
PART IV
OTHER RESOURCES

CHAPTER 10

FINANCIAL RESOURCES

The study was to evaluate the adequacy of fiscal resources available to the college to enable it to fulfill its mission, both now and in the next three to five years encompasses the following issues:

1. Fiscal and budgetary processes used in administering college funds.
2. The present financial position of the college, as reported in the balance sheet, operating statements, and external audits.
3. Future trends, plans, and challenges--through a review of revenue and expenditure growths and/or declines in the recent past--and master planning priorities as established by the college.
4. The present and potential role of institutional advancement efforts to increase grant and private fund raising support.
5. Appropriateness of funds to support educational programs--salary support from Chicago collar county community colleges and program support.
6. An analysis of the Institutional Effectiveness Survey results in areas pertaining to fiscal resources.

Fiscal and Budgetary Processes and Administration

The college's annual budget is the revenue and expenditure plan which guides its daily finances. The budget development process begins with broad-based projections of revenue and expenditures for the coming fiscal year using a budget modeling approach. By mid December, parameters are established to guide departments in the development of their individual budget requests. At the departmental level, department chairs are encouraged to seek input of faculty members in determining funding needs. Submittals are then reviewed by the appropriate vice president and discussed with the chairs.

The adjusted requests are next entered into the college's budget module for compilation. The Business Office conducts a department by department review utilizing the various comparative capabilities programmed into the system, i.e., prior year's expenditures, base budget parameters, etc. Departmental budget requests are then returned to each department chair along with recommended adjustments. Departments are given a final opportunity to respond to the recommended adjustments with their appropriate vice president.

Utilizing this second round of input, a proposed budget is drafted by the Business Office. In June, revenue projections are updated and reflected in a final budget draft for further review and adjustment by the president and vice presidents. The resulting proposed

budget is then reviewed with the Board of Trustees and lodged for public review in mid August. After public hearings, a final budget is approved by the Board at its September meeting.

The budgetary and fiscal planning undertaken by the college is not limited to the upcoming fiscal year. Requests for state capital funds are initiated through the Resource Allocation and Management Program (RAMP) submittal in August, ten months prior to the start of the next fiscal year. This document covers a projection of capital needs over a five-year period.

The college also projects its revenues and expenditures over a three year period through its Plansim budget modeling process. These projections are presented to and discussed with the Board for its information when considering fiscal actions such as tuition increases or approval of the annual budget.

In 1989, the Business Office responded to the college-wide master planning effort by drafting a Five-Year Financial Management Plan. The purpose of the report was to augment the college master plan by providing a comprehensive overview of the financial environment in which the college could expect to be functioning over the next five-year period. This report was updated in FY 90 and will continue to be revised on an annual basis.

In November 1988, the college purchased a comprehensive administrative hardware and software system, "Colleague", from Datatel Corporation. This database system includes integrated modules for general ledger, accounts receivable, cash receipts, accounts payable, purchasing, fixed assets, personnel/payroll, physical plant, and budgets. These business-related modules interface with Colleague software for financial aid, admissions, registration, degree audit, and institutional advancement. All modules were installed and operational during fiscal years 1990 and 1991.

Under the current system, each department has terminal access to the general ledger and purchasing modules, with on-line capacity to enter purchase requisitions and inquire as to the status of all line items within their budget. Hard copy budget status reports are also distributed to each department on a monthly basis. The system restricts encumbrance of budget dollars if over-expenditures would result.

Present Financial Position

The college is now in its nineteenth consecutive year of operating within a balanced budget. As a result, the college has been able to accumulate an adequate but by no means excessive fund balance. The General Fund (Education and Operation and Maintenance Funds combined) shows a fund balance as of June 30, 1991, of \$1,692,700, of which \$781,984 is Board-designated for the purchase of new academic and administrative support equipment.

The college has also accumulated reserves in its Operations and Maintenance - Restricted Fund in the amount of \$600,289, which can be used to address facilities' renovations and repairs. These reserves were made possible largely through energy conservation measures adopted and implemented over the past several years.

The Auxiliary Enterprise Fund, which accounts for the operations of wholly or partially self-supporting non-academic service operations of the college, has accumulated a fund balance of \$778,189. This fund includes such operations as the Bookstore, Food Service, the Child Care Center, the Farmland Laboratory, and the college's downtown Louis Joliet Renaissance Center operation. Each year the fund has shown a positive net earnings growth, with only the Renaissance Center experiencing consistent losses. The transition from a hotel lodging operation to an office suite rental concept in FY 90-91 shows promise in reducing the losses experienced by this facility, with nearly 90 percent occupancy accomplished by mid year. The restaurant and banquet facility, operated as a training and laboratory function of the Culinary Arts program, has also been restructured to include a fast service buffeteria which was placed into service on February 1, 1991.

