

2004

# Performance Report



Submitted to the Illinois Community College Board

August 2, 2004



# JOLIET JUNIOR COLLEGE

## INTRODUCTION

# JOLIET JUNIOR COLLEGE

## BACKGROUND

In 1999, the State of Illinois adopted a strategic plan for higher education in Illinois, *The Illinois Commitment: Partnerships, Opportunities, and Excellence*. The purpose of the strategic plan is to guide state and institutional strategic decision-making, academic program review, and budget development. Six goals are articulated in the *Illinois Commitment*:

1. Higher education will help business and industry sustain strong economic growth
2. Higher education will join elementary and secondary education to improve teaching and learning at all levels
3. No Illinois citizen will be denied an opportunity for a college education because of financial need
4. Illinois will increase the number and diversity of citizens completing training and education programs
5. Illinois colleges and universities will hold students to even higher expectations for learning and will be accountable for the quality of academic programs and the assessment of student learning
6. Illinois colleges and universities will continually improve productivity, cost-effectiveness, and accountability

Historically, community colleges were evaluated on their progress towards reaching the six goals of the *Illinois Commitment* in an annual Results Report. From henceforth, the report will be referred to as the *Performance Report*.

More information about the Illinois Commitment can be found at the following websites:

- The Illinois Commitment  
<http://www.ibhe.state.il.us/Board/Agendas/1999/February/1999-02-07.pdf>
- Illinois Board of Higher Education  
<http://www.ibhe.state.il.us/Policy/ilcommitment.htm>
- Joliet Junior College Office of Institutional Effectiveness  
<http://www.jjc.edu/Admin/IE/resultsreport.html>

This report is available to Joliet Junior College community and can be downloaded from the Joliet Junior College website at <http://www.jjc.edu> under Campus Information > Institutional Reports. Additional copies can be obtained from Academic Affairs in the Office of Institutional Effectiveness at [effectiveness@jjc.edu](mailto:effectiveness@jjc.edu)

# JOLIET JUNIOR COLLEGE

## REPORT FORMAT

The Performance Report evaluates Joliet Junior College's progress towards reaching the six goals of the *Illinois Commitment*. Each goal is evaluated in the following in the following manner:

1. *Narrative*. The narrative is a description of how Joliet Junior College has and plans to attain goals articulated in the *Illinois Commitment*. The narrative contains the following parts:
  - a. Past fiscal year accomplishments
  - b. Plans for the next fiscal year
  - c. Goals for the next fiscal year
2. *Common Institutional Indicators*. These are the indicators common across all community colleges in Illinois. They allow for benchmarking performance relative to other institutions.
3. *Mission Specific Indicators*. These indicators measure Joliet Junior College's progress towards reaching its own stated goals. Joliet Junior College's goals are articulated in its accreditation status through AQIP, Mission, and Strategic Plan.
4. *Statewide Indicators*. Statewide indicators show how all community colleges are performing as a whole.
5. *Brief Interpretation*. After reviewing all the information relating to a specific goal, the institution has the opportunity to interpret the data and how it may impact Joliet Junior College's ability to meet the *Illinois Commitment* goals.

# JOLIET JUNIOR COLLEGE

## SECTION I INSTITUTIONAL CONTEXT

# JOLIET JUNIOR COLLEGE

## **Mission Statement**

Joliet Junior College is committed to providing a quality education that is affordable and accessible to the diverse student population it serves. Through a rich variety of educational programs and support services, JJC prepares its students for success in higher education and employment. As part of this College's commitment to lifelong learning and services to its community, it also provides a broad spectrum of transitional, extension, adult, continuing and work-force education.

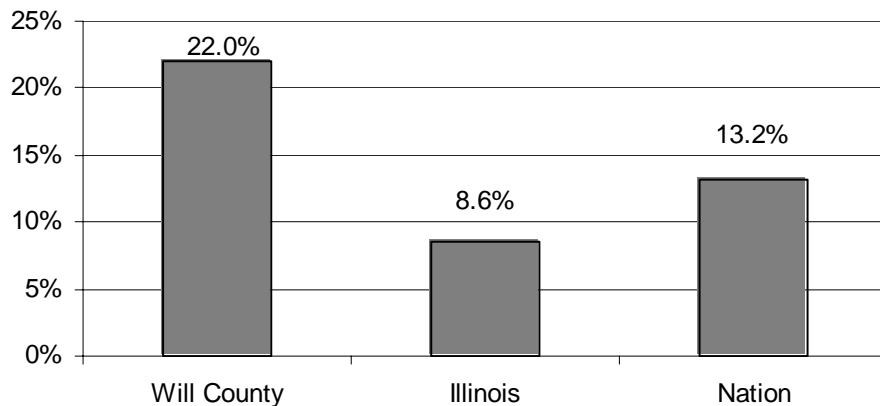
# JOLIET JUNIOR COLLEGE

## Environmental Analysis

### External: Rapid population growth

With over 600,000 residents in a 1,442 square mile area, the Joliet Junior College district is one of the fastest growing regions in the nation. As of 2003, the population of Will County stood at 586,000, making it the 3rd fastest growing county in the nation for counties with populations over 500,000. In 2003, Will County was the 97th largest county in the nation and the 4th largest in Illinois (behind Cook, DuPage, and Lake Counties).

