



UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN



2009 BUSINESS LEADERSHIP CONFERENCE

An Intentional Approach to Building Your Staff

Business Leadership at Illinois: Collaborating for a Brilliant Future

Workshop Presenters

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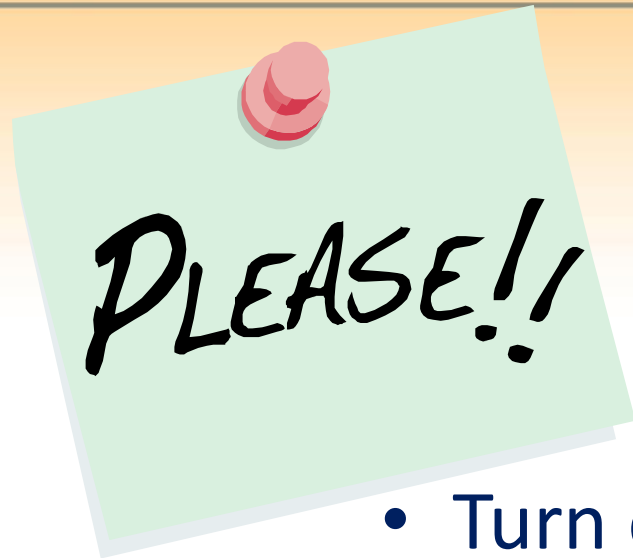
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- Turn off cell phones.
- Avoid side conversations.
- Hold questions until the end.
- Sign the attendance roster.
- Complete the evaluation at the end of the workshop.

Icebreaker



Student Affairs

- Assembly Hall (w/ DIA)
- Campus Recreation
- Career Center
- Counseling Center
- Dean of Students
 - (Illinois Leadership Center, New Student Programs, Testing Center)
- Illini Union and Illini Union Bookstore
- Inclusion & Intercultural Relations (cultural centers, Womens Resource Center, PIR)
- McKinley Health Center
- Minority Student Affairs
- Student Conflict Resolution
- University Housing (Res Life & Dining Services)
- Vice Chancellor's Office (Advancement and Assessment)

Workshop Objectives

- Evaluate your recruitment and hiring processes for academic staff, understand the flexibility in the civil service system, and identify strategies to elicit qualified candidates that can serve a diverse student body
- Implement professional development programs that encourage staff to network, collaborate, and stay motivated
- Implement a mentor program that increases staff retention

Campus Human Resources

- Campus hiring values
 - “We pursue excellence through the diversity of our students, faculty, and staff. “ –Illinois Strategic Plan
- Hiring? Are we hiring?
 - Essential hiring continues
 - Need to control growth
 - Internal opportunities
 - Intentional efforts related to strategic goal

Link to Campus Strategic Plan

- Strategic Goal of Academic Excellence
 - Initiative: Increase the diversity of faculty, academic professionals, administrators and staff
 - Progress gauged by the percentage of underrepresented faculty and staff

Does This Really Matter?

- Student experience
 - Commonality between faculty and staff populations and student populations
 - Student retention enhanced
- Employee experience
 - Challenging issues require innovative and different solutions
 - Diverse staffs bring different perspectives, resulting in the widest variety of ideas

What can I do?

- Recruit Intentionally
 - Diversity doesn't happen by accident
 - Actively recruit from sources successful in identifying diverse candidates
 - OEQA's list of recommended sources
 - Seek out diverse networks on campus & in community
- Actively diversify your search committees
 - Shows your commitment to diversity and inclusion to candidates
- Retain Intentionally

Civil Service

True / False:

- If the top candidates are not diverse then I will not be able to hire diversely

FALSE

- When filling a vacancy, I am required to hire at the same level as the incumbent who left