In FY 88-89, the college sold \$2,000,000 in general obligation bonds for the purpose of establishing a self-funded workers' compensation program. This concept has been successful in not only reducing the insurance costs associated with workers' compensation premiums, but will also generate surplus interest earnings of approximately \$100,000 annually which can be transferred to the Education Fund.

The college is also self-funded for its employee health benefits program. With health costs escalating dramatically over the past five years, the fund balance of this program has shrunk from \$277,000 in FY 87-88 to \$2,684 in FY 89-90. The need for ever-increasing contributions from the General Fund are a matter of concern in the efforts to maintain a balanced budget.

The general long-term debt of the college for outstanding bonds as of June 30, 1990, stood at \$3,115,000. Illinois law sets the maximum indebtedness for a community college at five percent of the district's equalized assessed valuation. For Joliet Junior College, the debt limit is \$218,000,000. Thus, the college's current outstanding debt is 1.4 percent of the legal maximum allowed.

Within the college's deferred revenue is \$3,740,890 in property tax receipts as of June 30, 1990, which the Board of Trustees has elected to defer related to a protested increase in assessed valuation of the Braidwood Nuclear Plant by Commonwealth Edison. Should the courts rule favorably on this issue, those funds would become available for needed capital improvements and academic equipment.

Future Trends, Plans, and Challenges

A major concern for community colleges in the state of Illinois is the diminishing level of financial support being provided by the state. The following table illustrates the decline in proportionate funding from state sources over the past fourteen years.

Table 10.1
Percentages of Funding From State
Sources for Joliet Junior College 1977-1990

Sources of Fund	1977	1983	1990
Local Government	28.7%	41.6%	40.72%
State Government	41.0%	32.5%	28.41%
Federal Government	1.0%	.1%	.04%
Tuition/Fees	26.0%	23.2%	25.81%
Other Sources	3.3%	2.6%	5.02%
Total	100.0%	100.0%	100.00%

State funding concerns are further increased in light of dismal fiscal projections at the state level for FY 91-92. Flat revenue projections accompanied by certain unavoidable increases in expenditures point toward a possible reduction in funding for community colleges.

Accompanying the uncertainty in state funding is action taken by the state legislature limiting property tax levy increases to 5 percent (or the consumer price index increase, whichever is less) of the previous year's extension level. This new statute will seriously restrict the college's major source of revenue. A strong concern about the tax limit was expressed by the community during the September 23, 1991, Charette.

The stagnation or reduction in revenues from the state and local property taxes raises the specter of increased reliance on our only other major sources of revenue--tuition and fees. While Joliet Junior College's new tuition rate of \$29 is below the state average of \$30, future increases of the magnitude that may be necessary run the risk of limiting enrollment of low and moderate income students.

Another future plan that must be factored into the college's financial projections is the possibility of the construction of a Business and Technology Application Center. The need for such a facility is well documented, and planning funds of \$318,000 have been appropriated by the state legislature. Actualization of such plans (1994 estimated completion) will require additional Operation and Maintenance Funds to provide support for a 70,000 square foot facility.

Furthermore *, the explosive growth projected in the next several years in the northern-most part of the district may require the establishment of a permanent facility to serve our constituents in the Bolingbrook-Romeoville area properly. This could further increase budgetary pressures on the Operations and Maintenance Fund. (*The Board of Trustees approved a permanent North Campus site in Romeoville at its January 1992 meeting.)

The above factors lead the committee to suggest that a referendum campaign to increase the college's tax rate in FY 94 may be in order.

Institutional Advancement

The Institutional Advancement Office oversees efforts to increase fund raising activities for the college. This includes two main sources: (1) categorized grants from governmental agencies, private corporations, and foundations; and (2) individual contributions and fund-raising activities through the Joliet Junior College Foundation.

The level of grant funds for FY 90, excluding financial needs to students, totalled approximately \$1,900,000.

The Joliet Junior College Foundation, a not-for-profit corporation, provides interaction between leaders in business, industry, the professions, and the college community in efforts to raise funds for the betterment of the college. While a large proportion of the funds raised are committed to student scholarships, efforts over the past several years have been fruitful in obtaining gifts for facilities' renovations and equipment contributions. The complete renovation and equipping of the Trackman Planetarium at a cost of \$85,000 was completed by a donor, Herbert Trackman.

The Foundation provides over \$135,000 in scholarships to Joliet Junior College students each year.

Funds to Support Educational Programs

Salary Support

The Fall 1990 Illinois Community College Board Salary Survey data indicate that JJC faculty salary figures compare favorably with state averages. Table 10.2 shows, JJC salary schedule salaries for full time faculty members compared to statewide figures.

