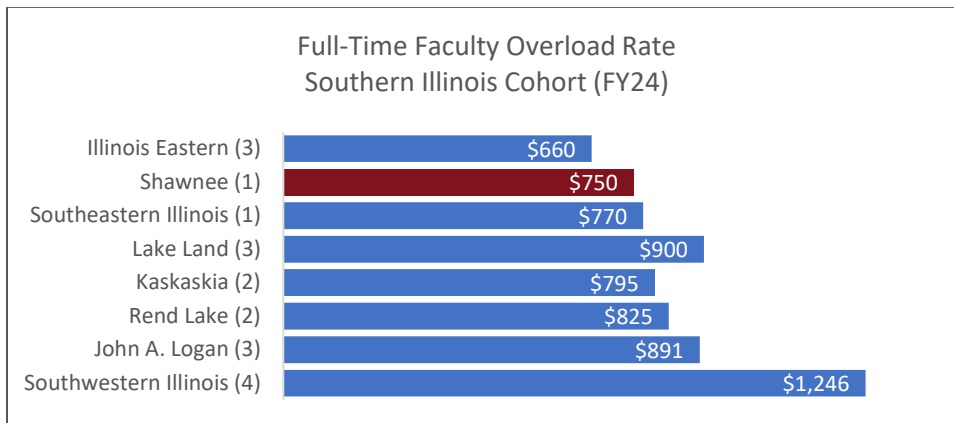
SCC's full-time faculty summer rate is ranked 5 out of 5 in the ICCB peer group.

Full-Time Faculty Summer Rate
ICCB Cohort (FY24)

College	Rate
Shawnee	$750
Spoon River	$878
Southeastern Illinois	$875
Wood	$1,000
Sandburg	$1,293
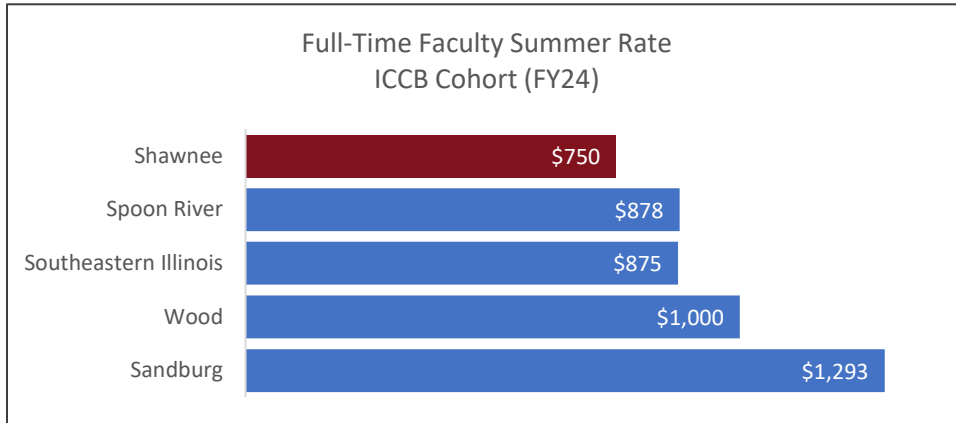
SCC's full-time faculty summer rate ranks 8 out of 9 in the Small College peer group.

Full-Time Faculty Summer
Small College Cohort (FY24)

College	Rate
Danville (2)	$735
Illinois Valley (3)	$850
Richland (4)	$775
Shawnee (1)	$750
Kishwaukee (2)	$800
Kankakee (3)	$825
Rend Lake (2)	$825
Sauk Valley (2)	$917
Highland (2)	$1,422
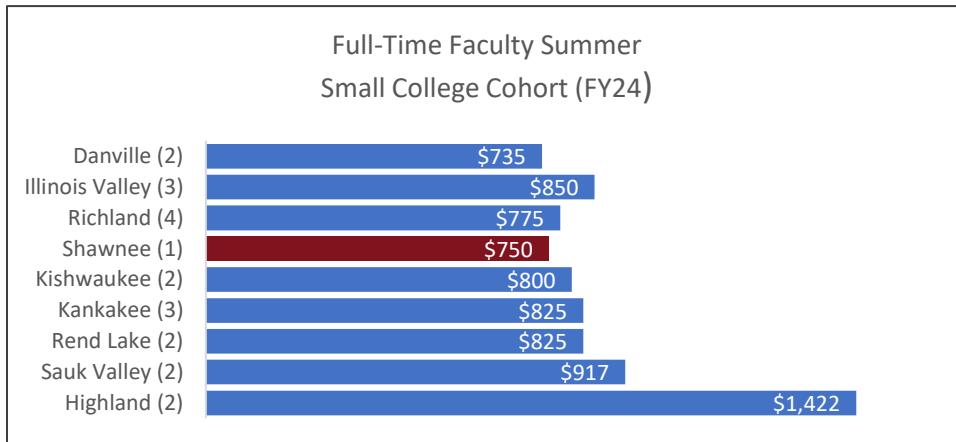
SCC's full-time faculty summer rate ranks 7 out of 8 in the Southern Illinois peer group.

