



2020-21

Non-Instructional  
Department Review  
Business Office

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## 1. SUPPORT OF THE COLLEGE MISSION

### 1A. SUMMARIZE DEPARTMENT IN TERMS OF KEY FUNCTIONS AND RESPONSIBILITIES.

The Business Office plays a key role in the day to day operations of KCC. The Business Office is responsible for processing payroll monthly for over 250 employees, collecting money (Account Receivable), paying vendors (Accounts Payable) and monitoring expenditures college-wide. The preparation and creation of the College and Foundation Budget to present to the Board of Education for approval is one of the major responsibilities of the Business Office. The department facilitates the annual audit, which is part of the process to create the Comprehensive Annual Financial Report (CAFR) that is filed with federal, state and local agencies. The office also monitors state, federal and local grants for both fiscal activity and compliance. The Business Office maintains institutional internal financial controls and fiscal stability. The department prepares financial reports monthly for the BOE tracking budgets, quarterly for the KCC Foundation, and annual D4, I-Peds, and KCC Foundation tax return.

### 1B. DESCRIBE HOW THE DEPARTMENT SUPPORTS THE OVERALL MISSION OF THE COLLEGE AS ADOPTED BY THE BOARD OF EDUCATION.

The Business Office supports the overall mission of the college by providing each department with the fiscal services needed to function. All purchasing, accounts payable and receivable flow through the department. Support is also provided to students with accurate billing, payment plans, and financial aid disbursements.

### 1C. DESCRIBE THE POPULATION SERVED BY THE DEPARTMENT

The Business Office serves all students, faculty and staff at KCC.

### 1D. DESCRIBE DEPARTMENT RESOURCES INCLUDING USAGE METRICS.

The Business Offices utilizes many shared resources. Besides desktop and laptop computers and general office equipment, the department has no dedicated resources. The Business Office relies heavily on the resources provided by Information Services including but not limited to:

- Jenzabar - daily

- ADP - daily

- Sharepoint – daily

- Microsoft Office – daily

## 2. DEPARTMENT MISSION/GOALS AND LINK TO STRATEGIC PLAN

### 2A. DESCRIBE PROGRESS TOWARD GOALS SET IN PREVIOUS REVIEW, ANNUAL BUDGET PRESENTATIONS, AND/OR STRATEGIC BUDGET PLANNING.

Improve payroll - Implementation of ADP system to increase payroll processing efficiencies in the Business Office. This goal has been met.

Improve Accounts Receivable - Utilize automated text and email methods to effectively communicate balances, due dates, and other important information to students. Work with students on payment plans. Call past due accounts to increase the collection rate and decrease the amount sent to the Department of Revenue. This goal has largely been met.

Improve Grant Accounting – The hiring of a grant accountant has facilitated better communication with the Grant Department and grant employees thereby reducing the number of adjustments within grant accounts, performing all fiscal responsibilities for grants to include grant invoicing, monitoring grant budgets to actual expenses, fiscal monitoring, etc.

Improve Department Efficiencies - Development and improvement of standard operating procedures allowing for cross-training of employees. Reallocate duties to balance workloads and allow for continuous improvement. Improve efficiency with electronic archiving.

### 2B. HAVE YOU MET YOUR PREVIOUSLY SET GOALS? IF NOT, HOW DO YOU PLAN TO MEET THEM?

☒ Yes

☐ No

### 3. PERSONNEL SUMMARY

#### 3A. PROVIDE AN ORGANIZATIONAL CHART OF THE DEPARTMENT.



#### 3B. ARE CURRENT MANAGEMENT AND STAFF ADEQUATE TO PERFORM FUNCTIONS AND RESPONSIBILITIES SATISFACTORILY TO ACHIEVE DEPARTMENT GOALS? EXPLAIN THE JOB FUNCTIONS OF EACH POSITION.

☐ Yes

☐ No

☒ Somewhat

Full Job Descriptions in Appendices

The department is fairly lean and able to handle the business at hand. In order to make significant changes to make doing business easier and more sustainable, additional staff will be required. There is a need for a position to assist in the budget process, help with the annual financial review, gather and analyze data to identify areas for improvement and develop and implement solutions in those areas. The employee would either manage continuous improvement projects or take on the duties of current staff to make them available to accomplish the Business Office goals.

The Director of Business Services/Controller maintains and analyzes financial information, prepares and presents financial reports, and maintains fiscal stability of KCC using informed technical knowledge and skill in accounting and financial analytics. The position oversees various positions within the business office and leads the day to day functions associated with Accounts Receivable, Accounts Payable, Purchasing, and Payroll. Additionally, this position also designs, administers, and manages systems for a wide range of budget-related programs, vendor relationships, and regulatory activities. The Director of Business Services/Controller is responsible for interacting effectively with internal/external customers and vendors to gather needed information, resolve differences, and complete work on schedule. The position recommends the hiring of new employees, and trains and supervises staff members.

The Accountant records monthly journal entries and adjusts journal entries, assists in preparing monthly Board of Education and Foundation financials, assists in preparing audit schedules, works together with

other Finance Department staff to create financial queries and reports, and follows up on outstanding grants, receivables, errors, etc. The accountant also manages stale dated checks, completes grant related accounting tasks, reconciles weekly financial aid disbursements and balances corresponding general ledger accounts, and maintains financial aid schedules and summaries as required and prepares backup documentation.

The Grant Accountant assumes responsibility for post award grant accounting for programs funded by grants or special revenue. The Grant Accountant ensures compliance by working with funding source administrative guidelines, timely receipt of revenue, and accurate submission of financial reports and assists with completing the A-133 Audit and orderly closure of projects and with the preparation of financial projections and budgets, actual v. budget reporting, reviewing/monitoring of individual grants and transactions for compliance with private, local, state and federal fund requirements, journal entries, and financial grant reporting. The Grant Accountant provides fiscal service and support and may be required to verify budget proposals for grant applications.

The Accounting Specialist I (Cashier) is responsible for ensuring timely, accurate processing and balancing of student accounts while maintaining outstanding customer experience throughout the tuition payment process. The Accounting Specialist I (Cashier) also greets other campus visitors in a manner that is welcoming, professional, and informative and provides administrative and accounting services to support other functions and departments.

The Bookstore/Purchasing Specialist assesses needs and facilitates purchases, receives and stocks goods and supplies according to applicable procedures and requirements to support students and staff, and coordinates with the Bookstore Manager to ensure that the Bookstore is operated in a manner that provides a quality experience for its customers. The Bookstore/Purchasing Specialist is also responsible for providing administrative and accounting support to other functions and departments.