Table 10.2 Fiscal Year 1991 Contractual Base Salaries For Full-Time Faculty (9 months) at Illinois Public Community Colleges				
	Low	Average	High	Median
Joliet Junior College	\$24,517	\$41,418	\$53,097	\$42,979
State	\$22,942	\$40,434	\$47,446	\$37,449
Chicago Collar Counties	\$25,653	\$42,905	\$54,074	\$43,361

Part Time Faculty rate per course credit hour is \$328; state average is \$353, with the reported range being \$237 - \$1636. Full-time faculty rate per course credit hour overload rate (academic year) is \$386; state average is \$429, with the report range being \$226 - \$1073.

In 1988 a MIMA (Midwest Industrial Management Association) study of administrative positions responsibilities and salary ranges was done. On the basis of reported responsibilities, all administrative positions were rated on a grade 7 to grade 24 scale, keyed to salary ranges. New positions are evaluated and assigned to one of the grade 7 to grade 24 levels. Newly hired administrators are evaluated on the basis of earned academic degrees and years of experience and offered a starting salary which is between the bottom salary of the range and the midpoint.

The Fall 1990 Salary Survey Report also provides some data for administrative salaries comparisons. The following data in Table 10.3 are taken from this report:

Table 10.3 Fiscal Year 1991 Contractual Salaries (12 month) Paid to Administrative Staff at Illinois Public Community Colleges				
	Lowest	Average	Highest	Median
Joliet Junior College	\$24,910	\$39,107	\$88,633	\$35,727
Statewide Averages	\$27,575	\$44,925	\$81,860	\$44,927
Chicago Collar Counties	\$33,035	\$52,259	\$90,038	\$51,086

Note that the range of JJC salaries is both lower and higher than the state wide average range, the average JJC administrative salary figure is 13% lower than the state average, the highest JJC administrative salary figure is 8.2% higher than the state average. The medium salary amount is \$3380 below that of the average.

Of the twenty-one administrative positions listed for comparison purposes in the ICCB salary report 15 report salaries higher than the state wide average for those same positions. It should be noted that those positions listed in the ICCB report tend to be the more senior and line rather than special purpose or grant funded positions.

At the time of this writing (March, 1991) there are forty-eight JJC administrative positions. The bulk of these administrative positions are concentrated in the six lower grade levels, 7-12, in which there are 35 positions. There are 13 administrators in the last twelve grades with three administrative positions above grade 15. Salary comparisons of positions in these categories with other community colleges is distorted due to the fact that Joliet

Junior College includes as administrators many positions which other community colleges classify as professional/technical.

There is no data available comparing JJC clerical salaries with state-wide community college clerical salaries. Low pay is perceived to be responsible for turnover in these jobs. JJC salaries do not match private industry opportunities. Additionally, salary reviews within grade levels do not take into account the quality of a person's experience or performance, only years of experience. As a result, a poorly performing secretary with ten years experience could receive higher pay than an excellent secretary with two years experience.

Program Support

During the past two years the college has improved academic computing equipment and facilities, purchased computer based instructional programs and equipment for nursing and purchased additional computer hardware and software for CAD. Structural changes in C Building have improved technical and nursing department lab space.

Large meeting, lab and classroom availability Monday through Friday is in short supply for seminar or special use for those programs which serve business and industry needs or provide short term training for dislocated workers. The planned construction of a new technology building may help solve some problems with facility/classroom space availability.

Joliet Junior College's expenditures for instructional support are in line with fiscal 1990 Illinois Community college unit cost data averages. (See Appendix M--The Fiscal Year 1990 Unit Cost Report for the Illinois Public Community Colleges) Some key figures from this report are that our net instructional unit cost for equipment was \$1.63 compared to a state average of \$1.74 and that our average net instructional unit cost for all instructional categories is \$122.41 compared to a state average of \$115.99.

Survey Results

One section of the North Central Institutional Effectiveness Survey had to do with perceptions concerning college finances. The survey results can be found on Pages 9-11 of this report for (a) faculty, (b) administration, and (c) the combination of faculty, administration, and staff (See Appendix F).

In the survey there are five categories for Financial Resources:

1. Financial support for the hiring and retraining of all staff members;
2. Financial support for various supplies, facilities, equipment, services, etc.;
3. Fiscal planning based on the concept of maintaining a balanced budget;
4. Maintaining a balanced budget; and
5. Financial options for support of the construction of new facilities.

Using 25 percent or above as a concern for inadequacies from more than one of the groups, Table 10.4 reflects 12 concerns out of the 28 financial items surveyed.