Full-Time Faculty Summer
Southern Illinois Cohort (FY24)

College	Rate
Illinois Eastern (3)	$660
Shawnee (1)	$750
Southeastern Illinois (1)	$770
Lake Land (3)	$900
Kaskaskia (2)	$795
Rend Lake (2)	$825
John A. Logan (3)	$891
Southwestern Illinois (4)	$1,246
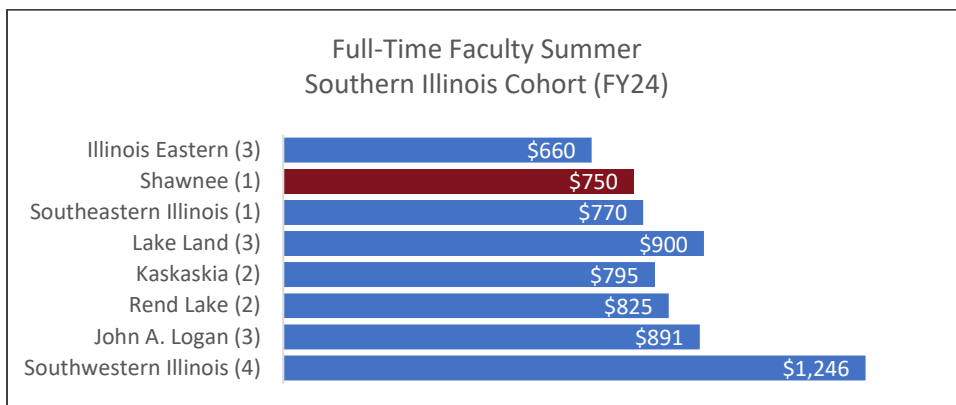
SCC's adjunct faculty rate rank is 3 out of 5 in the ICCB peer group.

Part-Time Faculty Rate
ICCB Cohort (FY24)

College	Rate
Southeastern Illinois	$515
Wood	$600
Shawnee	$600
Spoon River	$800
Sandburg	$977
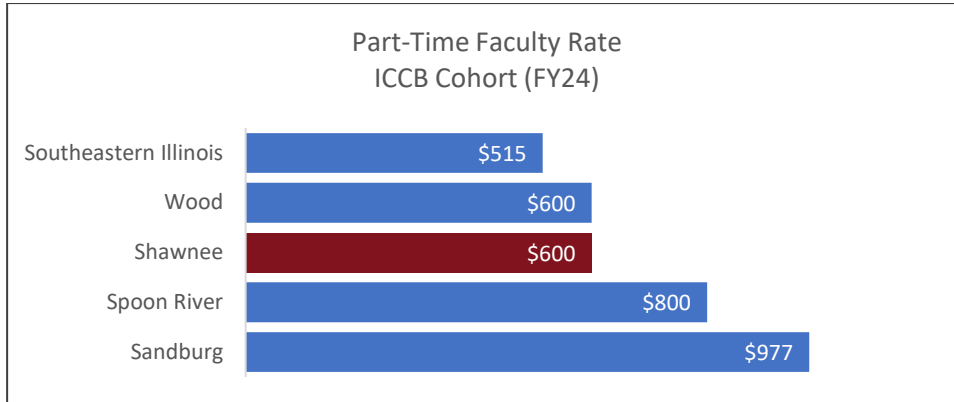
SCC's adjunct faculty rate rank is 7 out of 9 in the Small College peer group.

