

JOLIET
Junior *College*

Master Planning

An Interim Report

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Reach for the Promise of Tomorrow

In 1987, over one hundred forty faculty, staff and administrators of Joliet Junior College formed seven task forces to address unresolved issues from the past and discuss current pressing problems, as well as the economic and social factors and trends that will shape the future of the College. Within those contexts, the task forces were charged to make thoughtful and imaginative recommendations regarding Mission and Philosophy, Community and Student Characteristics and Projections, Community Education and Services, Educational Programs and Resources, Facilities, Professional Development and Resources, and Student Services.

After thousands of hours of analysis, reading, writing, and synthesis, those recommendations were developed. Students, alumni and members of the community then responded to a call to join with college personnel to review and to react to those recommendations, which brought issues, problems, and trends into focus.

The result of this comprehensive planning effort was a Master Plan, a vital entity -- both document and process -- that will move the College, its faculty, staff, administrators, students, and the communities served forward into the 1990s with clarity of vision and with commitment to action.

Reach for the Promise of Tomorrow

We believe . . . we are a dynamic, educational community . . . an institution of possibilities . . . to serve the people within seven counties of northern Illinois

- . . . we are grounded on a firm, traditional base
- . . . that risks are necessary to help our community meet the challenges of the future
- . . . all citizens should have the right to a meaningful education . . . to fulfill their personal vision and the collective vision of the community
- . . . we are creative futurists

Task Force on Mission and Philosophy

Goals

- Prepare qualified students for transfer to four-year colleges and universities
- Provide occupational training, retraining and upgrading of skills to meet current and emerging community, regional and state needs
- Provide supportive instruction and services to prepare students for successful college experiences
- Provide continuing education courses to meet individual needs
- Provide community service activities including those for cultural and social enrichment
- Provide general education to support the development of an educated citizenry through common learnings
- Provide student support services to meet the needs of a diverse student body
- Offer and provide college services in support of community economic development efforts
- Provide a networking system with business, educational, and social institutions

Reach for the Promise of Tomorrow . . . Meeting the Challenge of Change

The college should have in place both formal and informal mechanisms which have the capability to continually monitor the dynamic influences and forces that bear upon the needs of the many diversified publics it serves.

The college . . . should believe in the need to be a proactive futurist.

**Task Force on Community and Student
Characteristics and Projections**

ISSUES AND STRATEGIES

Identify Community Needs

- Seek and promote consortia with business, industry and labor groups as well as secondary schools and professional organizations
- Constantly monitor radical changes projected for the community college district

Respond to Community Needs

- Continue enrollment management efforts addressing recruitment and retention
- Create partnerships with business and industry that would lead to the creation of Technology Centers
- Develop a Career and Life Planning Center with a variety of assessment and support services

Improve Appeal to the Community and Its Diverse Groups

- Develop a unified marketable identity that is supported by all college personnel
- Provide highly visible, positive role modeling by the college leadership and all faculty and staff
- Encourage college personnel at all levels to become sensitive to and to understand the roles and responsibilities of all their colleagues

Reach for the Promise of Tomorrow . . . In Service to Our Communities

... We have the opportunity to make a very significant impact on the quality of life of our constituency. We will affect their success in the workplace, their ability to apply new technologies, and their use of leisure-time hours.

Future directions . . . must reflect the needs of the dynamic community (the college) serves.

Task Force on Community Education and Services

ISSUES AND STRATEGIES

Improve Awareness of Community Service Programs and Activities

- Support faculty participation in community education and services programming
- Develop marketing materials for college-wide distribution
- Use in-service or staff development programs to acquaint faculty and staff with the range of services and activities

Serve as a Catalyst for the Adoption and Adaption of New Technology

- Increase partnerships with four year institutions, research facilities, and economic development groups to broaden the base of services to the business community
- Increase formal and informal partnerships with business and industry through shared facility and equipment utilization
- Develop a core curriculum to insure the promotion of technical literacy in the workplace and with our student population

Provide a Full Array of Economic Development Programs to Support the Growth of Our Community

- Expand entrepreneurial and small business assistance programs and increase their promotion
- Develop technology transfer, contract procurement assistance, and product commercialization as viable economic development services
- Develop an internal assessment mechanism to insure responsiveness to community and labor market needs

Reach for the Promise of Tomorrow . . . Through Excellence in Educational Programming

The college should continue to develop and implement programs and methodologies which provide quality educational experiences for the students and the community.