**Percent Change in Population by Region, 1990-1999**



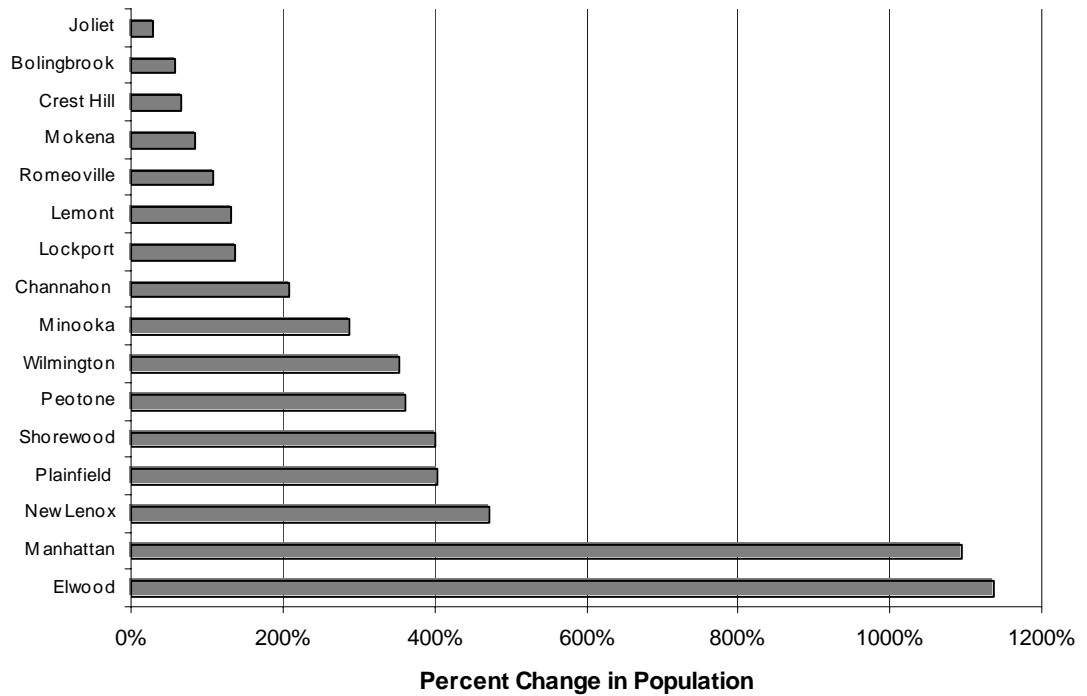
*Source: U.S. Census Bureau, County Population Estimates*

Growth in the Joliet Junior College district stands in stark contrast to the rest of Illinois, which is projected to be the 8th slowest growing state and is losing more people than it can replace through migration. According to the U.S. Census Bureau, between 2000 and 2001, District 525 witnessed a net migration rate of over 30,000. On the other hand, the net migration rate for the entire state of Illinois was -73,000.

By 2030, the Northeastern Illinois Planning Commission projects Will County's population will reach 1,100,000, making it the 2nd most populous county in the state. Today, Will County alone makes up 4% of the population of Illinois. By 2020, it is projected to make up 6%. Many of the fastest growing communities in the State of Illinois are projected to be located in District 525.

# JOLIET JUNIOR COLLEGE

## Projected Growth of Communities in District 525, 2000-2030



Source: Northeastern Illinois Planning Commission

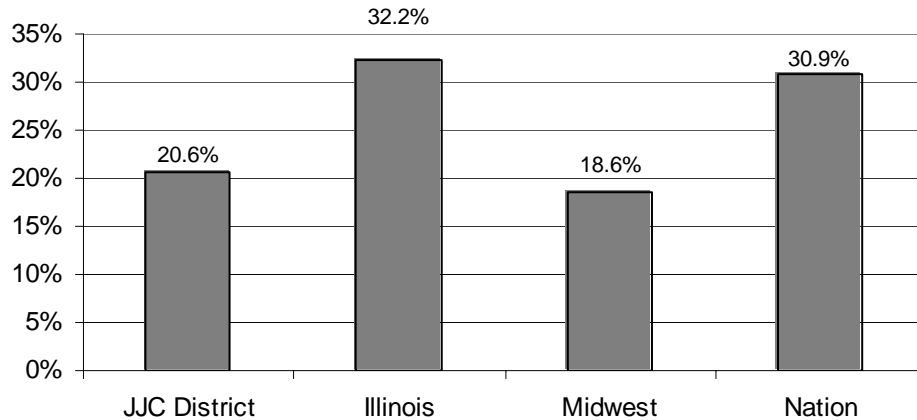
Rapid population growth means that in the next 20 years Joliet Junior College is projected to serve more residents than any other district in Illinois behind the City Colleges of Chicago. In light of this, Joliet Junior College will need to find creative and cost-efficient methods of accommodating rapid growth, while remaining sensitive to affordability and access issues.

# JOLIET JUNIOR COLLEGE

## External: Changing District Demographics

Compared to the State of Illinois and the nation, District 525 has a more homogenous population. Projections show, however, current district demographics will witness moderate to rapid change.