The Accounting Specialist III (AP) computes, classifies, and records numerical data to keep financial records complete, including the performance of Billing, Accounts Payable, Accounts Receivable, and/or Payroll activities. The Accounting Specialist is expected to interact effectively with internal customers and external vendors to gather needed information, resolve differences, and complete work on schedule. This role conducts analyses and generates reports routinely and upon request for various stakeholders, ensuring the accuracy of figures, calculations, and postings pertaining to business transactions.

The Accountant for Payroll & Finance computes, classifies, and records numerical data to keep payroll and timekeeping records complete and up-to-date and is expected to interact effectively with internal customers and external vendors to respond to questions, gather required information, resolve issues, and complete work on schedule. This role conducts analyses and generates reports, routinely and upon request, for various stakeholders, ensuring the accuracy of figures and calculations. This position is also expected to maintain current knowledge of payroll regulations and laws, i.e. state, federal, and local to ensure compliance. In addition, this role handles sensitive and confidential information ensuring compliance with college policies, union contracts, and state and federal legal requirements.

**3C. DESCRIBE ORGANIZATIONAL CHANGES THAT WILL IMPROVE DEPARTMENT PERFORMANCE, PROVIDE TIMELINESS FOR THE ACHIEVEMENT OF SUCH CHANGES, AND DESCRIBE MEASURES THAT WILL ASSESS THE EFFECTIVENESS OF SUCH CHANGES.**

Changing job descriptions and reallocating duties will make the department better balanced. The additional time created by the efficiencies will be spent on projects that will give us more automated processes.

Moving to 100% electronic requisitions will speed up the requisition process, ensure proper authorizations and eliminate lost paperwork.

We are working with Jenzabar to streamline the budget process. Currently, the budget process starts in Jenzabar, is downloaded into Excel, uploaded to a database, manipulated, downloaded to Excel and then uploaded back to Jenzabar. Also, budget tracking through MyKCC (a Jenzabar product) can be improved to be more intuitive and less cumbersome.

The business office is evaluating Jenzabar's payroll capabilities to see if we can move out of ADP. If not, work with ADP to maximize the potential of their product to make timekeeping and departmental transfers easier. These improvements will result in fewer mistakes on paychecks.

The office is looking at changing companies for merchant services to save money and be PCI compliant.

The college needs to move to Direct Deposit for Financial Aid and employee reimbursements. This change will eliminate the extra work currently needed for first distribution, 10-12 people for 4 hours once per term.

#### 4. STAFF DEVELOPMENT

##### 4A. DESCRIBE SPECIFIC PROFESSIONAL DEVELOPMENT ACTIVITIES IN WHICH DEPARTMENT MEMBERS PARTICIPATE, AND EXPLAIN HOW SUCH ACTIVITIES BENEFIT OR ENHANCE THE DEPARTMENT.

- Annual Budget Law training put on by the Department of Revenue to keep up on changes to Budget Law.
- Quarterly meetings with the Business Officers from the 17 community colleges in Oregon. These meetings keep us up to date with changes in HECC, PERS and the other colleges.
- WIOA grant training helps us to be compliant with the grant and pass our annual audit.
- Procurement training to learn the policies and procedures of procurement for public entity.
- Several college courses in accounting: BUS111, BUS177, BUS211, BUS212, BUS213 and BUS228. These courses helped build a strong knowledge base in proper procedures for the Business Office.
- Grant related trainings: Cash Management, Discretionary Grants Administration, Formula Grants Administration, Indirect Costs, Internal Controls, Allowable Costs and Activities, and Subrecipient Monitoring. These classes help us to stay within compliance of several grants.

##### 4B. DESCRIBE AREAS OF UNMET PROFESSIONAL DEVELOPMENT NEEDS AMONG PERSONNEL IN THIS DEPARTMENT AND OUTLINE PLANS TO ADDRESS THOSE NEEDS.



More capital projects training is needed. Most training will be addressed online through Oregon.gov. The goal is that the Apprenticeship Center project will comply with all State rules and regulations for capital projects.

## 5. FACILITIES AND EQUIPMENT

5A. ARE CURRENT FACILITIES, SUCH AS CLASSROOMS, OFFICES AND EQUIPMENT, ADEQUATE TO SUPPORT THE DEPARTMENT? EXPLAIN.

- ☒ Yes  
☐ No  
☐ Somewhat

With the creation of Founder's Hall in 2018, a space was designed for the Business Office with future needs in mind. There are currently 6 offices with 7 employees. The area could accommodate 2 more employees. Facilities meet current and future needs.

5B. IS AVAILABLE EQUIPMENT ADEQUATE TO SUPPORT THE DEPARTMENT? EXPLAIN.

- ☒ Yes  
☐ No  
☐ Somewhat

The computers and equipment are up to date with the exception of the postage machine which is nearing the end of its life cycle.

5C. DESCRIBE PLANS FOR FUTURE CHANGES IN SUPPORT FACILITIES OR EQUIPMENT.

The postage machine will be replaced within the next year. Computers will be replaced as normally scheduled.

## 6. BUDGET

6A. PROVIDE A FINANCIAL REPORT. EXPLAIN DEVIATIONS FROM BUDGET EXCEEDING 10% OF ANY LINE ITEM.

The Business Office was 3.8% under budget in Personnel and 26.8% over in Materials and Services. The reason for the overage was budgeting error, the cost of ADP (\$38,000) was not factored into the budget.

Klamath Community College Non-Instructional Department Review:

7/1/2019 Thru 6/30/2020

Account Number	Description	Total Actual	Annual Budget	Over/Under Budget
1 001 50 5001 6600 1	Administrative Salaries - Business Office	148,584.50	184,354	35,769.50
1 001 50 5001 6700 1	Full Time Staff - Business Office	190,842.80	144,571	-46,271.80
1 001 50 5001 6800 1	Part Time Staff - Business Office	1,117.22	-	-1,117.22
1 001 50 5001 6900 1	Student Wages - Business Office	77	-	-77.00
1 001 50 5001 6XX1 1	F I C A - Business Office	25,615.04	25,163	-452.04
1 001 50 5001 6XX2 1	Worker's Comp - Business Office	150.80	180	29.20
1 001 50 5001 6XX3 1	Unemployment - Business Office	1,112.72	3,290	2,177.28
1 001 50 5001 6XX4 1	P E R S - Business Office	78,255.07	96,026	17,770.93
1 001 50 5001 6XX5 1	Life Ins - Business Office	807.00	672	-135.00
1 001 50 5001 6XX6 1	Accident/Disability Ins - Business Office	1,496.66	378	-1,118.66
1 001 50 5001 6XX7 1	Health Ins - Business Office	102,590.80	117,600	15,009.20
1 001 50 5001 7050 1	Supplies - Business Office	2,127.09	2,000	-127.09
1 001 50 5001 7060 1	Books - Business Office	0	-	0.00
1 001 50 5001 7061 1	Multi-media - Business Office	0	-	0.00
1 001 50 5001 7100 1	Printing - Business Office	208	-	-208.00
1 001 50 5001 7150 1	Marketing - Business Office	0	-	0.00
1 001 50 5001 7240 1	Travel - Business Office	2,457.15	4,000	1,542.85
1 001 50 5001 7250 1	Training & Cont Ed - Business Office	747.5	5,000	4,252.50
1 001 50 5001 7350 1	Dues / Memberships - Business Office	205	-	-205.00
1 001 50 5001 7360 1	Subscriptions - Business Office	0	-	0.00
1 001 50 5001 7400 1	Contracted Services - Business Office	40,273.80	26,000	-14,273.80
1 001 50 5001 7645 1	Other Fees & Services - Business Office	0	-	0.00
1 001 50 5001 7750 1	Emp Tuition Waivers - CR - Business Offi	0	-	0.00
1 001 50 5001 7751 1	Emp Tuition Waivers - NC - Business Offi	0	-	0.00
1 001 50 5001 7925 1	Tools & Equip < \$5,000 - Business Office	906.99	500	-406.99
1 001 50 5001 7935 1	Software < \$5,000 - Business Office	0	-	0.00
1 001 50 5001 7940 1	Furniture < \$5,000 - Business Office	1,246.50	500	-746.50
1 001 50 5001 8000 1	Equipment - Business Office	0	-	0.00
1 001 50 5001 8020 1	Furniture - Business Office	0	-	0.00
	Totals:	598821.64	610,234	11,412.36

## 6B. DESCRIBE BUDGETARY CHALLENGES.

The biggest cost is personnel and it continues to rise. There is a need for another position.

## 7. CONCLUSION

### 7A. DESCRIBE DEPARTMENT STRENGTHS.

The people are strength of the department. There is a real team effort, helping each other out. Good communication makes large tasks easier, i.e. Financial Aid distribution, CAFR preparation, Budget assembly. Even the day-to-day responsibilities of having coverage for the Cashier's window takes coordination, flexibility and communication. The Business office works together to accomplish all tasks great and small. The employees take great pride in their work and make sure that procedures are followed, standards are upheld, and deadlines are met.

#### 7B. DESCRIBE DEPARTMENT WEAKNESSES.

The Business Office is very lean. Having an employee out for an extended period of time would be overly burdensome. The employees are somewhat cross trained, but there is more work to be done in this area. A long-term employee will retire in 2021. As long as the replacement is hired with sufficient time to train, there shouldn't be any issues. The Accountant and Business Office Director are positions particularly concerning. There need to be more written procedures for each position and better training for backing up the position.

#### 7C. DESCRIBE SUPPORT NEEDED.

Adding another position to the department would make documenting and changing procedures easier and the accomplishment of goals quicker. Distributing duties differently will help balance workloads and make the department stronger. Some software and/or providers may need to be changed to service the college better.

#### 7D. OUTLINE NEW GOALS INCLUDING TIMELINESS FOR COMPLETION, MEASURES FOR EVALUATING ACHIEVEMENT OF SUCH GOALS, AND A PROCESS FOR IMPLEMENTING IMPROVEMENTS.

**Electronic Requisitions (mandatory)** This project should be completed by the end of 2021. Approval tracks need to be set up in Jenzabar. Training of employees that enter requisitions will take place in late Spring term, but may stretch into early Fall term. The Business Office will work with Jenzabar to correct the known and unknown issues.

**Direct Deposit for Financial Aid** – This project is in its beginning stages and should be completed by the end of 2021. Setting up MyKCC to allow students to enter their bank information is underway. Testing the direct deposit with employees for reimbursements needs some more work with Jenzabar. Once the employee reimbursement is perfected, then students will be added and tested. The rollout will be small and targeted at first, then sent to all the students.

**Purchasing and Travel Credit Cards** – The goal is to make travel and purchasing easier for the employees, Purchasing, and Accounts Payable. Part of the goal is to get the credit to upload to the general ledger, so expenditures can be encumbered. The project should be completed in early Fall term 2021. Testing and training will start in the summer of 2021.

**Electronic Filing** – This project will take a couple years to complete. A filing system will need to be created and documented. IS help will be necessary in this process. A big part will be changing employee habits. The long-term benefit outweighs the convenience of paper.

**Automating Invoicing** – This project is in the queue for 2022. Currently, invoices are created with the help of an Excel spreadsheet. There is a need for an integrated solution, starting with Jenzabar training to make sure what is available works for KCC. It may be easy, but more research needs to be done.

## 8. APPENDICES

### JOB SUMMARY

The Director of Business Services/Controller maintains and analyzes financial information, prepares and presents financial reports, and maintains fiscal stability of KCC using informed technical knowledge and skill in accounting and financial analytics. The Director of Business Services/Controller oversees various positions within the business office and leads the day to day functions associated with Accounts Receivable, Accounts Payable, Purchasing, and Payroll. Additionally, this position also designs, administers, and manages systems for a wide range of budget-related programs, vendor relationships, and regulatory activities. The Director of Business Services/Controller is also responsible for interacting effectively with internal/external customers and vendors to gather needed information, resolve differences, and complete work on schedule. The position recommends the hiring of new employees, and trains and supervises staff members.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

To perform the job successfully, an individual must be able to satisfactorily perform each essential duty. The requirements listed below are representative of the knowledge, skill, and/or ability required to perform the position description satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Providing fiscal forecasting, budgeting, resource planning, and corresponding accounting and audit functions for the College and Foundation. Under the supervision of the Vice President of Administrative Services, the incumbent implements, tracks and reports all annual budgets. Associated tax filing, monitoring and reduction of bad debt, and grant management is included in this role.**

- Assists in developing and administering policies, procedures, and processes in support of finance operations for the College and Foundation; assists in monitoring compliance with approved policies, procedures, and processes, ensuring alignment with the College mission, values, goals, and objectives and compliance with local, state, and federal laws and regulations.
- Prepares financial reports for College entities and various College programs, reviewing financial data to ensure compliance with applicable local, state, and federal requirements and Generally Accepted Accounting Principles (GAAP). Researches, analyzes, and interprets applicable laws and regulations relative to assigned areas of responsibility; makes recommendations based on findings.
- Responsible for the preparation and creation of the College Comprehensive Annual Financial Report.
- Responsible for the preparation and creation of the College and Foundation budget.
- Serves as a liaison with other internal departments within the College and/or to external agencies in order to provide information on available resources and services.