Educational programs form the heart of any institution of higher learning. Educational resources provides the means to put those programs into action.

Task Force on Educational Programs and Services

ISSUES AND STRATEGIES

Improve Staff Development

- Offer activities on campus which have wide appeal for departmental and staff participation
- Provide additional financial resources for workshop and conference attendance

Expand the College District Territory

- Develop a publicity program to provide information on college programs and services to non-district territories
- Meet with local community officials in non-district territories to make presentations on the programs and services available to district residents
- Offer more programming in non-district territories

Review and Assess Employment Needs in and Around the College District and Develop, Expand, or Revise Programs in Response to Those Needs

- Conduct a locally developed manpower needs survey to determine educational services needed
- Use state generated data to determine educational services needed

Improve Academic Skills Support Services

- Determine adequate facilities to centrally locate all academic skills support services
- Place all academic skills support services under one director

Innovation must be encouraged and supported. It is time for (the college) to have others look at us for leadership and guidance.

Task Force on Educational Programs and Services

Develop Expanded and Improved Facilities and Services for the Learning Resource Center

- Develop a plan for automation of Learning Resource Center services
- Determine options to bring data base searching capabilities to the Learning Resource Center
- Support the Learning Resource Center budget to allow for price increases in materials and supplies
- Remove all non-related offices from the Learning Resource Center

Expand Efforts to Develop Articulation Agreements

- Meet with high school district personnel to select and develop an articulation model
- Continue development of career education agreements

Improve Recruitment of Minority Faculty to Provide Role Models for All Students

Improve the Preparation and Evaluation of Part-time Instructional Staff

Reach for the Promise of Tomorrow . . . Through Opening Doors Into the Next Century In an Environment Rich in Beauty

We must provide an educational environment that is accessible to all district residents, conducive to learning, and aesthetically pleasing.

We believe that proper facilities, buildings, equipment and grounds are all important ingredients which combine to create an environment and atmosphere which will be conducive to . . . students achieving their educational, vocational, cultural, social and physical goals.

Task Force on Facilities

ISSUES AND STRATEGIES

Investigate Off-Campus Site Opportunities

- Complete the study of the Renaissance Center in downtown Joliet and set future priorities for the Center
- Investigate site acquisition for a facility in the northern part of the district

Develop a College Maintenance Program

- Develop a renovation/construction plan
- Develop a preventive maintenance plan
- Develop an emergency plan

Increase Lobbying Effort in Support of the Houbolt Avenue and Interstate 80 Interchange

Develop an Energy Management Program

- Conduct an energy audit
- Reduce current energy usage
- Investigate alternative energy sources

Reach for the Promise of Tomorrow . . . With Faculty and Staff, Both Bright and Caring

Having a competent, committed faculty and staff is of utmost importance in being able to meet the educational needs of students and citizens of the district.

High morale and a positive working relationship are absolutely essential if administration, faculty, board, and staff are to work together to achieve these goals.

Task Force on Professional Resources and Development

ISSUES AND STRATEGIES

Address the Implications of Student Basic Skills Testing and Course Placement

- Provide retraining of current staff if testing and placement implementation mandates such training
- Monitor implications for current and future staffing

Improve Classification, Compensation, and Promotion Procedures for Clerical and Support Staff

- Review the internal promotion process for all staff including student workers
- Provide equal opportunity to full-time employment, promotion, and/or advancement to all personnel
- Develop coordinated, cooperative efforts among the clerical and support staff and the Human Resources Office to insure the college provides equal employment opportunities

Improve Staff Development Activities

- Establish a mentor program for new faculty and staff
- Further develop activities for part-time faculty and staff
- Promote computer literacy among all faculty and staff
- Openly address the issue of morale
- Promote the visitation of colleges with exemplary programs
- Continue personal interest and development activities for all personnel
- Set aside a two-hour time block for all institutional meetings
- Promote academic department staff development activities
- Provide adequate financial resources for all staff development activities
- Provide release time for faculty and staff to learn how to utilize new technology

As Joliet Junior College moves toward the twenty-first century, a great deal of its success as an institution will depend upon the instructional and personal preparedness, competence, and commitment of the faculty, staff, board and administration.