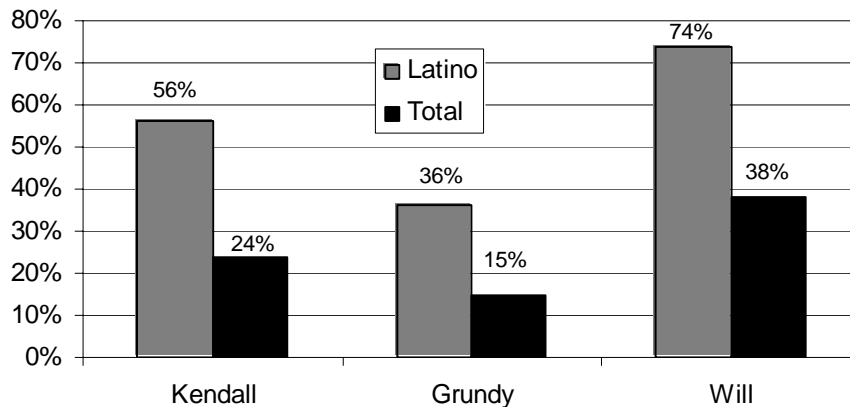
**Minority Population as a Percentage of Entire Population, 2000**



Source: U.S. Census Bureau American Fact Finder, Decennial Census Zip Code Data Files

Projections suggest Latinos will witness the fastest population growth in the district. The projected rate of growth in Latino populations for counties in District 525 are projected to be higher than for the State of Illinois (34%) or Cook County (30%).

**Projected Percent Change in Latino and Total Population by County, 2005-2020**

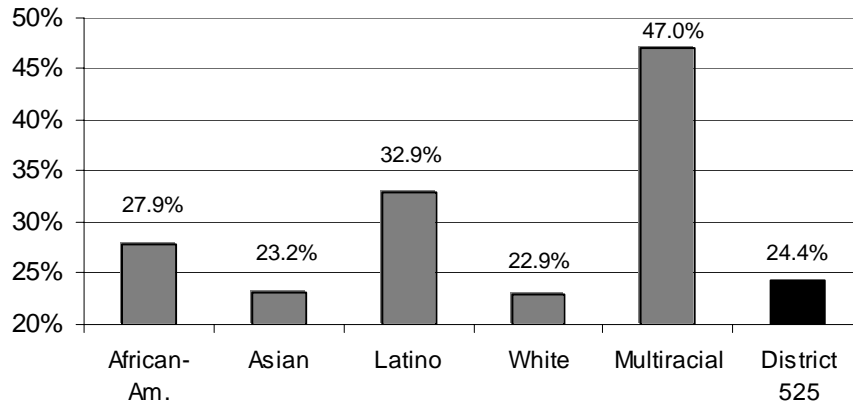


Source: Illinois Department of Commerce and Economic Opportunity, Population Projections by Race and Ethnicity 1990-2020

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Historically underrepresented populations in District 525 are also much younger than the White population in District 525. While minorities made up 27% of all district residents under the age of 14 in 2000, minorities only made up 16% of the population of people 30 years old and over.

**Percent of Population Under 14 Years Old in District 525 by Race, 2000**



*Source: U.S. Census Bureau American Fact Finder, Decennial Census Zip Code Data Files*

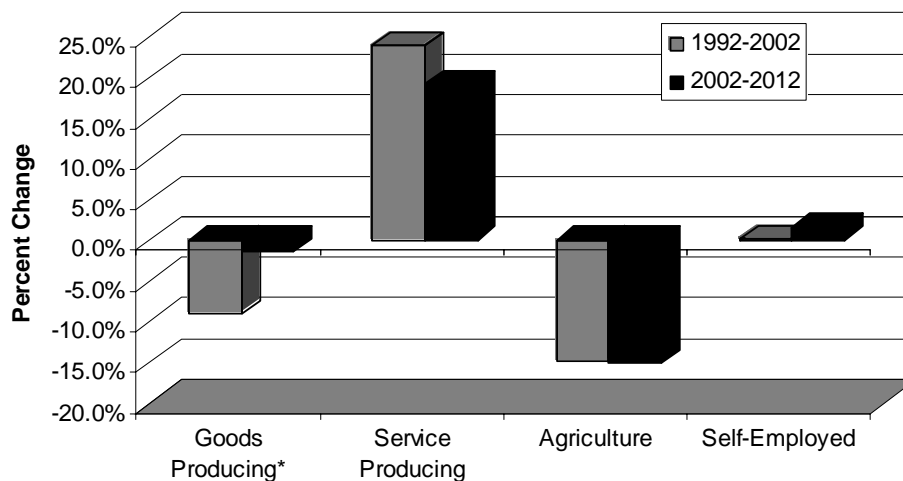
Trends from the past five years, projections, the demographics of district youth, and high proportions of minority students at all community colleges show that Joliet Junior College will continue to serve a population much different from the past. The challenge that lies ahead will be in realigning organizational structures designed to serve a more traditional population towards a more racially, ethnically, and linguistically diverse clientele.