Part-Time Faculty Rate
Small College Cohort (FY24)

College	Rate
Rend Lake (2)	$561
Highland (2)	$593
Shawnee (1)	$600
Kishwaukee (2)	$640
Danville (2)	$720
Richland (4)	$853
Illinois Valley (3)	$821
Kankakee (3)	$913
Sauk Valley (2)	$925
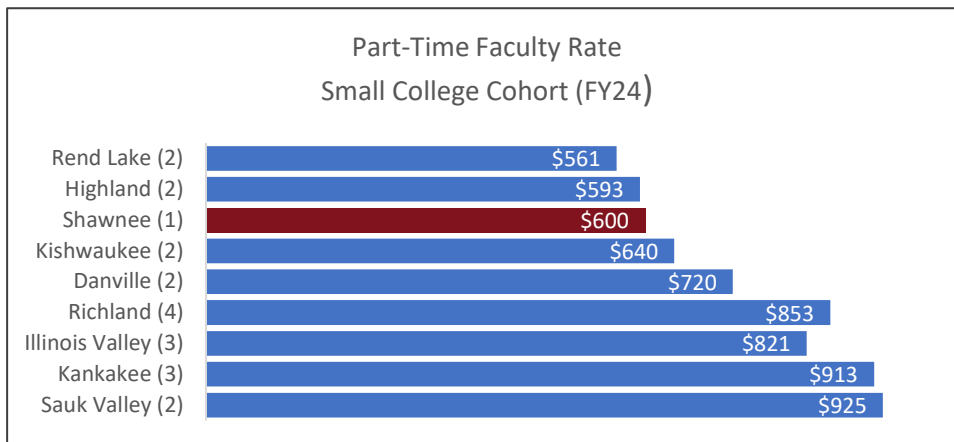
SCC's adjunct faculty rate rank is 4 out of 8 in the Southern Illinois peer group.
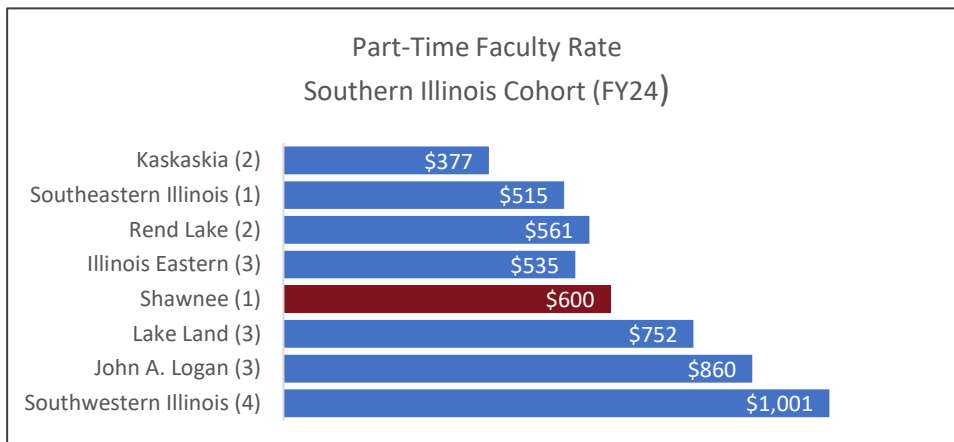
Part-Time Faculty Rate
Southern Illinois Cohort (FY24)

College	Rate
Kaskaskia (2)	$377
Southeastern Illinois (1)	$515
Rend Lake (2)	$561
Illinois Eastern (3)	$535
Shawnee (1)	$600
Lake Land (3)	$752
John A. Logan (3)	$860
Southwestern Illinois (4)	$1,001

SCC'sfull-time professional salaries rank is 1 out of 5 in the ICCB peer group.

Average Professional Salary
ICCB Cohort (FY24)