Task Force on Professional Resources and Development

ISSUES AND STRATEGIES

- Create advisor workshops to enhance the level of advising
- Promote exchanging teaching positions with other colleges or institutions
- Offer classes geared to prevent burnout
- Institute an all-faculty retreat
- Develop workshops to encourage the use of satellite TV facilities
- Explore the sharing of staff development speakers, programs, activities and expenses with other colleges
- Establish a faculty/staff lounge
- Offer more activities in support of the social aspect of the college including the re-establishment of the faculty/staff fall picnic

Improve Faculty and Staff Evaluation

- Provide all personnel with the opportunity to evaluate one another
- Review and revise the evaluation form for part-time instructors
- Develop a method of evaluation for all college personnel including tenured faculty

Improve Recruitment of Faculty and Staff through the Review of Current Personnel Recruitment Procedures

Improve the Utilization of Retired Faculty as Substitute Instructors

- Improve the pay rate of substitute instructors
- Establish a bank of retired faculty to serve as potential substitute instructors
- Develop means to attract the best qualified substitute instructors

Make the Joliet Junior College Calendar as Consistent as Possible with Other Illinois Colleges

Reach for the Promise of Tomorrow . . . With Support Services Responsive to Students with Diverse Needs and Priorities

Students are the most important people in an educational environment.

They have a right to a meaningful education. They also have a right to the means to it. We should provide the necessary services to guarantee these rights.

Task Force on Student Services

ISSUES AND STRATEGIES

Improve the Student Orientation Program

- Expand the current program
- Offer a one-semester required course for all degree and certificate candidates
- Develop orientation kits for distribution to incoming students and their families
- Develop an orientation videotape for use throughout the district
- Promote the use of the orientation videotape on local cable channels

Improve Publicity Regarding the Availability of Student Services

- Provide one weekly issue of the student newsletter just for evening students
- Promote the expansion of counseling services for students not on the main campus
- Provide pre-registration information which would include more specific information regarding course prerequisites and expectations
- Promote computer services support for evening tuition and fee payments
- Distribute information as to the availability of other resource persons on campus and in the community, e.g., clergy
- Expand coverage of student services in the college publication mailed to all district homes
- Improve promotion of student services through the use of the electronic message board

Improve Advising Services

- Provide more in-service training, staff development, and updating sessions for current advisors
- Increase advising staff

Our charge then is to provide . . . services to enable students to achieve their . . . goals and to acquire levels of achievement and knowledge that prepare them to adapt to an ever changing, highly technological society.

Task Force on Student Services

ISSUES AND STRATEGIES

Expand Child Care Services to the Evenings

- Research what other community colleges are doing
- Conduct a need analysis to determine community interest

Develop a Gerontology Center

- Increase courses designed for retired and semi-retired people
- Attract older students through the use of the monthly culinary arts buffet followed by tours or sample classes
- Provide meaningful opportunities for older citizens to provide volunteer services on campus

Provide Human Relations Training to All Campus Security Officers

Provide a Coordinator for All Special Services

Provide Additional Sports Programming in Wrestling, Track and Soccer

Develop Intramural Sports Programming for Men and Women

Develop a Full-Service Career Center

- Employ a part-time career counselor
- Employ a microcomputer student part-time to use the Guidance Information System with students, after which there would be referrals to professional counselors

Study the Supervision of the Registration and Data Distribution Functions

Investigate the Possibility of Revamping the Current Campus Security Radio System

Improve the Coordination of Career Placement and Alumni Services Through the Use of Graduate Student Interns

JJC Master Plan Alternatives
 Number One Priorities in Year One
 Sorted by Task Force, Person Assigned