# JOLIET JUNIOR COLLEGE

## External: Employment & Labor Trends

With an economy historically based on manufacturing and increased productivity in labor markets, unemployment rates have risen in the district over the past five years (although rates witnessed moderate recovery in 2004). The unemployment rate in Grundy County, for instance, rose from 7.2% to 12.9% between February 2000 and February 2004. According to the Bureau of Labor Statistics, Will, Kane, and Kendall counties saw increases of 3.8%, 3.1%, and 3.6%, respectively, during the same time period.

**Employment Growth by Sector, 1992-2012**



*\*Does not include Construction, which is projected to witness a 13% increase.*

*Source: Illinois Department of Employment Security*

Projections show significant shifts in employment sectors over the next five to ten years. The State of Illinois Department of Employment Security (IDES) projects the fastest growing occupational areas in the Joliet Junior District will be in the areas of computer networking and database administration; health care; education; business, legal, and financial services; and construction.

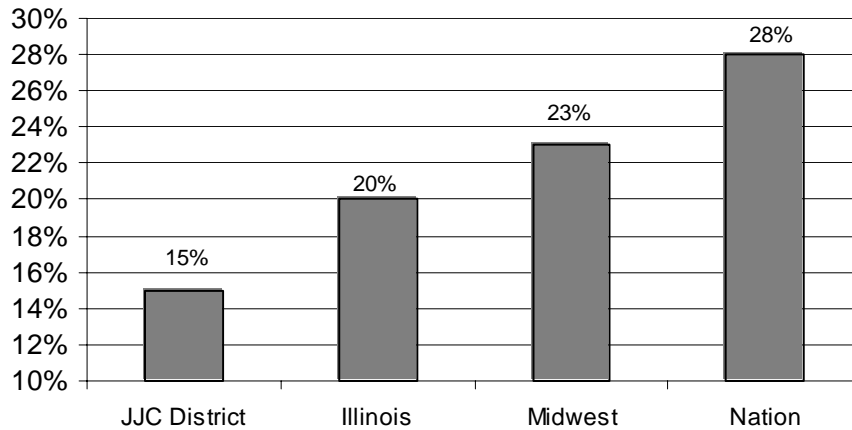
IDES also projects the highest occupational demand will be for workers in the following occupations: network and database administrators, medical and health care assistants, social and human service staffers, special education teachers, pharmacy technicians, and dental hygienists.

Despite having high in-migration rates of people from other regions, a large number of people who live in the Joliet Junior College district continue to reside where they were born. Residents in District 525 also witness longer commute times than residents in other regions. Combined with above average commute times, this suggests that most of the new growth in the district is coming from

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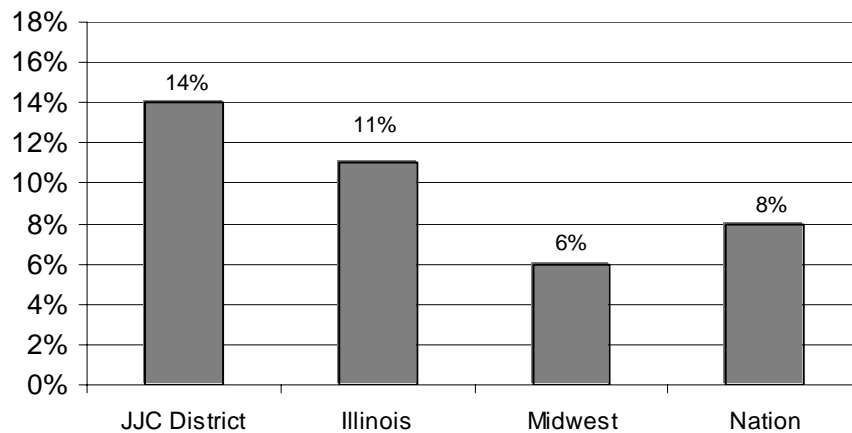
Illinois, particularly counties surrounding the Joliet Junior College district. It also implies that District 525 retains residents, who are willing to tolerate longer commutes in response to labor incentives but less willing to move.

**Percent of Residents Born in Another State by Region, 2000**



Source: U.S. Census Bureau American Fact Finder, Decennial Census Zip Code Data Files

**Percent of Residents Who Commute at Least One Hour to Work by Region, 2000**



Source: U.S. Census Bureau American Fact Finder, Decennial Census Zip Code Data Files

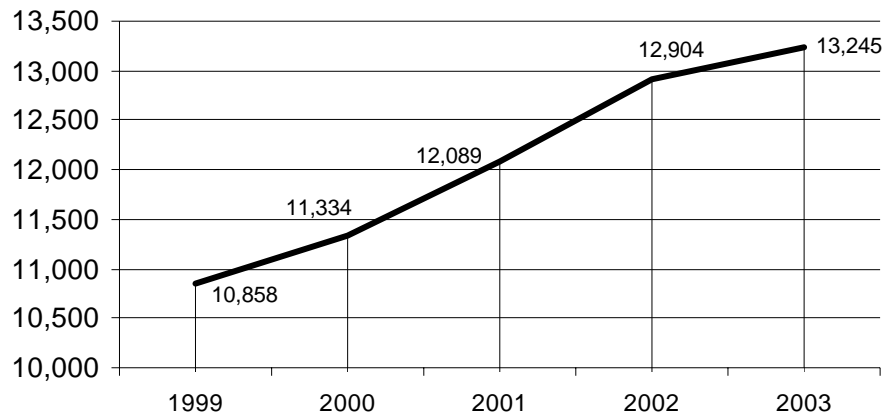
A reluctance to relocate among District 525 residents, combined with increased prices in the 4-year public college sector, could mean higher enrollment projections than usual models may capture. Additionally, district residents are less likely to respond to labor incentives through migration and more so through commuting. By retaining former Joliet Junior College graduates and completers in district, District 525 taxpayers could witness higher economic returns from their investment in a community college than other districts.