■ Average Salary ■ Enrollment

College	Average Salary	Enrollment
Wood	$44,453	32,833
Sandburg	$42,020	33,543
Spoon River	$48,073	24,410
Southeastern Illinois	$51,452	25,766
Shawnee	$53,999	26,681
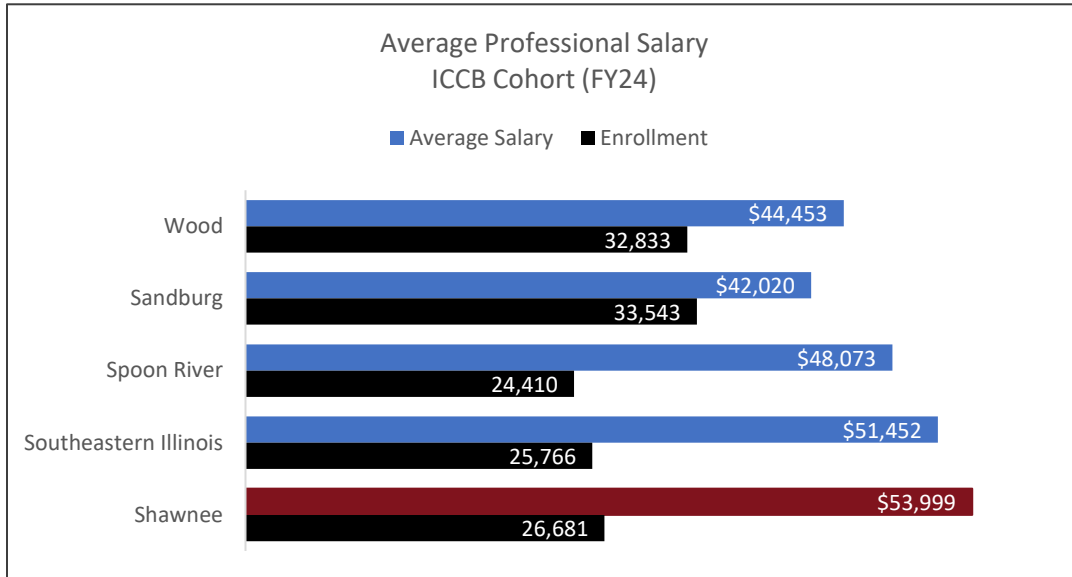
SCC's full-time professional salaries rank is 5 out of 9 in the Small College peer group.

Average Professional Salary
Small College Cohort (FY24)

■ Average Salary ■ Enrollment

College	Average Salary	Enrollment
Rend Lake (2)	$45,246	45,889
Richland (4)	$49,949	40,697
Danville (2)	$48,309	36,447
Highland (2)	$54,785	30,066
Sauk Valley (2)	$53,767	30,733
Shawnee (1)	$53,999	26,681
Kankakee (3)	$58,702	46,037
Illinois Valley (3)	$58,014	47,604
Kishwaukee (2)	$65,950	49,854
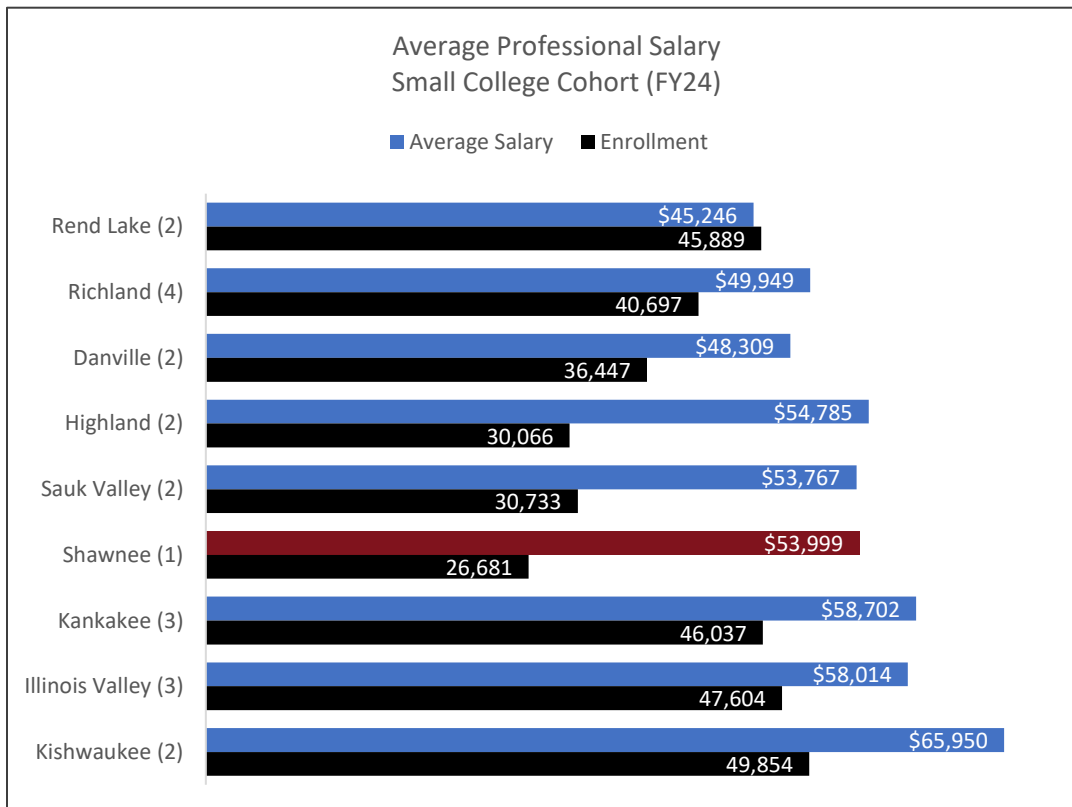
SCC's full-time professional salaries rank is 3 out of 8 in the Southern Illinois peer group.