February 3,
 1989

| Person Assigned | Mon | Priority | Cost | Task Force | Issue | Alternative | Target | Note |
|-----------------|-----|----------|-------|------------|--------------------------------------|---------------------------------------|--------------------|-------|
| AINLEY | 6 | 1 | 4000 | COMCH | RESPOND TO COMMUNITY NEEDS | ENROLLMENT MANAGEMENT EFFORTS | STUDENTS | |
| HAUWILLER | 12 | 1 | 700 | COMCH | IDENTIFY COMMUNITY NEEDS | JJC INCREASE MONITORING CHANGE | COMMUNITY | |
| BRANDOLINO | 12 | 1 | 0 | COMSV | EXPAND GEN INTRST/PRS DEVEL PRGBMNG | LIAISON WITH COMMUNITY ORGANIZATNS | COMMUNITY | |
| BRANDOLINO | 12 | 1 | 0 | COMSV | EXPAND CONTINUING EDUC PROGRAMMING | SEEK APPROVAL CONT EDUC UNITS | COMMUNITY | |
| HINES | 12 | 1 | 2000 | COMSV | EXPAND CONTINUING EDUC PROGRAMMING | NEEDS ASSESSMENT-TARGET GROUPS | COMMUNITY | |
| HINES | 12 | 1 | 1000 | COMSV | EXPAND GEN INTRST/PERS DEVEL PRGBMNG | TARGET SENIOR CITIZENS | COMMUNITY | |
| LEPANTO | 12 | 1 | 25000 | EDUC | IMPROVE ACADEMIC SKILLS SUPPORT | CENTRALLY LOCAL SUPPORT SERVICES | STUDENTS | STUDY |
| LEPANTO | 12 | 1 | 0 | EDUC | IMPROVE FACILITIES FOR EDUC PROGRAM | DROP OBSOLETE PRGBMS/REDESIGN SPACE | FACILITIES | ONGO |
| LEPANTO | 12 | 1 | 25000 | EDUC | IMPROVE ACADEMIC SKILLS SUPPORT | ALL SERVICES UNDER ONE DIRECTOR | STUDENTS | STUDY |
| ROSS | 12 | 1 | 5000 | EDUC | IMPROVE LEARNING RESOURCES | DATA BASE SEARCHING CAPABILITIES | LEARNING RESOURCES | |
| ROSS | 12 | 1 | 85000 | EDUC | IMPROVE LEARNING RESOURCES | LRC AUTOMATION | LEARNING RESOURCES | |
| STAFF DEVEL | 12 | 1 | 0 | EDUC | IMPROVE STAFF DEVELOPMENT | ACTIVITIES MONITORING APPEAL | STAFF:ALL | |
| STAFF DEVEL | 12 | 1 | 0 | EDUC | IMPROVE STAFF DEVELOPMENT | ADDDNAL RESEARCH STAFF ATTENDANCE | STAFF:ALL | ONGO |
| BRINKMAN | 6 | 1 | 0 | FACIL | MAINTENANCE PROGRAM | RENOVATION PROJECT SELECTION PLAN | FACILITIES | |
| BRINKMAN | 6 | 1 | 0 | FACIL | MAINTENANCE PROGRAM | PREVENTATIVE MAINT | FACILITIES | |
| BRINKMAN | 6 | 1 | 0 | FACIL | OFF-CAMPUS SITES | COMPLTE/ACTIVITY RENAISSNCE CTR STUDY | COMMUNITY | |
| AINLEY | 12 | 1 | 5000 | PROFR | IMPLICAT OF STUDENT TESTING/PLACEMT | RETRAINING CURRENT STAFF IF NEED | STAFF:ALL | |
| AINLEY | 12 | 1 | 0 | PROFR | IMPLICAT OF STUDENT TESTING/PLACEMT | MONITOR IMPACT ON FUTURE STAFFING | STAFF:ALL | ONGO |