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## Internal: Rapid Enrollment Increases

Joliet Junior College has witnessed rapid enrollment growth over the past five years, growing by 22%. By contrast, enrollment in all Illinois community colleges during the same time period increased by 7%. Only four other community colleges in Illinois witnessed more rapid enrollment growth during the same time period.

**Fall Head Count Enrollment at Joliet Junior College, 1999-2003**

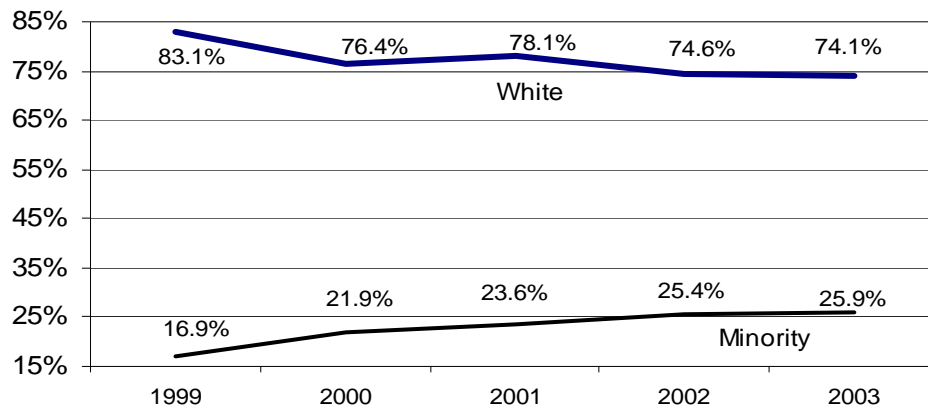


*Source: Joliet Junior College Office of Institutional Effectiveness*

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Most of the enrollment growth has been concentrated in minority populations, particularly Asian and Latino. Over the past five years, the number of Latino, Asian, and African-American students at Joliet Junior College increased by 123%, 40%, and 69% respectively. During the same time period, the percentage of White students increased by 9%.

**Fall Head Count Enrollment at Joliet Junior College, 1999-2003**



*Source: Joliet Junior College Office of Institutional Effectiveness*

Rapid enrollment growth, coupled with dramatic changes in the demographic makeup of the Joliet Junior College student body, means that Joliet Junior College will need to find more creative and cost-efficient strategies towards meeting the goals of the *Illinois Commitment*.

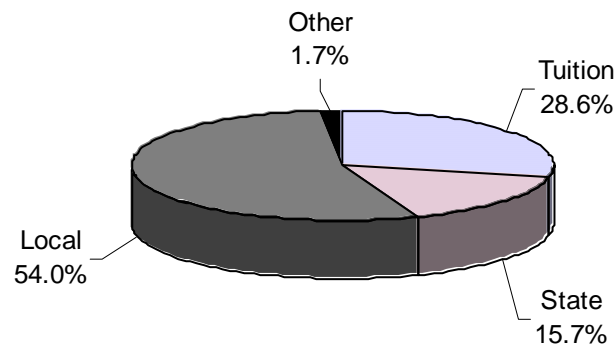
# JOLIET JUNIOR COLLEGE

## Internal: Revenues, Expenditures, & Budget Constraints

Like other community colleges and 4-year colleges and universities, Joliet Junior College finds itself dealing with several budget constraints largely exacerbated by reduced revenues from state sources, increased deferred maintenance needs, and other increased costs.

Joliet Junior College receives funding from three primary sources: local property taxes, the State of Illinois, and tuition and fees.

**Sources of Revenue at Joliet Junior College by Percent,  
Fiscal Year 2003**



*Source: Joliet Junior College Business Office*

In fiscal year 2004, Joliet Junior College witnessed a 0.3% drop in state funding from fiscal year 2003. In fiscal year 2005, Joliet Junior College projects a 5.5% drop in funding from the State of Illinois. After receiving budget increases every year between fiscal years 1994 and 2002, Joliet Junior College received less in state funding than it did the year before in 2003.