FALSE

- Entry level classifications are reserved for a special population

FALSE

Civil Service

- Before I post the position, I should notify my current staff

TRUE

- You don't have to score competitively to receive a promotion

TRUE

- There are no skilled candidates on the transfer list

FALSE

Student Affairs Approach

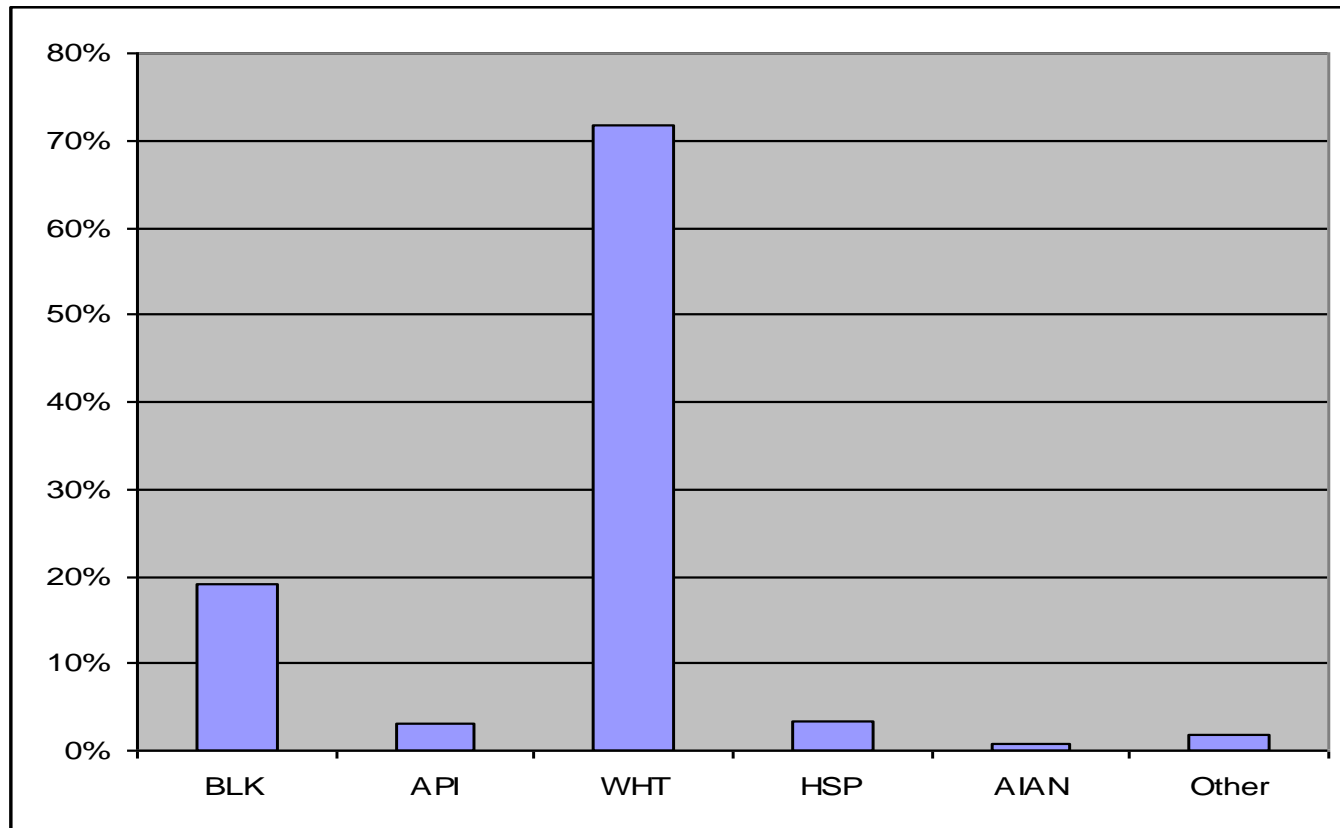
- Establish recruitment goals/matrix
- Review recruiting and hiring practices
- Communicate and support units' efforts
- Celebrate the success

Establish Recruitment Goals/Matrix

- Cost per hire
- Time spent to fill the position
- Quality of the new hires
- Turnover among new hires
- Number of diverse candidates offered/hired