**Table 10.4
Areas for Concern in Financial Support**

	Faculty	Adm.	Fac./Adm. Other
Financial support for hiring and retraining of competent:			
Support Staff	28%	31%	29%
Clerical Staff	41%	38%	40%
Financial support for:			
Instructional facilities	33%	12%	25%
Computer equipment	29%	11%	23%
Travel and meetings	45%	11%	31%
Public Relations	27%	12%	20%
Library & Media Services	25%	22%	28%
Rate the following activities in maintaining a balanced budget:			
Raise property tax			
Cut Costs & Reallocate funds	22%	33%	28%
	34%	0%	24%
Rate the following financing options that could be chosen to support the construction of new facilities:			
Local property tax			
Student user fees	35%	39%	35%
	24%	39%	26%
Facilities questions relevant fiscal guidelines:			
Opportunity for participation in the master planning process and development of new facilities at the college	51%	24%	43%

Strengths:

The committee concluded that at the present time the college is funded at a level which adequately supports the academic and support functions presently in place and projects planned for the near future. The erosion of funds from the state level has been offset by

steady increases in the district's assessed valuation, thereby adding property tax dollar support at the local level. The fact that tuition levels for the college are substantially below the maximum state guideline of one-third of the total unit cost of instruction also provides the potential for increased revenues.

Concerns:

It is from a longer range view (three to five years) that the college sees some cause for concern. The need for expansion of facilities to serve the residents in the northern part of the district and a new on-campus building to house a Business and Technology Application Center will require more funding for operations and maintenance.

With the college now at its maximum authorized tax rate, serious consideration should be given to mounting a referendum campaign in FY 94 or shortly thereafter to increase the district's tax rate authority.

As just stated, the Financial and Facilities Committee recommended that serious consideration should be given to mounting a referendum campaign in FY94 or shortly thereafter to increase the district's tax rate authority. Of considerable concern to this committee is that 33 percent of the administration, 28 percent of all staff, and 22 percent of the faculty think that we should not raise property taxes.

** Additional comments concerning a possible referendum will be found in Appendix L.

Recommendations:

1. Promote the college need to increase its tax rate to all constituents.
2. Hold a referendum to increase the college's tax rate.
3. Redo study done in 1988 by Midwest Industrial Management Association on administrative positions, responsibilities, and salary ranges.
4. The general difficulty in accessing funds for instructional support doesn't mean those funds are not needed to maintain and build program quality. Perhaps there are additional sources of funds from private sector support within the district which could be developed and accessed or partnership agreements with industry which could be explored.
5. Coming close to state wide averages for instructional support expenditures is neither a mark of excellence nor of adequacy; it is simply an indication that our expenditures are similar to other colleges' expenditures. Perhaps all colleges need additional funds to support instructional programs, Joliet Junior College among them.
6. External grants could be a good way of generating additional funds for departments. Although some faculty members have been successful, there is little institutional support for writing grants. A faculty member inexperienced in writing grants may find it difficult, in the absence of guidance, to attempt what can be a rather lengthy and complicated procedure. This situation has worsened since the College no longer has a Coordinator of Research and Grants.

7. The President's Grant Fund provides special grants to faculty and staff for research and development efforts. The funds available through the President's Grant Fund are determined yearly and are part of the College's operating budget. The level of funding has been more or less constant at approximately \$12,000 over the past several years. Because of increasing costs of curriculum development and the constant level of funding, only a small number of proposals can be funded in a given year.

CHAPTER 11

FACILITIES

Chapter 11 presents a history of facilities, description of main campus facilities, description of off-campus facilities, grounds, equipment and furniture replacement, and survey results.

History of Facilities

The college in 1901 was located at Joliet Township High School. Following the establishment of Joliet Junior College in 1967 as one of the community colleges in the State of Illinois Community College System, the college rented space at the high school. In February of 1968, the Board voted to build interim facilities consisting of 17 temporary buildings at the new location. This interim campus included parts of the permanent campus facilities--two parking areas, a campus road and physical education outdoor facilities. Of the original seventeen "temporaries," only eight--Highland, Kaskaskia, Kishwaukee (2), Rend Lake, Sauk Valley, Waubonsee (2) still exist.

Contracts for the construction of a permanent campus were awarded in September of 1970. The permanent campus began to take visible form in 1972 with the completion of the Phase I-A buildings. These two-story structures (A, B, C, D, E, F, and G Buildings) are connected, which permits easy passage from one classroom area to another. The new campus was fully operational in the Fall of 1974.

With the opening of H and J Buildings in 1974, the second phase of the Master Plan was completed. H-Building, also known as "The Bridge," consists of a long, single-story corridor which spans the campus lake. This building links the Phase I-A buildings with the five levels of Spicer-Brown Hall (J-Building). In addition to these buildings, a third campus parking area was built adjacent to J-Building. The construction of a second campus road gave the college separate entrance and exit roads off Houbolt Avenue. (See Figure 11.1).