# JOLIET JUNIOR COLLEGE

*Dollar Amount and Annual Percentage Change in State of Illinois Subsidies at Joliet Junior College, Fiscal Years 1994-2003\**

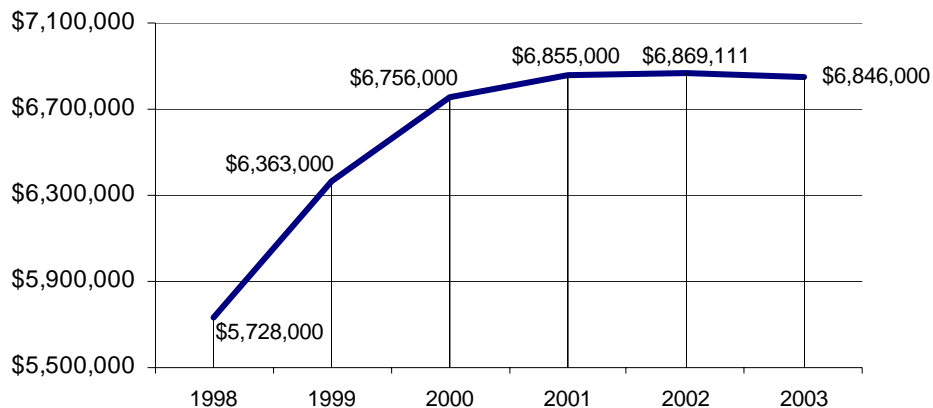
<b>Fiscal Year</b>	<b>State Subsidy</b>	<b>% increase (decrease)</b>
1994	\$4,863,467	--
1995	\$5,142,263	5.8%
1996	\$5,238,586	1.9%
1997	\$5,438,720	3.8%
1998	\$5,727,961	5.3%
1999	\$6,362,856	11.1%
2000	\$6,755,856	6.2%
2001	\$6,854,900	1.5%
2002	\$6,868,675	0.2%
2003	\$6,845,989	-0.3%

*\*Includes Education and Operations & Maintenance Fund*

*Source: Joliet Junior College Business Office, 2003 Comprehensive Annual Report*

While in fiscal year 1999 state funding accounted for 18.7% of Joliet Junior College's revenues, in fiscal year 2003, that figure had fallen to 15.9%. Losses in state funding revenues were further compounded by the loss of \$335,000 in technology grants from the State.

**Revenues from the State of Illinois to Joliet Junior College, Fiscal Years 1998-2003\***



*\*Includes Education and Operations & Maintenance Fund*

*Source: Joliet Junior College Business Office, 2003 Comprehensive Annual Report*

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Despite declines in state funding, the District 525 local tax rate has not increased in the past 27 years and currently stands as the fourth lowest among peer community colleges. In fiscal year 2003, Joliet Junior College received about 52% of its funding from local sources, compared to 47% in fiscal year 1999.

Like other sectors of the economy, Joliet Junior College, a self-insured organization, is dealing with increased health care costs rising much faster than inflation. Over the past five fiscal years, health insurance costs for the college have risen approximately 10% annually.

In addition to health care, Joliet Junior College must continue to address much needed deferred maintenance and other capital issues. Currently, Joliet Junior College has about \$30 million in deferred maintenance needs, with several projects, including the replacement of steam pipes and a new elevator system, currently under or in urgent need of maintenance or replacement. Other projects include a new roof for the City Center campus, installation of new sidewalks, cafeteria window replacements, and the expansion of parking facilities by 500 spaces.

Losses in state revenues and changing funding local tax structures have been somewhat offset by tuition and fee increases. Despite cuts in state funding and increased costs, Joliet Junior College has been able to implement comparatively moderate tuition increases when compared to other colleges.

## *Credit Hour Tuition and Fees by Institution and Institution Type*

College	2003	2004	% increase
	Tuition & Fees	Tuition & Fees	
Illinois community colleges	\$54.67	\$59.30	8.5%
National community colleges	\$55.80	\$63.50	13.8%
Illinois 4-year public colleges	\$153.23	\$168.17	9.8%
National 4-year public colleges	\$137.17	\$156.47	14.1%
<b>Joliet Junior College</b>	<b>\$56.00</b>	<b>\$60.50</b>	<b>8.0%</b>

*Sources: Joliet Junior College Office of Institutional Effectiveness*

To accommodate rapid enrollment growth, Joliet Junior College plans on using revenues from tuition and fee increases to fund the construction of a new parking lot, reduce debt associated with deferred maintenance, and pay for hardware and software updates in the campus technology infrastructure through student fees.

Throughout the next decade, Joliet Junior College's greatest fiscal challenge will lie in how to deal with increased costs associated with rapid enrollment growth, contractual obligations negotiated with various bargaining units, deferred maintenance, increased state and federal regulations, and growing health care costs. The combination of rising costs with prospects for flat or negative revenue

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growth mean that Joliet Junior College will need to find more cost-efficient and productive methods for achieving the State of Illinois goals for education articulated in the *Illinois Commitment*.

Fortunately, Joliet Junior College recognizes the importance of adopting long-term budgeting strategies that include the allocation of resources towards high priority programs and operations. Joliet Junior College conducts projections within the context of a *Three-Year Financial Plan* and actively incorporates strategic planning into the budgeting process.

For a community college with an open admissions policy and commitment to serve the community, the challenge ahead lies in providing a quality education in a manner consistent with mission, values, and philosophy in light of less revenues, but also one that maximizes and plans strategically for how those revenues will be expended.