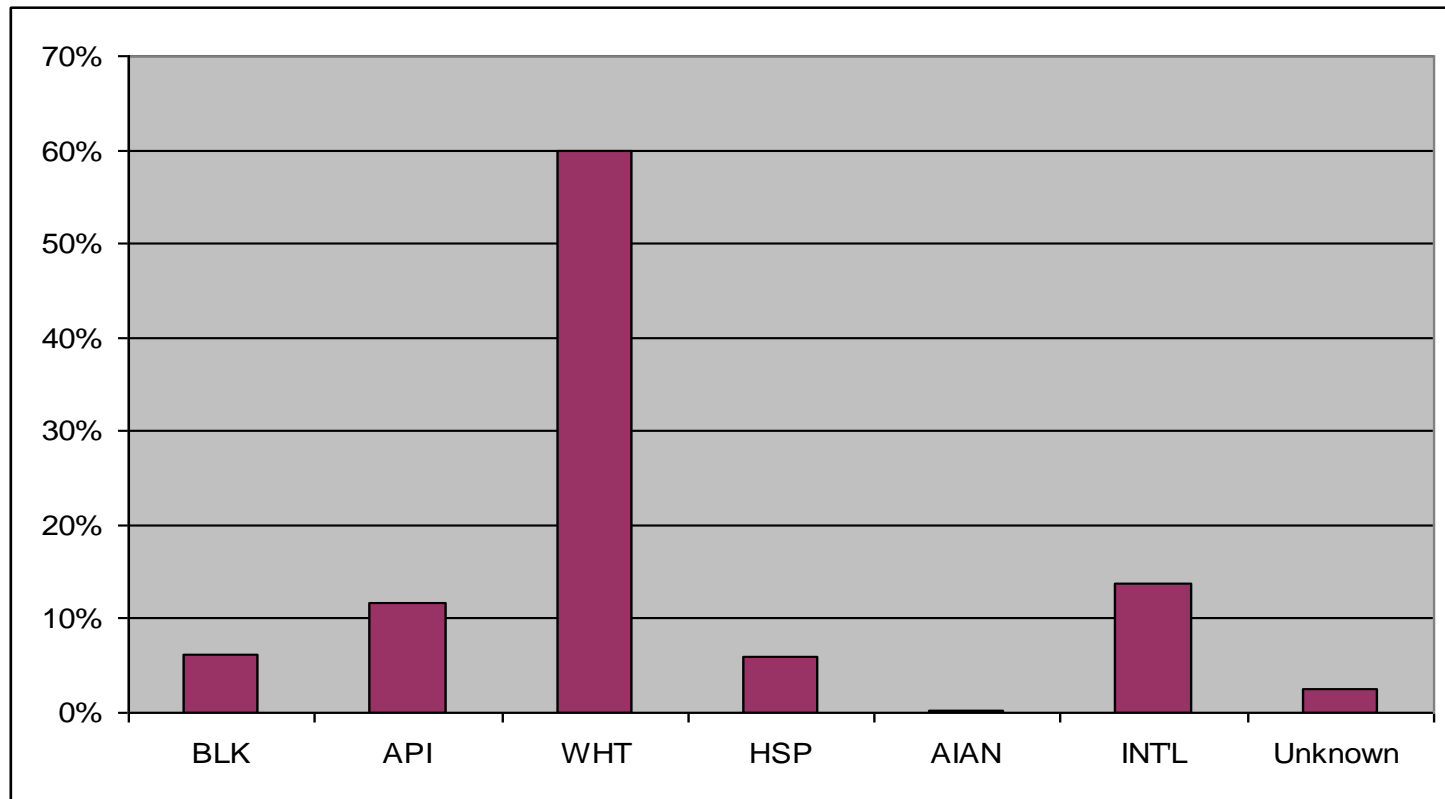
Establish Recruitment Goals/Matrix

Student Affairs
Academic Professional and Civil Service Staff



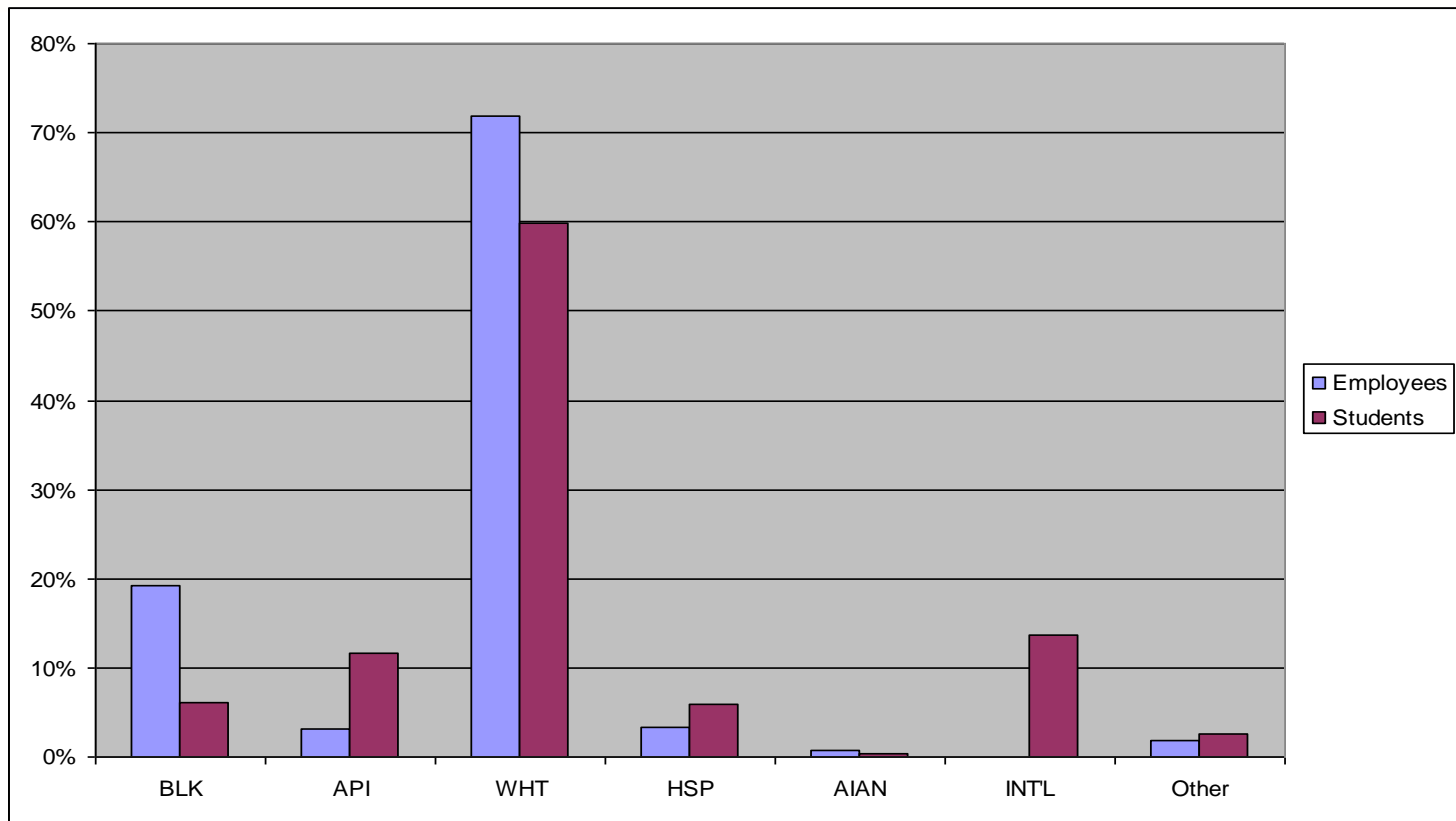
Establish Recruitment Goals/Matrix

All Student Demographics



Establish Recruitment Goals/Matrix

All Students vs. Student Affairs Staff