In an effort to serve the growing suburban population of the northern section of the college district, the Joliet Junior College Board of Trustees established a branch campus in Bolingbrook with the leasing of the Fountaindale Library in 1975. This site became the headquarters for the "North Campus." The North Campus included all of the off-campus instructional sites located in Bolingbrook, Lemont, Lockport, Plainfield, and Romeoville. In 1980, the Bolingbrook facilities expanded into the new Bolingbrook Town Center, which later replaced the Fountaindale Library as the headquarters for North Campus operations. In 1982, the college entered into a long-term lease agreement with the Valley View School District to replace the instructional facilities at the Fountaindale Library.

A second major expansion in 1980 took place in downtown Joliet. The Louis Joliet Renaissance Center, formerly known as the Joliet Sheraton Motor Inn, was purchased by the Joliet Junior College Foundation. This center was acquired to function as a conference and educational facility as well as a hotel, restaurant and banquet facility to be operated as a learning laboratory for students enrolled in the Culinary Arts and Hotel-Restaurant Management Programs. The headquarters of the Institute for Economic Technology and the Center for Adult Basic Education and Literacy (CABEL) Program are also located at the Renaissance Center.

Planning for a Fine Arts Building began in the summer of 1978. The opening of the Fine Arts (K-Building, contiguous to J-Building) in August of 1981, marked the completion of the Master Plan, Phase II. The art, music, speech and drama programs were relocated in this new three-story structure. The additional building contains classrooms for fine arts instruction and expanded studio facilities. A 405-seat theater was also included in the design of the building. Unlike prior construction, this building was funded exclusively from local funds. A fourth campus parking lot accompanied the construction of the new Fine Arts Building.

By 1983, the college had expanded instructional offerings to numerous off-campus locations within the college district. The actual number of off-campus instructional sites totals more than 70 locations.

Description of Main Campus Facilities

A-Building has a concourse area with instructors' offices. A large part of the two-story building is a shop facility and a computer laboratory for agriculture mechanics. Facilities include teaching areas for all phases of the agriculture and horticulture programs with a greenhouse adjacent to the building.

The two-story B-Building has space designed for effective teaching in areas such as child care, law enforcement, and corrections. There are staff offices, classrooms, laboratories, and a multi-purpose room.

C-Building has a large concourse area consisting of two levels. Staff offices are on the first floor with shops and other special rooms located behind and above the offices. Special rooms are designed for use in automotive science, components manufacturing and metallurgy. There are two, two-story-high shop rooms, one of which is used for automotive courses. The second, formerly a temporary home for the theater, is being considered for several possible functions within the technical program and possibly for a foreign language laboratory. The second floor includes special rooms for electromechanics, electronics, drafting, nursing education, education, and English classrooms.

Two large group instructional areas for lectures and placement testing are located in D-Building. These rooms can accommodate eighty to 120 students. The rooms are accessible from the second floor, as are all the general classrooms in the total concourse complex.

E-Building is similar in arrangement to A- and B-Buildings. A concourse with staff offices is on the first floor. General classrooms and laboratories are on both the first and second floors. The first-floor laboratories are used by biological sciences, two of which are equipped to handle the audio-tutorial method of instruction. Preparation rooms are located at the center of the building with labs on each side. A computer lab for student use is in E-1001. The second-floor laboratories are equipped for chemistry, physics, geology and geography.

The Planetarium in F-Building is used not only as a Planetarium, but also as a large group instruction room with a seating capacity of seventy. This two-story facility has a classroom located on the second floor on both sides of the Planetarium dome.

On the first floor of G-Building is the Fitness Center with 82 stations, and staff offices for Campus Police, Student Publications, Health Services, and faculty. General classrooms are on the second floor. The first floor provides separate shower room facilities for men and women with a dressing area and several equipment storage rooms. The second floor accommodates three classrooms and a gymnasium.

The Bridge (H-Building) spans the man-made lake and connects the buildings on the north and south sides of the lake. The Bridge is presently being used for a student recreational and lounge area. The Foundation Office and the Alumni and Placement Offices are at the north end, and the Office of Student Services and Activities occupies the south end.

The five-story building located on the north side of the lake is J-Building. The ground floor includes a cafeteria and formal dining room. The kitchen and other supporting areas of the cafeteria are used as laboratories for the Culinary Arts program. General classrooms and demonstration classrooms are also located on the ground floor. The formal dining room located next to the cafeteria seats sixty. A removable partition will allow the use of the adjacent room to seat an additional sixty.

A loading dock is available for receiving supplies and transporting them to other floors. On the lakeside is a patio for outdoor eating and lounging.

The first floor of J-Building is on the same level as the Bridge. The first floor services the Business Office, Human Resources Office, Financial Aids Office, Veterans Affairs Office, Counseling Offices, Bookstore, Mail Room, Switchboard, Admissions, Registration Office, and Reprographics.