#### Klamath Community College Non-Instructional Department Review:

- Primary contact for annual audits for the College in assigned areas of responsibility. Maintains a working relationship with the audit firm throughout the year and manages the timely completion of the annual audit.
- Implements and allocates resources following budget approval. Monitors expenditures college-wide.
- Monitors state, federal, and local grants for both fiscal activity and compliance. Reconciles grant activity with appropriate College departments and prepares grant financial reports as required.
- Oversees and reconciles College's investment activity. Makes recommendations based on results.
- Assists in overseeing accounting functions to ensure accurate and timely completion of bank reconciliations, payroll, payables, and receivables; assists department and College staff with problem resolution as needed.
- Maintains institutional internal and financial controls.
- Participates in a variety of meetings, committees, and other related groups to communicate financial information.
- Attends meetings and conferences; reviews newsletters and financial update bulletins to keep up-to-date with GAAP and IRS regulations and changes.
- Participates in long-range financial planning, working cooperatively with College departments and others in developing strategic and tactical plans to facilitate and coordinate the delivery of financial services. Evaluates processes, recommends standards to be met, and makes appropriate recommendations for implementation. Provides project management for applicable financial projects.

#### **Maintains and analyzes financial information, prepares and presents financial reports, and maintains fiscal stability of KCC using informed technical knowledge and skills in accounting and financial analytics.**

- Determine and maintain a record of assets, liabilities, profit-and-loss, tax liability, and other financial activities within the organization.
- Prepare monthly financial reports for the Board and for the Foundation, assessing accuracy, completeness, and conformance to reporting and procedural standards.
- Collaborates with the Administration to support overall institutional goals, objectives, and fiscal integrity of programs.
- Provides informed guidance in the full range of financial and budgetary matters affecting the organization.
- Ensures accurate and timely monthly, quarterly, and year-end-close, reporting on discrepancies in financial records.
- Reviews monthly financial statements and related management reporting to effectively evaluate degree of financial risks and highlight critical issues, trends, and opportunities.
- Prepares special reports and financial statements as needed for the Cabinet, Foundation, and leadership team members for use in decision-making processes relating to new or altered programs and services.
- Facilitates the process of generating logical and meaningful strategic plans and quarterly updates.
- Participates in accreditation, Business Office assessment, and annual audit, including assisting in the preparation of audit schedules.
- Analyzes and administers payments made for grant programs, including completing grant-related accounting tasks and monitoring outstanding grants, receivables, errors, and stale-dated checks.
- Oversees daily banking requirements, ensuring that all deposits are properly handled.

#### Klamath Community College Non-Instructional Department Review:

- Reviews and verifies bank and balance sheet account reconciliations and subsidiary journals to general ledger reconciliations.
- Reconciles weekly financial aid disbursements and balances the related general ledger accounts.
- Maintains financial aid schedules and summaries as required and prepares backup documentation; records journal entries regarding financial aid transactions and prepares monthly reconciliation to financial aid records.
- Maintains financial security by following internal controls.
- Assists in special accounting projects as assigned.

#### **Designs, administers, and manages systems for a wide range of budget-related programs, vendor relationships, and regulatory activities.**

- Devises, implements, and manages policies and procedures to ensure internal controls and to meet the strategic planning needs and quarterly updates for the College, including forecasting of financial results and effectiveness in providing financial services.
- Develops, implements, modifies, and documents recordkeeping and accounting systems, making use of current computer technology.
- Interfaces with software provider vendors to ensure superior support and problem-resolution, as needed.
- Contributes to the design and projected cost of labor, including coordination of salary administration in accordance with program guidelines.
- Stays current with legal, financial, reimbursement, economic conditions, and accounting procedures impacting KCC's operations.

#### **Interacts effectively with internal/external customers and vendors to gather needed information, resolve differences, and complete work on schedule.**

- Assists departments, employees, and institutional leaders by providing fiscal information, explaining procedures, and answering basic and moderately complex accounting questions.
- Troubleshoots and resolves internal inquiries in a timely, friendly, and accurate manner.

#### **Recommends the hiring of new employees; trains and supervises staff members.**

- Oversees and leads staff and activities in the areas of payroll, accounts payable, purchasing, fixed assets, and accounts receivable and the Bookstore, ensuring that department deliverables and quality standards are met.
- Conducts performance appraisals, recommends the hiring of staff when needed, and monitors conformance to institutional policies.
- Contributes to the engagement of direct reports; provides frequent performance feedback and opportunities to develop and grow, while encouraging input, empowering decision-making, displaying concern for the employees' well-being, and equipping the employees to succeed in their role.

#### **NON-ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Assists in special accounting projects and institutional committees/projects as assigned.
- Other duties as assigned.

#### **KNOWLEDGE, SKILLS, AND ABILITIES NEEDED TO PERFORM THIS ROLE**

#### Klamath Community College Non-Instructional Department Review:

- Ability to manage and report on a wide range of financial data, employing sound accounting principles and best practices.
- Strong organizational skills with an ability to work well both independently and as a team member.
- High proficiency in the use of spreadsheet and database software and systems, including MS Excel and Access, with the ability to develop and present precise and easily understood financial reports.
- Proficient in the use of computers, including spreadsheet, word processing, and database software applications.
- Accurate 10-key skills.
- Works well with others in a group or team and has the ability to remain flexible despite interruptions and/or routine changes to priorities and/or job duties.
- Ability to effectively communicate in written and verbal forms, while maintaining strong interpersonal relations with College administration, government officials, auditors, staff, and students.
- Ability to read, analyze, and interpret general business manuals, professional journals, technical procedures, and governmental regulations.
- Ability to write reports, business correspondences, and procedure manuals.
- Ability to effectively present information and respond to questions from managers, staff, students, and the general public.
- Strong leadership skills.
- Reliable in meeting exacting or highly accurate work results, strict deadlines, and providing prompt and friendly service delivery.