| HUMAN RESOUR | 12 | 1 | 0 | PROFR | CLASSIFICATN/COMPENSATION/PROMOTION | REVIEW INTERVIEW PROMOTION PROCESS | STAFF:CLERCL/SUPPT | MIMA |
| HUMAN RESOUR | 12 | 1 | 0 | PROFR | CLASSIFICATN/COMPENSATION/PROMOTION | EQUAL EMPLOYMENT OPPORTUNITY TO ALL | STAFF:CLERCL/SUPPT | |
| HUMAN RESOUR | 12 | 1 | 0 | PROFR | CLASSIFICATN/COMPENSATION/PROMOTION | HUMAN RESOUR ICE WORK WITH STAFF | STAFF:CLERCL/SUPPT | |
| LEPANTO/AINL | 12 | 1 | 0 | PROFR | IMPLICAT OF STUDENT TESTING/PLACEMT | MONITOR IMPACT ON CURRENT STAFF | STAFF:ALL | ONGO |
| ROSS | 12 | 1 | 10000 | PROFR | STAFF DEVELOPMENT | FURTHER DEVELOP ACTIVITIES | STAFF:PART-TIME | |
| AINLEY | 6 | 1 | 250 | STDSV | PUBLICIZE STUDENT SERV AVAILABILITY | EVENING STUDENT | STUDENTS & STAFF | |
| AINLEY | 6 | 1 | 0 | STDSV | MINORITY & INTERCULTURAL AFFAIRS | SEARCH FOR NEW DIRECTOR | MINORITIES | |
| AINLEY | 12 | 1 | 7000 | STDSV | SET UP STUDENT SERVICES WING | SPACE FOR F.A. COUNSELING PRIVACY | CURRENT STUDENTS | |
| COREY | 12 | 1 | 500 | STDSV | IMPROVE ORIENTATION | DEVELOP ORIENT ATTS FOR STDTS/PARNT | STUDENTS:NEW | |
| COREY | 12 | 1 | 0 | STDSV | IMPROVE ORIENTATION | IMPROVE/EXPAND CURRENT PROGRAM | CURRENT STUDENTS | INPRG |
| COREY | 12 | 1 | 1240 | STDSV | TESTING AND PLACEMENT STAFFING | HIRE DIRECTOR/COORDINATOR | CURRENT STUDENTS | |
| COREY | 12 | 1 | 100 | STDSV | IMPROVE ORIENTATION | DEVELOP ORIENT ON VIDEOTAPE | STUDENTS:NEW | |
| ENGERS | 12 | 1 | 2000 | STDSV | ADDITIONAL FACULTY ADVISORS | STAFF DEVELOPMT C FOR CURRENT ADVS | STUDENTS | |
| ENGERS | 12 | 1 | 5000 | STDSV | EXPAND COUNSELING SERVICES | BOLINGBROOK CAMPUS | CURRENT STUDENTS | |
| ENGERS | 12 | 1 | 0 | STDSV | EXPANSION OF COUNSELING SERVICES | STUDY RENAISSANCE NEEDS | CURRENT STUDENTS | |
| GIRON | 12 | 1 | 1000 | STDSV | IMPROVE ORIENTATION | USE OF ORIENT VIDEOTAPE ON CABLE TV | STUDENTS:NEW | STUDY |
| ROSS | 12 | 1 | 3000 | STDSV | EXPANSION OF TUTORING SERVICES | INCREASE EVENING HRS ON CAMPUS | CURRENT STUDENTS | |
| ROSS | 12 | 1 | 0 | STDSV | EXPANSION OF TUTORING SERVICES | AVAILABLE ON SATURDAYS | CURRENT STUDENTS | |
| ROSS | 12 | 1 | 0 | STDSV | EXPANSION OF TUTORING SERVICES | AVAILABLE IN SEMINAR SESSIONS | CURRENT STUDENTS | |
| ROSS | 12 | 1 | 0 | STDSV | EXPANSION OF TUTORING SERVICES | REQUIRED FOR DEVELOPMENTAL MATH | CURRENT STUDENTS | |
| ROSS | 12 | 1 | 0 | STDSV | EXPANSION OF TUTORING SERVICES | BOLINGBROOK CAMPUS | CURRENT STUDENTS | |