The second floor houses administrative offices, the Board Room, the Data Processing Center, the Academic Skills Center, Project Advance Office, Special Needs Office, the Laura A. Sprague Art Gallery and general classrooms.

The Learning Resources Center occupies the entire third floor which includes the Library, Media Services, Technical Processing Services, the Periodicals Room, and a Television Studio. There are rooms designated for audio-visual equipment, maintenance and preview rooms for film and graphics.

The fourth floor is used for Social and Behavioral Sciences and Business Education classes. The Master Plan calls for the Business Education Department to have its own building. When this becomes a reality, the central library will be expanded.

All departments except English/Foreign Language, use some type of laboratory, such as the Fitness Center, culinary arts kitchen, land laboratories, computing labs, and the hospitals, as well as laboratories in chemistry, physics, biology, and the fine arts. Laboratories can be found in the areas in Table 11.1. JJC Laboratories by Department.

Table 11.1 JJC Available Laboratories by Department	
Department	Number of Laboratories
Agriculture	9
Business Education	3
Culinary Arts	5
English/Foreign Languages	1
Fine Arts	13
Mathematics/Computer Information Systems	3
Natural Sciences/Physical Education	17
Nursing Education	4
Social and Behavioral Sciences	2
Technical	17

Survey results indicate that 85 percent (faculty), 87 percent (administration), and 84 percent (staff/other) feel that the Learning Resource Center's services are adequate.

Typifying the adequacy of physical facility design, the Learning Resources Center meets or exceeds almost all of the standards for physical facilities recommended in the final report of the Illinois Library Association. (See "Guidelines for Illinois Junior and Community Learning Resource Centers": Prepared by the Sub-Committee on Junior College Standards of the College and Research Section of Illinois Library Association, 1972. (See Exhibits)

Space for housing the LRC collection exceeds the standard of seven volumes per linear foot. The assignable square footage per full-time equivalent staff member is well within the ranges of 400 square feet plus an additional 140 square feet prescribed in the standards.

While the Illinois Library Association (ILA) does not prescribe additional areas by formula, it does strongly recommend areas for other functions within community college learning resource centers. Table 11.2 shows the extent to which the Joliet Junior College Learning Resources Center has carried out these recommendation.

<p style="text-align: center;">Table 11.2 ILA Recommended Functional Areas Within the Joliet Junior College LRC</p>		
Area	Yes	No
Materials production		
Photography Lab	X	
Television studios	X	
Graphic production facilities	X	
Printing facilities	X	
Audio recording facilities	X	
Exhibit and display areas	X	
Classroom for LRC instruction	X	
Conference rooms	X	
Typing rooms		X
Electronic system facility	X	
Microfilm reading facilities	X	
Audio visual materials storage	X	
Receiving and shipping	X	
Staff and faculty lounge		X
Archives room		X
Professional study and reading room		X
Special collections	X	

Students have access to some Apple computers in individual study carrels. An archives room is in developmental stages. And a conference room adjacent to the TV studio provides faculty with privacy for reading and research.

The number of reading stations, according to the "Guidelines," should accommodate fifteen to twenty percent of the FTE student enrollment. Given a seating capacity of 415 and a Fall 1982 full-time-on-campus equivalency of 4,165, the LRC accommodates just under 10 percent. However, the standards suggest that the 15 to 20 percent formula is not always applicable:

Other variables which may affect these figures include variation in classroom scheduling, study accommodations in other buildings, the location of the campus in relation to communities served and policy relating to non-student use.

A cursory glance at students in "study accommodations in other buildings," in the mall and on the bridge, for example, provides ample evidence that students do avail themselves of areas not within the LRC itself, thus alleviating a potential strain on space in the library. Moreover, the FTE spans 13.5 hours per day; survey results and empirical evidence at any given hour suggest there is no problem with seating capacity.

In the Fall of 1981, the Fine Arts (K) Building (Phase I-C) was completed and occupied. This facility houses the Fine Arts Department and is the site of the Fine Arts Theater which facilitates drama production and auditorium activities. The first floor is devoted primarily to art labs and classrooms; the second floor, to the theater and music rooms as well as band and choral practicing areas. The third floor houses speech and music classrooms as well as recital and practice rooms.

After the 1974 move to J-Building was completed, plans were instituted for the utilization of the interim Campus. Nine of the existing 17 temporary buildings were sold to private individuals and dismantled.

Two of these buildings presently house grant programs and the Dean for Continuing Education and Community Services; two and one-half are being used by the Building and Grounds Department; and one and one-half are being used for physical education classes.