# JOLIET JUNIOR COLLEGE

## Internal: Accountability

Since November 2000, Joliet Junior College has participated in the North Central Accreditation Agency's Academic Quality Improvement Program (AQIP). This Summer, Joliet Junior College will wrap up three Action Projects required for participation in AQIP:

1. Implementing a Technology Plan for Improving Teaching and Learning
2. Refining the Mission of a Comprehensive Developmental Education Program
3. Fostering a Positive Institutional Culture to Reinforce the College as a Premiere Learning Community

This fall, Joliet Junior College will submit a *Systems Portfolio* to AQIP. Traditionally, postsecondary institutions were reviewed every 10 years by North Central, with documents relating to a campus visit by North Central representatives placed in an Evaluation Review. Under AQIP, Joliet Junior College will submit a *Systems Portfolio* that will be a living document on-line and will be updated every fall. Since the document will be on-line, it can be accessed by all internal and external constituencies.

Joliet Junior College will also begin three new Action Projects this fall. Action Projects are selected by the college to promote learning, culture change and respond to problems, opportunities for improvement, and challenges. Joliet Junior College's Action Projects were selected at a Campus Conversation Day, where all members of the Joliet Junior College community were invited to provide their input on what they felt were the most pressing and important matters for the college to work on.

The new Action Projects will be finalized in the fall, while current Action Projects are publicly available at: <http://www.aqip.org/actionproject/index.html>. Current Action Project ideas include a student orientation program aimed at enhancing retention rates; a comprehensive campus communications plan that will attempt to enhance collaboration among campus departments and units; and, in an effort to enhance Joliet Junior College employee skills and productivity, a professional development project.

All documents relating to Strategic Planning and Accreditation at Joliet Junior College are also publicly available and can be found on-line at: <http://www.jjc.edu/aqip/>

# JOLIET JUNIOR COLLEGE

## Environmental Analysis: Summary

Founded in 1901, Joliet Junior College is the nation's oldest community college. There is a good reason for Joliet Junior College's continued and prosperous existence:

- excellent programs and operations consistently rated high by students and clients
- faculty and staff committed to providing high quality academic experiences and services
- generous financial support from private donors
- strong and principled leadership
- responsiveness to local economics and labor market demands
- investments in latest technologies

Despite external and internal challenges and rapid changes in the demographics, economic structure, and labor market in District 525, this document will attempt to show there is reason to believe the next 100 years will present continued opportunities for improvement and progress.

# JOLIET JUNIOR COLLEGE

## SECTION II

### PROGRESS TOWARD MEETING THE GOALS OF *THE ILLINOIS COMMITMENT*

# JOLIET JUNIOR COLLEGE

## **Goal 1. Higher education will help Illinois business and industry sustain strong economic growth**

### NARRATIVE

#### **Fiscal Year 2004 Accomplishments**

Joliet Junior College's Office of Career Services teamed up with the Multicultural Transfer Center to offer a job fair centered on professions in Nursing in March. The Office of Career Services also held the sixth annual regional job fair, with over 900 potential employees in attendance, and job hunting workshops in February and March with several local library systems, including Homer Township and Lockport.

In March, IET's Small Business Center offered workshops outlining the basics of starting a business titled *Before You Start*. The two-hour seminars focused on how to effectively start a small business. Another seminar focused on sales training was offered in February and addressed the skill development in the area of sales, marketing, and communications for small businesses. In the fall, the Small Business Center offered a 13 week seminar in entrepreneurship.

In January, Joliet Junior College initiated a medical billing and coding program designed to help students develop administrative and protocol skills required in the medical field. Developed in response to physician need, students in the program learn Basic ICD-9-CM and CPT coding, medical billing processes and software, and medical terminology.

In February, Joliet Junior College began offering a new Legal Nurse Consultant Training program. The non-credit program prepares students to serve as expert advisors on medical issues relevant to law firms, insurance companies, government entities, and risk-management departments. The six-day program was offered through the Institute of Economic Technology.

In order to meet significant population increases and thus demand for new construction, Joliet Junior College's Institute of Economic Technology worked with the U.S. Secretary of Labor's Office to provide seminars on OSHA construction standards, including excavations, fall protection, hazardous materials, electrical supply, and scaffolding.

The Institute for Economic Technology also worked with the Will County Regional Office of Education on the *Education-to-Careers Partnership*. The partnership, which includes Will, Grundy, and Kendall Counties, helps out-of-school youths between the ages of 16 and 21 complete their education in order to find suitable employment. Major programs in the partnership include the *Build Success*, *21st Century Kids Club*, and *Community Learning Center* programs. The Education-to-Careers program reached more than 70,000 area school children in fiscal year 2003.

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In order to meet increased demand, occupational programs have increased the supply of available seats in their programs. The Veterinary Technician program increased from 36 to 48 seats to accommodate a projected increase in the number of needed Veterinary Technicians in District 525. A new Allied Nursing and Health program increased enrollment in the Nursing program by 20.

## **Fiscal Year 2005 Plans**

In order to meet increased demands for medical and health professionals in District 525, Joliet Junior College is starting several new programs in fiscal year 2005, including programs in pharmacy technician, phlebotomy technician, certified nursing assistant, electrical cardiology technician, associate degree in welding, and pending ICCB approval, radiology technician. Occupational demand for radiology technicians in the district are projected to increase by 52% between 2002 and 2010.