Average Professional Salary
Southern Illinois Cohort (FY24)

■ Average Salary   ■ Enrollment

College	Average Salary	Enrollment
Rend Lake (2)	$45,246	45889
Illinois Eastern (3)	$47,464	93753
Lake Land (3)	$59,376	136789
Kaskaskia (2)	$50,995	60944
Southeastern Illinois (1)	$51,452	25766
John A. Logan (3)	$51,256	68095
Shawnee (1)	$53,999	26681
Southwestern Illinois (4)	$60,866	148251
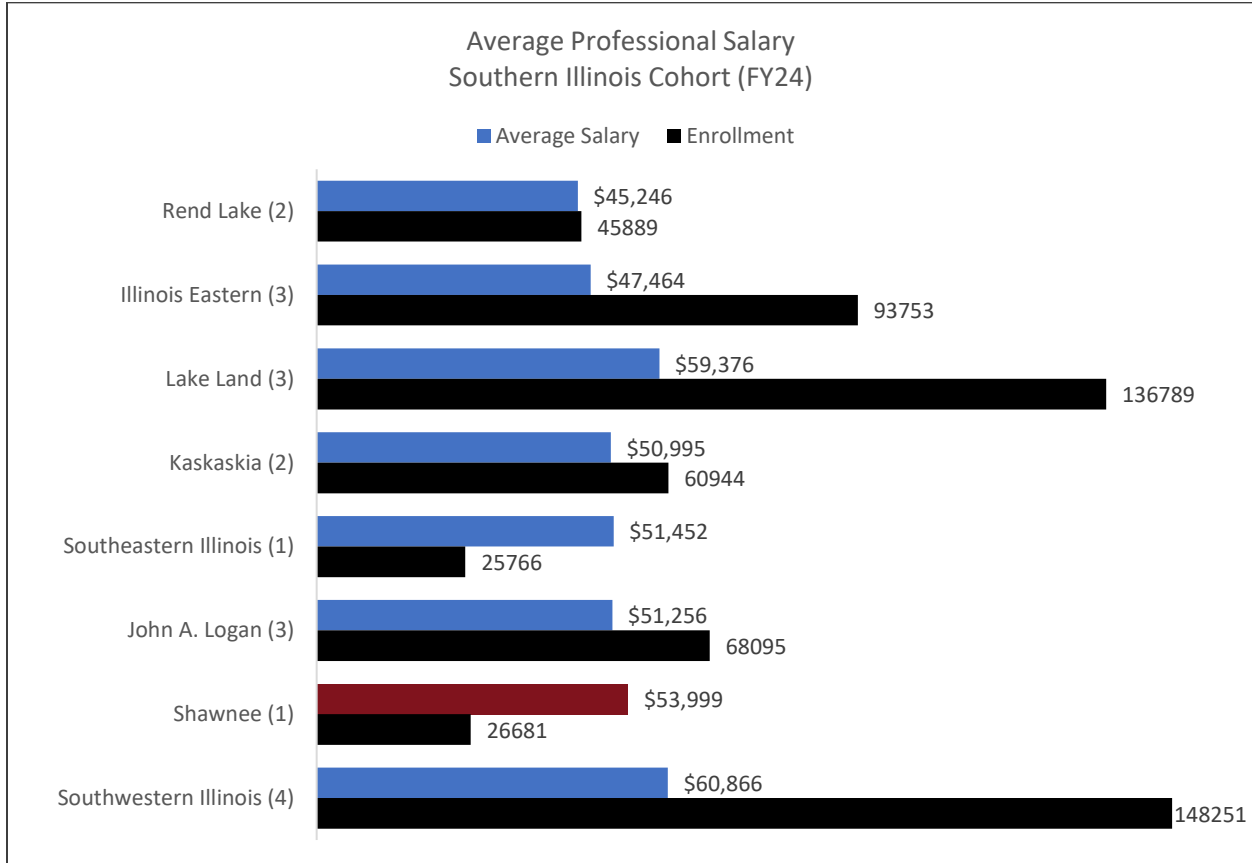
SCC's full-time administrative salaries rank is 2 out of 5 in the ICCB peer group.