Description of Off-Campus Facilities

Since 1977, Joliet Junior College has leased facilities in the Bolingbrook/Romeoville area. (See figure 11.2). These communities are in the northern part of the college district and have a population base of nearly 100,000 residents within a ten-mile radius. Originally, the college leased the lower level of the Bolingbrook Fountaindale Library. This facility contained business education laboratories and general classrooms. In the Fall of 1982, the college did not renew its lease with the Library and instead leased larger facilities at the Valley View School in Romeoville. While the number of classrooms is approximately the same, the square footage increased by 40 percent. This educational center contains a large business education laboratory (for typing, shorthand and word processing classes) and a computer laboratory that is connected with the main campus computer. Also, stand alone microcomputers are available. These facilities also have general classrooms, offices and a Child Care Center. The lease is in effect through 1987 with options until 1997.

In 1980, the college entered into a long-term lease with the Village of Bolingbrook to occupy a wing of its new Bolingbrook Town Center. This facility houses administrative offices for the North Campus, a science laboratory and a number of general classrooms. Leases have been negotiated effective through 1988 with options through 1990. A permanent North Campus facility of 35,000 square feet is planned in Romeoville by 1993.

The Louis Joliet Renaissance Center is leased from the Will County Exposition Authority under a commitment which continues through May of 1995. The college will obtain through the year 2003. This unique facility was formerly an operating restaurant and motel. The restaurant, ballroom, and meeting rooms are open to the public and are operated as part of the learning laboratory for students in the Culinary Arts and Hotel/Restaurant Management

programs. The motel part of the facility houses classrooms, space for various instructional and economic development grant programs, and two floors of space which are rented out to other businesses and agencies.

The college has entered into facility agreements with numerous school districts, vocational centers, fire and police departments, hospitals and other public agencies to provide for both general classroom and specialized laboratories. For example, Joliet Junior College has an operating agreement with both the Grundy and Will County Vocational Education Districts. At both facilities their laboratories are utilized for welding, air conditioning, drafting and other vocational subjects. These off-campus facilities allow the college to meet the educational needs of the college's district residents who are located away from the campus.

Grounds

Numerous site projects have been undertaken to utilize the acreage around the main campus. Projects of an aesthetic nature have been completed or are in continuous process to enhance the campus environment. In the 1977 NCA Self-Study, several site goals were discussed. The majority of these have been completed. Some of these goals had an impact on curriculum.

A nature trail has been developed in cooperation with the Biological Sciences Department. This trail is in the northwest quadrant of the campus and has various types of trees, grasslands and vegetation which are of educational interest to students.

Near the entrance of the college an arboretum has been established by the Biological Sciences Department. The variety of trees and bushes that have been planted are indigenous to the State of Illinois. Without leaving the campus, students can view dozens of examples of vegetation and study the biology of a lake.

Flower and shrub gardens have been planted near the Agriculture Building for use by the horticulture students. One hundred forty-three acres of farm land are being operated by the Agriculture Department as a learning laboratory for their students. The college takes pride in its "Green Thumb" program. A part of the acreage is divided into 160 garden plots which the college makes available to district residents at a nominal fee. Reduced rates are offered to senior citizens.

Other grounds projects include upgrading of general landscape around all of the buildings, landscaping of the new Fine Arts Building by college staff and the establishment of a nursery.

Equipment and Furniture Replacement

Instructional and administrative departments together with the Buildings and Grounds Department have established a five-year equipment acquisition program. At the present time, the college is ahead of schedule on the purchase of most buildings and grounds equipment.

In the instructional areas, the equipment replacement program is on schedule. Capital Outlay for equipment for the past thirteen years has been as follows:

Table 11.3 Capital Outlay Expenditures, 1979-1991	
1991	\$1,421,256.06
1990	1,151,977.34
1989	575,901.28
1988	1,032,021.48
1987	259,710.36
1986	604,763.55
1985	403,728.12
1984	844,204.76
1983	648,240.00
1982	535,871.00
1981	741,595.17
1980	928,378.14
1979	519,358.15

Survey Results

The Plant Resources Subcommittee studied (1) adequacy of space, (2) maintenance and deferred maintenance programs, (3) utilities' costs and energy demands, (4) access, and (5) security. The Support and Equipment Resources Subcommittee studies (1) instructional equipment, (2) computers and networks, (3) numbers and types of laboratories, and (4) the library.

Strengths:

1. Survey results indicate that all staff believe that custodial services (95 percent) and ground maintenance (95 percent) are excellent, good, or adequate.
2. The Houbolt/I-80 Interchange will increase access to the college.

3. A recycling committee has taken initial steps for collection of recyclable refuse and for establishing rules regarding bringing non-recyclable products on campus.