#### **EDUCATION AND EXPERIENCE**

- Bachelor's degree in accounting or related field with at least six (6) years of accounting experience in a lead role, including financial reporting and general ledger expertise
- Associate's degree with at least ten (10) years of accounting-specific work experience may also suffice
- At least three years management experience of multiple full-time employees in fiscal responsibility positions with increasing responsibility
- Knowledge of FASB, GASB and GAAP
- Current CPA certification is preferred

#### **PHYSICAL DEMANDS AND WORKING CONDITIONS**

- Learned physical skills required to perform keyboarding functions
- Prolonged standing, sitting, and use of computers

## **JOB SUMMARY**

The Accounting Specialist I (Cashier) is responsible for ensuring timely, accurate processing and balancing of student accounts while maintaining outstanding customer experience throughout the tuition payment process. The Accounting Specialist I (Cashier) also greets other campus visitors in a manner that is welcoming, professional, and informative; and provides administrative and accounting services to support other functions and departments.

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

To perform the job successfully, an individual must be able to satisfactorily perform each essential duty. The requirements listed below are representative of the knowledge, skill, and/or ability required to perform the position description satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **Ensures timely, accurate processing and balancing of student accounts and cashiering transactions.**

- Calculates and posts payments to students' accounts including web payments and refunds.
- Processes late drops/adds from student services.
- Prepares, applies, and monitors payment installment agreements.
- Processes Daily Procedures for Student Billing. As needed, escalates collection activities to include contacting students, applying late fees, placing accounts on hold status, processing bad debt write-offs, and notifying appropriate collection agency.
- Assists with the preparation and disbursement process of financial aid payments.
- Posts tuition remission for eligible employees and dependents.
- Prepares and sends invoices, including invoices to agencies for third-party payments and post-transaction adjustments (when applicable) for students, i.e. VA, HS, APR, and other miscellaneous third-party payments.
- Receives third-party payments and monitors outstanding invoices.
- Prepares and completes daily bank deposit for Bookstore or Badger Burrow, as needed.

### **Ensures an outstanding customer experience throughout the tuition payment process.**

- Provides assistance to students, over the phone and in person, including inquiries regarding tuition, payments, remission, financial aid, and business office hours.
- Handles a variety of difficult customer situations using tact, diplomacy, and patience to defuse irate/angry customers, both in person and over the phone.
- Uses appropriate communication formats to deliver information in a manner that is thorough, professional, and easily comprehended by the recipient.

### **Assists students and other campus visitors in a manner that is welcoming, professional, and informative.**



#### Klamath Community College Non-Instructional Department Review:

- Answers and directs incoming phone calls.
- Provides assistance to students and visitors, over the phone and in person, including inquiries regarding registration, operational hours, directions, and general College policies.

#### **Provides administrative and accounting services to support other functions and departments.**

- Assists with payroll activities, including organizing pay stubs and checks for distribution on payday.
- Receives and distributes College mail and processes outgoing mail.
- Processes other payments received, including: grants, Foundation payments, donations, campus fines, and other miscellaneous payments.
- Maintains the College's lost and found.

#### **NON-ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Other duties as assigned.

#### **KNOWLEDGE, SKILLS, AND ABILITIES NEEDED TO PERFORM THIS ROLE**

- Strong organizational skills with an ability to work independently.
- Able to consistently follow financial and administrative procedures and to explain these procedures to those unfamiliar with them.
- Strong interpersonal and customer service skills, including ability to maintain composure under pressure, interact routinely with others face-to-face, by telephone, and through other communication modalities using active listening skills and excellent teamwork.
- Reliable in meeting exacting or highly accurate and detailed work results, strict deadlines, and providing prompt and friendly service delivery.
- Proficient in the use of computers, including spreadsheet, word processing, and database software applications.
- Accurate 10-key skills.
- Valid driver's license and reliable transportation.
- Bilingual is preferred, but not required.

#### **EDUCATION AND EXPERIENCE**

- Associate's degree in Accounting or in a related field or equivalent experience in an office environment processing, recording, or compiling accounting, bookkeeping, or cashiering transactions.

#### **PHYSICAL DEMANDS AND WORKING CONDITIONS**

- Learned physical skill is required to perform keyboarding functions.
- Prolonged standing, sitting, and use of computers.

## **JOB SUMMARY**

The Accountant for Payroll & Finance computes, classifies, and records numerical data to keep payroll and timekeeping records complete and up-to-date. The Accountant for Payroll & Finance is expected to interact effectively with internal customers and external vendors to respond to questions, gather required information, resolve issues, and complete work on schedule. This role conducts analyses and generates reports, routinely and upon request, for various stakeholders, ensuring the accuracy of figures and calculations. This position will also be expected to maintain current knowledge of payroll regulations and laws, i.e. state, federal, and local to ensure compliance. In addition, this role handles sensitive and confidential information ensuring compliance with college policies, union contracts and state and federal legal requirements.

The Accountant for Payroll & Finance also serves as back up for the front Cashier, serving faculty, staff, and students

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

To perform the job successfully, an individual must be able to satisfactorily perform each essential duty. The requirements listed below are representative of the knowledge, skill, and/or ability required to perform the position description satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **Computes, classifies, and records numerical data to keep payroll and timekeeping records complete and up-to-date.**

- Calculates pay for various employee groups and individuals assigned to multiple job classifications in strict accordance to union contracts, government wage and hour laws, salary tables, and college policy. Calculations include regular pay, overtime (including comp time calculations) and annualized salaries. Verifies and maintains pay records and leave balances.
- Maintains payroll deductions in accordance with union contracts, college policy and legal requirements. Deductions include, but are not limited to garnishments, insurance adjustments and refunds, and PERS. Performs billing and balances monthly payable and receivable accounts for remittance of payroll taxes and deductions. Resolves complex payroll issues as necessary.
- Processes payroll using online input, desktop and third party web based applications. Manually enters and edits documents as necessary.
- Works with Human Resources to ensure that all payroll forms are completed including verification of new employee data: wages, benefits, and entitlements; and reporting new employee information to required agencies.
- Provides customer service to college staff/student employees and outside agencies upon request. Communicates technical and confidential information and responds to requests for clarification and interpretation of data.
- Prepares journal entries and labor distribution for general ledger under fund accounting system. Completes correspondence, agency forms and reports. Audits payroll programs and internal accounts.
- Determines employee eligibility for state retirement program and completes all subsequent functions from initial employee notification to annual reconciliations. Researches information for retirement including compiling and maintaining employee information, records and plan contributions using PERS software.