Average Administrative Salary
ICCB Cohort (FY24)

■ Average Salary   ■ Enrollment

College	Average Salary	Enrollment
Shawnee	$85,665	26,681
Wood	$72,185	32,833
Spoon River	$85,340	24,410
Sandburg	$84,185	33,543
Southeastern Illinois	$104,022	25,766
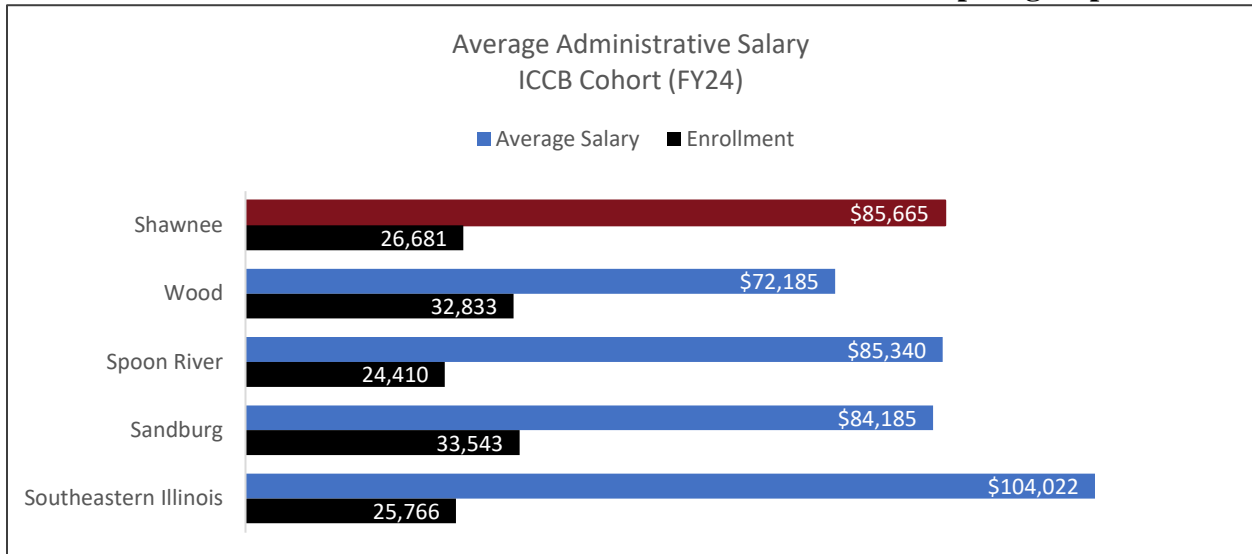
SCC's full-time administrative salaries rank 8 out of 9 in the Small College peer group.

Average Administrative Salary
Small College Cohort (FY24)

■ Average Salary   ■ Enrollment

College	Average Salary	Enrollment
Rend Lake (2)	$77,451	45889
Shawnee (1)	$85,665	26681
Danville (2)	$87,682	36448
Richland (4)	$92,398	40697
Sauk Valley (2)	$91,680	30733
Highland (2)	$97,807	30066
Kankakee (3)	$97,592	46038
Illinois Valley (3)	$99,370	47604
Kishwaukee (2)	$118,306	49854
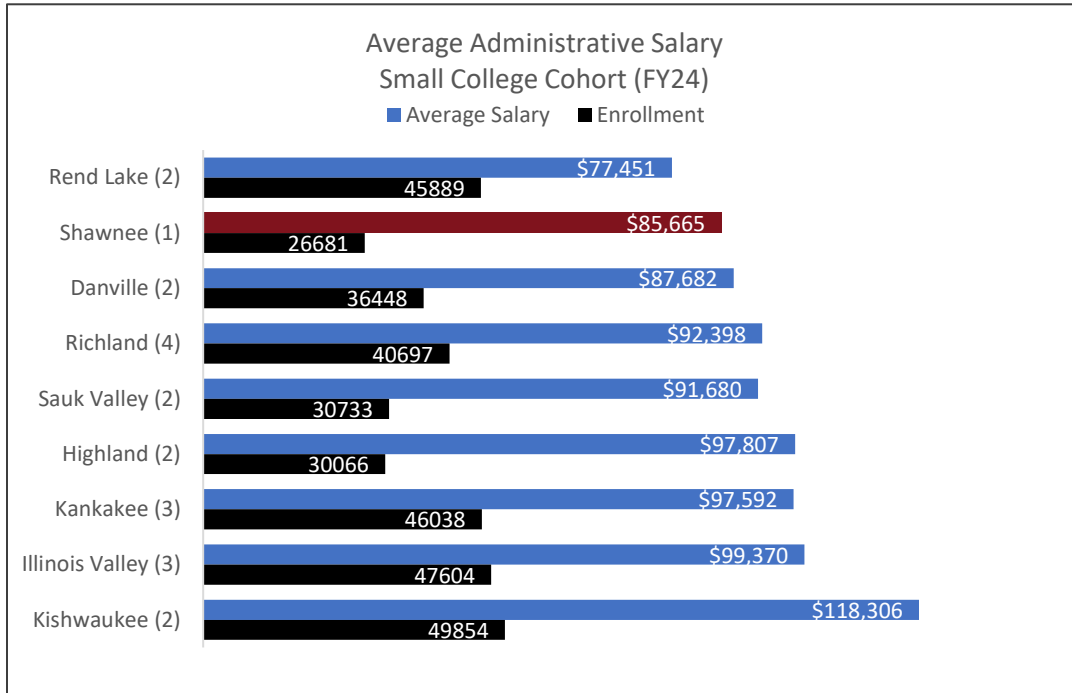
SCC's full-time administrative salaries rank 6 out of 8 in the Southern Illinois peer group.