Review Recruitment and Hiring Practices

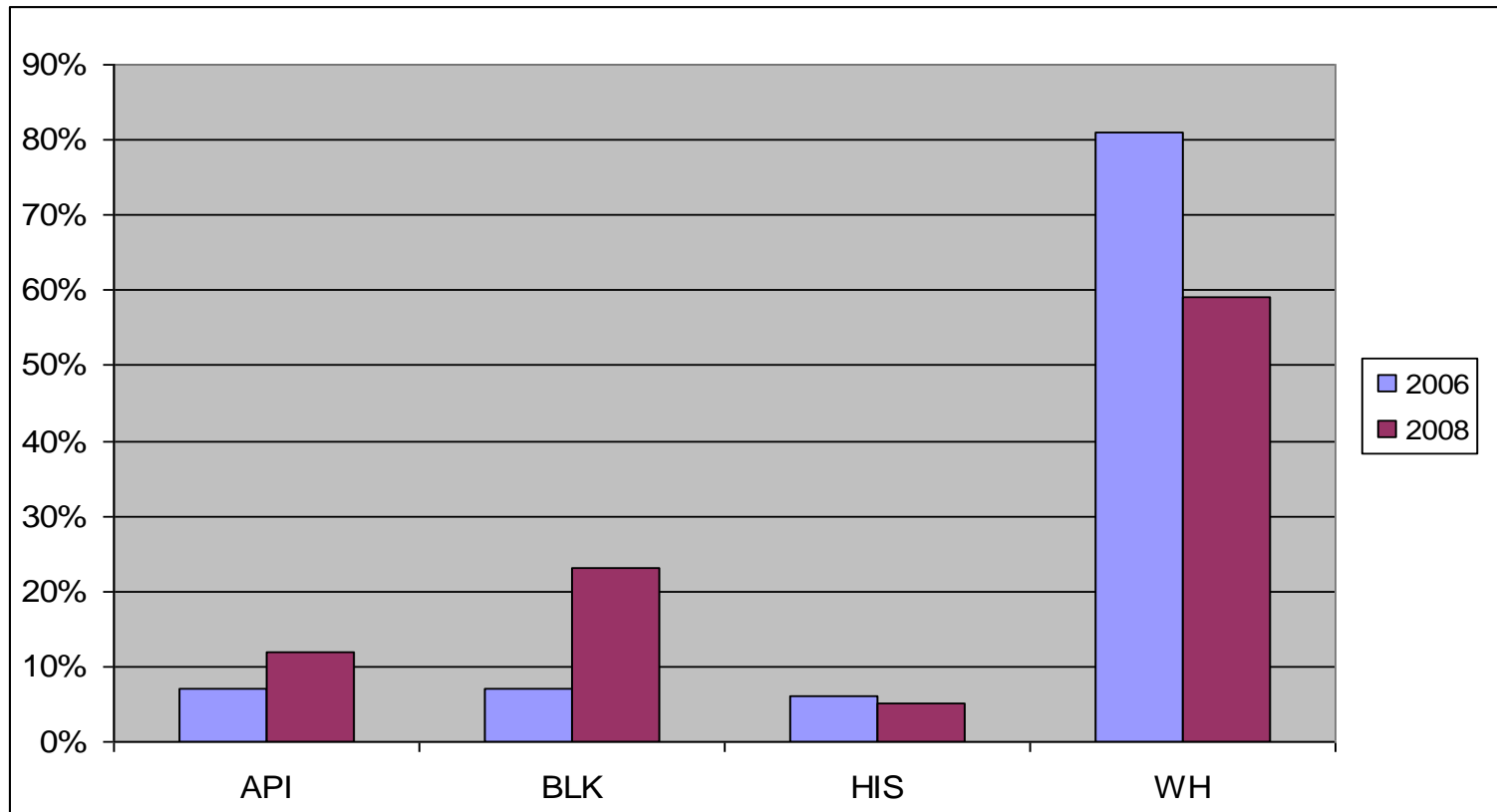
- Expect searches to be at regional or national level
- Announce vacancies via diverse media
- Include diversity statement in the position announcement
- Diversify search committees
- Expect all candidates to receive consistent experience

Communicate and Support Units' Efforts

- Support from the Vice Chancellor
- Diversity Statement
- Training for Department Heads, EEO, AA members
- Sharing recruiting sources and working with OEOA

Celebrate the Success

AP New Hires Demographics
2006 vs. 2008



Recruitment

Is half of the story,

Retention is the other half.