Concerns:

1. Storage space is lacking for the institution in all areas. Fifty percent of staff members believe that there is need for more storage space.
2. Temporary buildings are still being used for classrooms. These buildings do not meet current fire codes. The Rend Lake Building is being used by the athletics area.
3. The maintenance department is not current with work requests. The department would like to provide more services, but it is limited by the lack of personnel and financial resources
4. The high utilization of buildings and grounds increases the total energy demands for the institution.
5. The Houbolt/I-80 Interchange will increase traffic on Houbolt Avenue.
6. Forty-five percent of all staff believe that availability of parking is a problem.
7. Staffing is also a problem for Campus Police.
8. Survey results indicate that 50 percent of the faculty and 37 percent of all other staff believe that the number of classrooms on main campus is inadequate.
9. Most of the instructional equipment is used in laboratory settings. It appears that most of the equipment used in laboratory settings is current; however, the feeling is that there should be more of it. Also, the feeling is that the equipment is not on the "cutting edge." The college is not usually the first Illinois community college to acquire "state of the art" equipment, but JJC acquires it at a much later time. Because of fiscal constraints, the college does not budget equipment for new "state of the art" initiatives. The college appears to be a follower instead of a leader in instructional equipment initiatives. Survey results of faculty indicate that 34 percent of them feel that the instructional equipment is inadequate while only 6.3 percent of the administrative staff feel likewise.
10. Faculty members (29 percent) and administrators (11 percent) indicate that computer equipment is inadequate.
11. As discussed on Page 68, it is of utmost importance to give all staff the opportunity for participation in the master planning process, the development of new facilities and buildings, and the renovation of "old" facilities at the college since the faculty (50.6%, the administration (24%), and the staff (38%) feel that they have not had the opportunity.

Recommendations:

1. If a new wellness/athletic area were built, Rend Lake Building could be converted into a storage area.
2. Support services, receiving, campus police, and maintenance are all located in temporary buildings. All of these services need permanent housing designed to meet the special needs of each area. Receiving needs improved space and a loading dock.
3. A new building (such as the proposed new business and technology building) would help to alleviate some overcrowding in the Business, Technical, and Nursing departments and the Learning Resource Center.
4. Electrical co-generation could reduce energy costs.

5. The addition of traffic signals at college roads and Houbolt Avenue could improve the traffic flow.
6. An additional entrance/exit road to the college could also improve traffic flow at peak time and improve safety.
7. The main campus needs a total alarm system for security and fire protection.
8. Campus Police needs an adequate communications system for use on the main campus and with the satellite centers.
9. A new on-campus building is needed to relieve overcrowding and lack of classroom space in most departments.
10. JJC North facilities should be evaluated for adequacy and suitability of instructional spaces. Changes or additions should be recommended if facilities are found to be inadequate.
11. Additional electrical service is needed in Building C for heavy power use by the Technical Department.
12. All remaining instructional spaces not presently air conditioned should be so modified to provide for year-round use. (i.e., automotive lab, and the industrial maintenance and agriculture mechanics areas.)
13. Lighting intensity, location, type and diffusion methods should be evaluated in all lab areas for maximum benefit and to reduce lighting related instructional difficulties.
14. Computer based lab areas need power conditioners.
15. Modification and reallocation of building space is necessary to provide needed facilities in most departments.
16. Enlargement of the Fitness Center will provide additional stations for aerobic exercise, stretching, strength conditioning and other preventative medicine alternatives. The expansion of the Center will generate much more than the current \$103,000 per year that the Center presently nets for the college.
17. All instructional areas should be evaluated for noise level during typical classroom or lab activities. Modifications should be made to reduce any excess noise levels to acceptable levels.
18. Convenient collection facilities are needed for recyclable materials on campus.
19. Recyclable alternative products should be purchased in lieu of non-recyclable ones when performance is comparable.
20. Recycling of chlorofluorocarbon and glycol based H.V.A.C. materials should be undertaken consistent with current and upcoming laws regarding their handling.
21. Provisions for convertible, non dedicated instructional spaces are needed to provide for short-term, industry based non-traditional training and educational opportunities.
22. Student "Commons" or casual meeting areas, as well as, study areas are needed on campus. Faculty (26 percent) believe that student study areas are inadequate.
23. Faculty members should have access to quiet computer work stations with a high degree of privacy.
24. Direction and facilities for the athletic programs and physical education area need to be studied and the results reported to the Board of Trustees.
25. Survey results indicate that 89 percent of all staff members feel that their sense of personal safety in campus buildings and on college parking lots is excellent, good, or adequate; but 49 percent of the faculty and 41 percent of all staff believe that access to information regarding hazardous materials used on campus is inadequate.

From the NCA Institutional Effectiveness Survey, staff (71 percent) and the faculty (72 percent) feel that existing renovation projects are adequate. Note, whenever the "entire staff" survey results are reported, the faculty, staff, and administration were pooled into one group.

Currently, 65 percent of all staff believe that the college's interest and commitment to recycling is adequate.

The Support and Equipment Resources Subcommittee studied (1) instructional equipment, (2) computers and networks, (3) numbers and types of laboratories, and (4) the library.