Average Administrative Salary
Southern Illinois Cohort (FY24)

■ Average Salary   ■ Enrollment

| College	Average Salary	Enrollment
Rend Lake (2)	$77,451	45889
Kaskaskia (2)	$79,492	60944
Shawnee (1)	$85,665	26681
John A. Logan (3)	$97,550	68095
Illinois Eastern (3)	$108,842	93753
Southeastern Illinois (1)	$104,022	25766
Lake Land (3)	$113,094	136789
Southwestern Illinois (4)	$110,073	148251
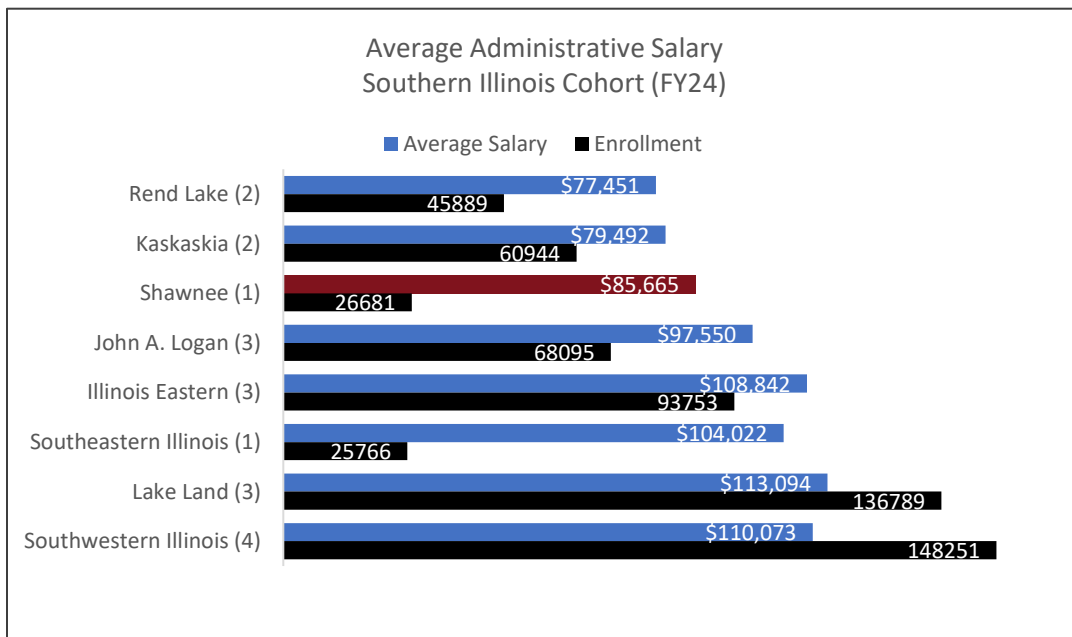
Empowerment & Collaboration/Work Execution

Employee-initiated project aimed at improving customer service
**Creativity and Innovation**