#### Klamath Community College Non-Instructional Department Review:

- Serves as a liaison with 3<sup>rd</sup> party entities and coordination of external payroll agreements.
- Reconciliation of payroll / other accounts.
- Prepares all payroll reporting to include: quarterlies, W-2s, related year-end reporting, etc.
- Operates computers programmed with accounting software to record, store, and analyze information.
- Participates in trainings to maintain current knowledge for payroll, i.e. state/federal/local policies, PERS requirements, etc.
- Maintains accurate and organized files and records in compliance with college policy and state and federal regulations.

**Interacts effectively with internal customers and external vendors to respond to questions, gather required information, resolve issues, and complete work on schedule.**

- Responds to timekeeping and payroll-related inquiries from managers and employees.
- Troubleshoots and resolves internal inquiries in a timely, friendly, and accurate manner.

**Conducts analyses and generates reports, routinely and upon request, for various stakeholders, ensuring the accuracy of figures and calculations.**

- Prepares timekeeping, payroll, or auditing reports on a timely, routine basis, as well as upon request.
- Performs general office duties such as filing, answering telephones, and handling routine correspondence.

#### ***Finance***

- Invoice agencies for third party payments.
- Assist with preparing bad debt to be sent to the collection agencies, including notifying the student via certified mail.
- Update student statements as required by agreements.
- Performs other duties to support Business Office functions as assigned.

#### **NON-ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Assists Human Resources with the coordination of the annual employee benefits fair.
- Participates in accreditation and business office assessment.
- Serves as back-up for accounts receivable, accounts payable, purchasing, and cashiering.
- Other duties as assigned.

#### **KNOWLEDGE, SKILLS AND ABILITIES NEEDED TO PERFORM THIS ROLE**

- Working knowledge of Public Accounting Principles.
- Proficient in the use of computers, including spreadsheet, word processing, and database software applications.

#### Klamath Community College Non-Instructional Department Review:

- Accurate 10-key skills.
- Ability to work with numbers, perform calculations, troubleshoot balancing errors, and maintain accuracy in detail-oriented, basic accounting activities.
- Strong organizational skills and the ability to work independently.
- Ability to work well with others in a group or team and the ability to remain flexible despite interruptions and/or routine changes to priorities and/or job duties.
- Strong interpersonal and customer service skills, including ability to maintain composure under pressure, interact routinely with others face-to-face, by telephone, and through other communication modalities using active listening skills and excellent teamwork.
- Reliable in meeting exacting or highly accurate work results, strict deadlines, and prompt and friendly service delivery.
- Ability to read, analyze, and interpret general business manuals, professional journals, technical procedures, and governmental regulations.
- Ability to write reports, business correspondence, and procedure manuals.
- Ability to effectively present information and respond to questions from managers, staff, students, and the general public.
- Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals.
- Ability to compute rate, ratio, and percentages.
- Ability to make mathematical calculations rapidly and accurately.

#### **EDUCATION AND EXPERIENCE**

- Completion of Associate's degree in Accounting or in a related field required, Bachelor's degree preferred and and at least three (3) years of job-related experience; or equivalent combination of education and experience.
- Knowledge of PERS and state and federal reporting requirements.

#### **PHYSICAL DEMANDS AND WORKING CONDITIONS**

- Learned physical skill is required to perform keyboarding functions.
- Prolonged standing, sitting, and use of computers.

## **JOB SUMMARY**

Under the general direction of the Business Office Manager, this individual is responsible for assisting with a wide range of accounting, finance department, and administrative duties, including analyzing financial information and preparing financial reports.

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

To perform the job successfully, an individual must be able to satisfactorily perform each essential duty. The requirements listed below are representative of the knowledge, skill, and/or ability required to perform the position description satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Assists with a wide range of accounting, finance department, and administrative duties.**

- Records monthly journal entries and adjusts journal entries.
- Assists in preparing monthly Board of Education and Foundation financials.
- Assists in preparing audit schedules.
- Works together with other Finance Department staff to create financial queries and reports.
- Follows up on outstanding grants, receivables, errors, etc.
- Manages stale dated checks.
- Completes grant related accounting tasks.
- Reconciles weekly financial aid disbursements and balances corresponding general ledger accounts.
- Maintains financial aid schedules and summaries as required and prepares backup documentation.
- Assists in other Finance Department areas, as necessary.

## **NON-ESSENTIAL DUTIES AND RESPONSIBILITIES**

Klamath Community College Non-Instructional Department Review:

- Assists with finance department areas as needed.
- Other duties as assigned.

**KNOWLEDGE, SKILLS, AND ABILITIES NEEDED TO PERFORM THIS ROLE**

- Must be bondable; not currently debarred or suspended or engaged in any activity that would be cause for debarment or suspension.
- Demonstrate experience utilizing Microsoft Office Suite and database programs.
- Ability to learn new computer programs and processes.
- Excellent interpersonal and communications skills for working with students, parents, faculty, regulatory entities and college staff.
- Diverse ability related to a broad range of accounting functions.

**EDUCATION AND EXPERIENCE**

Bachelor's degree preferred.

Three years related experience; or an acceptable equivalent combination of education and experience.

**PHYSICAL DEMANDS AND WORKING CONDITIONS**

- Learned physical skill is required to perform keyboarding functions.
- Prolonged standing, sitting, and use of computers.

## **JOB SUMMARY**

The Bookstore/Purchasing Specialist assesses needs and facilitates purchases, receives and stocks goods and supplies according to applicable procedures and requirements to support students and staff, and coordinates with the Bookstore Manager to ensure that the Bookstore is operated in a manner that provides a quality experience for its customers. The Bookstore/Purchasing Specialist is also responsible for providing administrative and accounting support to other functions and departments.

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

To perform the job successfully, an individual must be able to satisfactorily perform each essential duty. The requirements listed below are representative of the knowledge, skill, and/or ability required to perform the position description satisfactorily. **Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.**

**Assesses needs, facilitates purchases, and receives and stocks goods and supplies according to applicable procedures and requirements to support students and staff.**

- Monitors inventory levels and prioritizes tasks and requisitions in order to ensure that goods and supplies are procured and available when needed, within budget.
- Generates purchase orders for requests received electronically and in paper format, ensuring that purchase orders include all necessary information and approval(s).
- Obtains information from vendors, suppliers, and publishers about costs, instructions for ordering, and returns and conducts research for large or one-time purchases.
- Supports staff needs by purchasing items at various local merchants or by going to staff computers to enter payment information for online orders.
- Maintains professional and ethical relationship with vendors and suppliers.
- Enters and posts receiving documents to POS system.
- Completes detailed paperwork and records using a variety of software.
- Receives and facilitates stocking of incoming orders and follow-up of any order discrepancies, chargebacks for overstock returns, defective merchandise, and mis-shipped product.
- Maintains SKU database for POS system and enters price adjustments as needed.