Retention

Common elements

- Training
- Collaboration
- Motivation
- Networking



Professional Development & Training

- Orientation for Academic Professional staff

- Professional Development Committee plans workshops for Academic Professional Staff across division
 - Students: millennial; transfer; international; underrepresented
 - Collaborating: current examples and how to initiate partnerships
 - Health and Wellness
 - Students and social networking
 - Leading without power

Professional Development & Training

- FOCUS committee plans workshops for Civil Service employees across division
 - Session on Fitness and Nutrition
 - Planning and investing for your retirement
 - Budget and Finance
 - Ice Skating Party (includes families)

- Individual units add an all staff training session to student programs
 - First amendment
 - Students with disabilities
 - Conversations about issues of diversity

MOTIVATE

– Recognition programs

- Kudos section on web
- Recognize years of service
- New staff listed each semester at our kickoff
- Outstanding Staff & Program Awards

– Kickoffs

- Beginning of each semester to hear divisional goals and accolades

– End of year picnic (includes families)

– Communication

- Fuller staff meeting
- e-newsletters
- Vice Chancellor's News

– Job board for Student Affairs openings



NETWORK

- Provide opportunities for staff to meet each other
 - Woven throughout training sessions
 - Icebreakers, group activities
 - Designated time at the beginning or end of session
- Committees
 - Programming, advisory, selection
 - Network plus learn about different units
- Encourage development in other units
 - Examples:
 - Emergency Dean
 - Mediator through Student Conflict Resolution
 - Committee member
 - Facilitate an I-program
- All of these foster collaboration



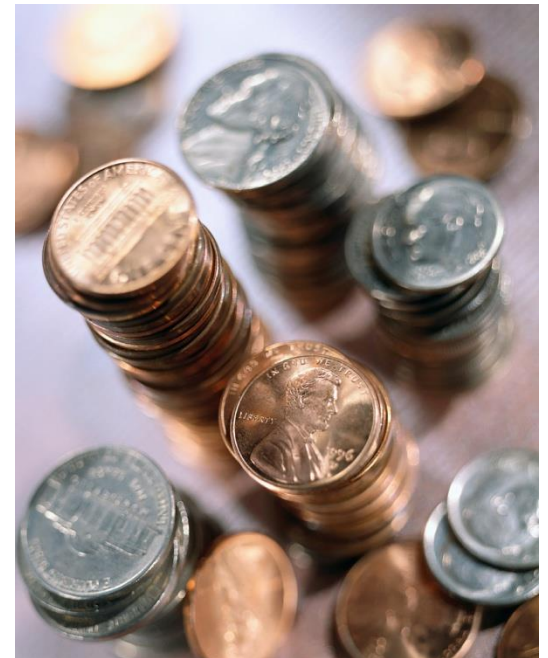
Mentor Program

- **Purpose:** Newly hired staff are paired with experienced staff in order to help new personnel become more oriented with Student Affairs, the campus, and the community
- **Objectives**
 - Provide a safe and comfortable environment
 - Introduce mentees to campus resources and help them network
 - Help mentee build upon their skills and familiarize them with Illinois procedures
 - Provide a way for information to be passed from experienced staff to new incoming staff
 - Provide guidance and a warm welcome to new members



What to do during tough budget times

- Professional development series across the division
- Cut back on food, use units' resources
- Challenge grants
- Review current programs – combine, eliminate, or continue



Questions?



Summary

Closing Activity



Thank you!