Human Resource Operation Specialist Rhiannon Martin and Computer Systems Specialist Jonathan VanMeter have collaborated on several occasions to create Widgets for the Employee Apps on MySCC. The widgets are used for single sign-on of the new HR software, professional development tracking, peer recognition, and nominations for outstanding contributions.
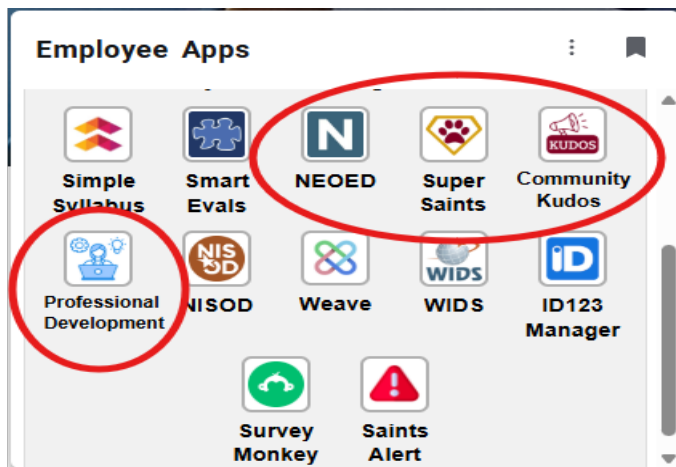
Cultural Condition

Reward & Recognition

Employees recognized for workplace contributions
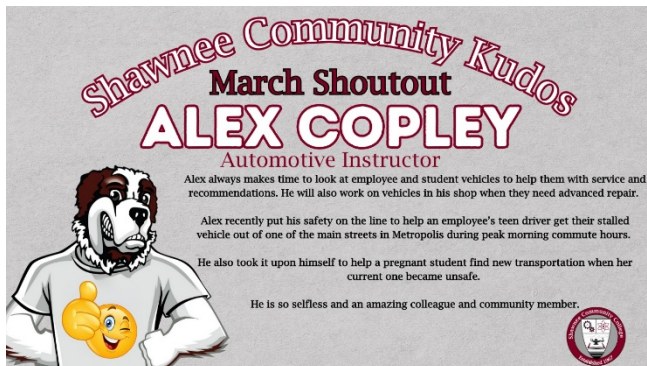
Enhanced Effort
We currently do not have an indicator for this measure.

Work Environment Quality

Voluntary Attrition/ Turnover Rate
The voluntary attrition for FY25 is 15%, and the turnover rate is approximately 16%.

Employee Satisfaction

Loyalty
Employee Retention
The employee retention rate for FY25 is 84%

Pride
We currently do not have an indicator for this measure.

Morale

Enthusiasm
The Employee Relations Team encouraged Spirit Week in December to increase employee morale. The week included time for employees to enjoy holiday treats, games, and prizes as a gesture of appreciation.

Actions and Recommendations

Currently Implemented

Goal 3. Objective 2. Strategy B – Provide customer service training.

All employees received face-to-face training, focusing on effective communication and fostering a workplace culture of respect and inclusion.

Goal 3. Objective 5. Strategy A – Establish a new employee orientation process.
Goal 3. Objective 5. Strategy B – Implement an employee exit interview process.
Goal 3. Objective 5. Strategy F – Ensure HR supports recruitment, onboarding, and performance management of employees.

The HR software acquisition has supported recruitment, onboarding, offboarding, and performance management processes for employees.

Goal 3. Objective 5. Strategy D – Create consistent employee recognition process.

The employee recognition platform acknowledges employees for significant service milestones, features a monthly program to celebrate an outstanding employee who demonstrates excellence, dedication, and a positive impact on our college community, and includes a peer recognition program that highlights exceptional teamwork and contributions to the college community.

Goal 3. Objective 5. Strategy E – Develop events that promote inclusive employee interaction.

The Employee Relations Team organizes semester activities to promote an inclusive workplace environment.

Recommendation
Regarding the Board Policies, Employee Relationships (B3001), and Organizational Culture (B3003), I believe the College's environment will continue to benefit from clear goals, consistent expectations, and growth opportunities that guide employees in the workplace. I recommend that we maintain the development of operating standards for employment practices, workplace principles, ethics and conduct, and compensation and benefits.

Regarding the Board Policy on Employment, Compensation, & Benefits (B3004), I recommend that we follow the guidance of the compensation study to shape our salary structure and revise job descriptions. Additionally, if feasible, I suggest making salary adjustments for positions that are significantly below the median.