**Coordinates with Bookstore Manager to ensure that the bookstore is operated in a manner that provides a quality experience for its customers.**

- Supervises bookstore personnel, including hiring, training, providing performance feedback, and addressing performance management issues.
- Operates as backup to bookstore personnel in order to cover staffing needs.

#### Klamath Community College Non-Instructional Department Review:

- Performs problem-solving for customers and faculty, including assisting in locating texts or supplies not on-site, and assisting in determining availability of back-ordered or late-ordered books.
- Monitors adherence to bookstore policies and procedures, including security and cash-handling policies.

#### **Provides administrative and accounting support to other functions and departments.**

- Operates as a backup to the cashier, including performing customer service activities such as retrieval and activation of student financial aid information, assisting customers in the purchase of books, computer software and hardware, calculators and/or supplies, and processing refunds or returns of merchandise as necessary.
- Providing administrative and accounting support to other functions and departments.
- Completes daily deposits for café and bookstore.
- Maintains current tagging and database of fixed assets.
- Reconciles business office register and completes weekly deposit.

#### **NON-ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Other duties as assigned.

#### **KNOWLEDGE, SKILLS, AND ABILITIES NEEDED TO PERFORM THIS ROLE:**

- Strong organizational skills with the ability to work independently.
- Able to consistently follow financial and administrative procedures and explain these procedures to those unfamiliar with them.
- Strong interpersonal and customer service skills, including the ability to maintain composure under pressure and interact routinely with others face-to-face, by telephone, and through other communication modalities using active listening skills and excellent teamwork.
- Reliable in meeting exacting or highly accurate work results, strict deadlines, and providing prompt and friendly service delivery.
- Proficient in the use of computer systems including spreadsheets, word processing, and database software applications.
- Valid driver's license and reliable transportation.

#### **EDUCATION AND EXPERIENCE:**

- High School diploma or equivalent (GED).
- At least two (2) years' experience in a retail environment or purchasing role, including responsibility for monitoring inventory levels and placing and receiving orders. Managerial experience preferred.

#### **PHYSICAL DEMANDS AND WORKING CONDITIONS:**

- Ability to lift 35 lbs.
- Prolonged sitting, standing, and use of computers.



## **JOB SUMMARY**

The Accounting Specialist III (AP) computes, classifies, and records numerical data to keep financial records complete, including the performance of Billing, Accounts Payable, Accounts Receivable, and/or Payroll activities. The Accounting Specialist is expected to interact effectively with internal customers and external vendors to gather needed information, resolve differences, and complete work on schedule. This role conducts analyses and generates reports routinely and upon request for various stakeholders, ensuring the accuracy of figures, calculations, and postings pertaining to business transactions.

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

To perform the job successfully, an individual must be able to satisfactorily perform each essential duty. The requirements listed below are representative of the knowledge, skill, and/or ability required to perform the position description satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **Computes, classifies, and records numerical data to keep financial records complete, including the performance of Billing, Accounts Payable, Accounts Receivable, and/or Payroll activities.**

- Calculates and prepares checks for Accounts Payable.
- Accesses computerized financial information to answer general questions as well as those related to specific accounts.
- Checks figures, postings, and documents for correct entry, mathematical accuracy, and proper codes.
- Classifies, records, and summarizes numerical and financial data to compile and keep financial records, using journals, ledgers, and computers.
- Complies with federal, state, and institution policies, procedures, and regulations.
- Debits, credits, and totals accounts on computer spreadsheets and databases, using specialized accounting software.
- Matches order forms with invoices; records the necessary information.
- Monitors status of loans and accounts to ensure that payments are up to date.
- Operates 10-key calculators, typewriters, and copy machines to perform calculations and produce documents.
- Operates computers programmed with accounting software to record, store, and analyze information.
- Performs financial calculations, such as amounts due, interest charges, balances, discounts, equity, and principal.
- Determines routine priorities and special prioritization needs for work activities, checking in with supervisory staff as needed to resolve competing priorities.
- Maintains recordkeeping and files for accounts, answers telephones, and handles routine correspondence.

### **Interacts effectively with internal customers and external vendors to gather needed information, resolve differences, and complete work on schedule.**

- Prepares, sends to decision-maker, and retrieves accounting documents on a timely basis, obtaining required authorizations to pay and/or record billable expenses for work performed.
- Assists departments, employees, and institutional leaders by providing fiscal information, explaining procedures, and answering basic and moderately complex accounting questions.

#### Klamath Community College Non-Instructional Department Review:

- Documents, records, and processes billing accurately while mindful of cash flow.
- Troubleshoots and resolves internal inquiries in a timely, friendly, and accurate manner.

#### **Conducts analyses and generates reports routinely and upon request for various stakeholders, ensuring the accuracy of figures, calculations, and postings pertaining to business transactions.**

- Prepares timely statistical, financial, accounting, payroll, or auditing reports on a routine basis, as well as upon request.
- Prepares bank deposits by compiling data from cashiers, verifying and balancing receipts, and sending cash, checks, or other forms of payment to banks.
- Reconciles or notes and reports discrepancies found in records.
- Reconciles records of bank transactions.
- Transfers details from separate journals to general ledgers or data processing sheets.
- Performs general office duties such as filing, answering telephones, and handling routine correspondence.

#### **NON-ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Other duties as assigned.

#### **KNOWLEDGE, SKILLS AND ABILITIES NEEDED TO PERFORM THIS ROLE**

- Proficient in the use of computers, including spreadsheet, word processing, and database software applications.
- Accurate 10-key skills.
- Ability to work with numbers, perform calculations, troubleshoot balancing errors, and maintain accuracy in detail-oriented basic accounting activities.
- Strong organizational skills with an ability to work independently.
- Requires working with others in a group or team and the ability to remain flexible despite interruptions and/or routine changes to priorities and/or job duties.
- Strong interpersonal and customer service skills, including ability to maintain composure under pressure, interact routinely with others face-to-face, by telephone, and through other communication modalities using active listening skills and excellent teamwork.
- Reliable in meeting exacting or highly accurate work results, strict deadlines, and prompt and friendly service delivery.

#### **EDUCATION AND EXPERIENCE**

- Completion of Associate's degree in accounting or in a related field, or other relevant college-level course work is preferred.
- At least two (2) years of job-related or similar experience, including knowledge of basic accounting.

#### **PHYSICAL DEMANDS AND WORKING CONDITIONS**

- Learned physical skill is required to perform keyboarding functions.
- Prolonged standing, sitting, and use of computers.

## **JOB SUMMARY**

The Grant Accountant assumes responsibility for post award grant accounting for programs funded by grants or special revenue. The Grant Accountant ensures compliance by working with funding source administrative guidelines, timely receipt of revenue, and accurate submission of financial reports. The Grant Accountant assists with completing the A-133 Audit and orderly closure of projects. The Grant Accountant assists with the preparation of financial projections and budgets, actual v. budget reporting, reviewing/monitoring of individual grants and transactions for compliance with private, local, state and federal fund requirements, journal entries, and financial grant reporting. The Grant Accountant provides fiscal service and support and may be required to verify budget proposals for grant applications.

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

To perform the job successfully, an individual must be able to satisfactorily perform each essential duty. The requirements listed below are representative of the knowledge, skill, and/or ability required to perform the duties of the position description satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Coordinate the accounting functions related to programs and restricted accounts by:
  - Assisting with financial reporting and other administrative requirements of grants/contracts, training, etc.;
  - Monitoring/tracking the status of each grant through its life cycle;
  - Maintaining financial calendar; and,
  - Assisting with the A-133 audit.
- Prepare invoice and billing statements. Research related research issues.
- Maintain and update Jenzabar; maintain spreadsheet to track balances.
- Prepare, review, or execute all accounting entries (transactions and journal entries) related to grant funds and restricted funds.
- Prepare all applicable fiscal reports for sponsored programs and ensure the timely submission thereof.
- Assist with the indirect cost rate.
- Coordinate with key personnel at all levels of the College to support proper and timely expenditure of grant funds in compliance with applicable guidelines and budget deadlines. Document the use of leveraged funds.
- Attend professional development training, workshops, or seminars, and stay abreast of the Office of Management and Budget (OMB) Circulars and their applicability to grant management related audit, federal regulations, state laws and College policies.
- Compile year-end reports, work papers and analysis necessary for the College auditors to complete the yearly audit of the College grants.
- Develop positive working relationships to foster a collaborative environment.
- Perform other duties as assigned.

## **NON-ESSENTIAL DUTIES AND RESPONSIBILITIES**

#### Klamath Community College Non-Instructional Department Review:

- Participates in accreditation and business office assessment.
- Assists with business office areas as needed.
- Perform other duties as assigned.

#### **KNOWLEDGE, SKILLS, AND ABILITIES NEEDED TO PERFORM THIS ROLE**

- Proficient in the use of computers, including spreadsheet, word processing, and database software applications.
- Accurate 10-key skills.
- Ability to work well with numbers, perform calculations, troubleshoot balancing errors, and maintain accuracy in detail-oriented, advanced accounting activities.
- Ability to work well with others in a group or team and the ability to remain flexible despite interruptions and/or routine changes to priorities and/or job duties.
- Strong interpersonal and customer service skills, including ability to maintain composure under pressure, interact routinely with others face-to-face, by telephone, and through other communication modalities using active listening skills and excellent teamwork.
- Reliable in meeting exacting or highly accurate work results, strict deadlines, and prompt and friendly service delivery.
- Ability to read, analyze, and interpret general business manuals, professional journals, technical procedures, and governmental regulations.
- Skill in researching, analyzing and evaluating complex financial data.
- Ability to write business correspondence.
- Ability to effectively present information and respond to questions from managers, staff, students, and the general public.

#### **EDUCATION AND EXPERIENCE**

- Completion of Bachelor's degree in Accounting or in a related field, or other relevant college-level course work and at least three (3) years of job-related experience; or equivalent combination of education and experience.

#### **PHYSICAL DEMANDS AND WORKING CONDITIONS**

- Learned physical skill is required to perform keyboarding functions.
- Prolonged standing, sitting, and use of computers.

## 8. NON-INSTRUCTIONAL DEPARTMENT REVIEW RUBRIC

	Highly Developed	Developed	Emerging	Initial
<b>1—Support of the College Mission</b>	Exhibits ongoing and systematic evidence of mission achievement.	Exhibits evidence that planning guides program and services selection that supports the College's mission.	Evidence that planning intermittently informs some selection of services to support the College's mission.	Minimal evidence that plans inform selection the of services to support the College's mission.
<b>2—Accomplishments in Achieving Goals</b>	Exhibits ongoing and systematic evidence of goal achievement.	Exhibits evidence that planning guides services selection that supports goal achievement.	Evidence that planning intermittently informs some selection of services to support the goal achievement.	Minimal evidence that plans inform selection of services to support goal achievement.
<b>3—Personnel Summary</b>	Employs a sufficient number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect duties, responsibilities and authority of the position.	Employs an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position.	Has a plan to employ an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position.	Staffing is insufficient to meet needs.
<b>4—Staff Development</b>	Exhibits ongoing and systematic support of professional development opportunities.	Exhibits support of regular professional development opportunities.	Evidence of intermittent professional development opportunities.	Minimal evidence of professional development opportunities.
<b>5—Facilities and Equipment</b>	Facilities and resources meet current and future needs of the College.	Facilities and resources meet current needs of the College	Evidence of a plan to have facilities and resources meet current and future needs of the College.	Minimal evidence that facilities and resources meet current and future needs of the College.

<b>6—Budget</b>	Financial resources meet current needs and are projected to meet future needs.	Financial resources meet current needs.	Evidence of a plan to acquire financial resources to meet current needs.	Minimal evidence that financial resources meet current needs.
<b>7—Strengths and Weaknesses</b>	Strengths and weaknesses are described accurately and thoroughly.	Most strengths and weaknesses are described accurately and thoroughly.	Some strengths and weaknesses are described accurately and thoroughly.	Minimal evidence that strengths and weaknesses are described accurately and thoroughly.
<b>8—New Goals and Plan</b>	Multiyear planning process with evidence of use of assessment data in planning.	Multiyear planning process with some assessment data.	Short-term planning process recently implemented.	Minimal evidence of planning process.
<b>9—Overall Evaluation</b>	Evidence of ongoing systematic use of planning in selection of programs and services.	Exhibits evidence that planning guides program and services selection that supports the College.	There is evidence that planning intermittently informs some selection of services to support the College.	Minimal evidence that plans inform selection the of services to support the College.
	<b>Highly Developed</b>	<b>Developed</b>	<b>Emerging</b>	<b>Initial</b>