Between 2000 and 2010, the need for pharmacy technicians is projected to increase by 58%. Hence, starting in August 2004, Joliet Junior College will begin offering a pharmacy technician plan in conjunction with MRxI Corporation. The 60 hour course is designed to teach students the fundamentals and particulars of being a pharmacy technician.

With significant growth in occupations related to construction, and a projected 43% increase in demand for welders and metal fabricators between 2002 and 2010 in District 525, Joliet Junior College will initiate an associate degree in welding in the fall 2004 semester. Joliet Junior College will begin offering a certificate program in Heating, Ventilation, and Air Conditioning (HVAC) to meet an expected 31% increase in occupational demand by 2010.

The Nursing Department is planning several programs in response to increased demand for nurses in the Joliet Junior College district, a field that is expected to grow by 40% between 2002 and 2010. The Nursing program will start an accelerated fast track Nursing program in the Fall 2004 semester. The program, focused on students over 25 years old and consisting of predominately evening courses, is expected to add an additional 20 seats to the Nursing program. The Nursing Department is also exploring the possibility of partnering with three or four local hospitals, with expectations that the hospitals will subsidize some of the costs.

In order to accommodate the growing Latino population in District 525, employer demand, and a projected 23% increase in occupations for landscape architects, Joliet Junior College will be offering landscaping and horticulture courses in Spanish for the fall 2004 semester.

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## **Fiscal Year 2005 Challenges**

In the contemporary economy, Joliet Junior College is well positioned to approach fiscal year 2005 challenges as opportunities. Some opportunities will be specific to our institution and District 525, while others will be shared with community colleges in other regions in Illinois and the nation.

One challenge relating to economic development will be how Joliet Junior College addresses major structural changes in the economy. This is particularly true in District 525, where the economy has historically rested on manufacturing and is projected to quickly shift towards one based on services and human capital instead of manufacturing and physical capital. Responding to this challenge will require constant environmental scanning, rapid response to labor market demand, and increased use of program review so resources can be strategically allocated towards high demand programs.

Research shows Joliet Junior College makes a significant contribution to the economy of District 525. For instance:

- Through externalities associated with education, like decreased crime, less use of tobacco, improved health, lower unemployment rates, and less reliance on prisons, taxpayers can expect to save \$7.4 million annually.
- District 525 can expect a 21.4% return on their investment in Joliet Junior College. All taxpayer investments made by District 525 residents in Joliet Junior College are recouped in 6.3 years.
- Joliet Junior College students can expect a 17% rate of return on their investment in a Joliet Junior College education, much higher than if the same amount were invested in the stock market.

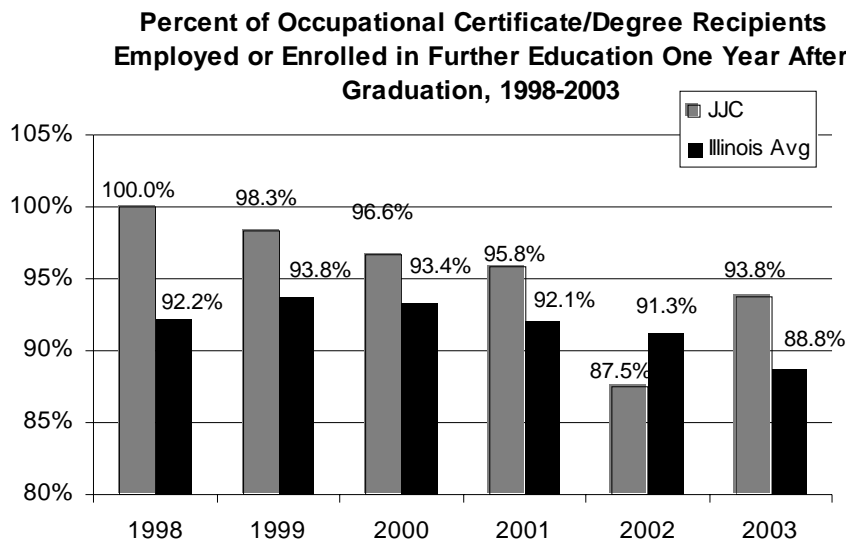
Despite, a significant challenge facing Joliet Junior College will be how to fulfill its role as a major driver in the District 525 economy and continue to meet resident demands for more services with less revenues.

# JOLIET JUNIOR COLLEGE

## COMMON INSTITUTIONAL INDICATORS

### Percent of degree/certificate recipients either employed or enrolled in further education within one year of graduation

As the following graph shows, Joliet Junior College graduates have historically possessed higher occupational placement rates than all community colleges in Illinois, averaging 91.3% over the past 5 years, compared to 90.9% for all community colleges in Illinois. However, along with the economy and higher unemployment rates, the percentage of Joliet Junior College graduates either employed or enrolled in further education declined 6.3% over the last 5 years, compared to a 3.4% decline for all community colleges in Illinois.



\*Completers refers to degree and certificate recipients

Source: Illinois Community College Board Occupational Follow-up Survey (FS)

### INSTITUTIONAL GOAL(S) FOR THIS INDICATOR

Continue to place graduates in jobs related to their programs of study (from the *Strategic Plan*)

### BRIEF INTERPRETATION OF INSTITUTIONAL PERFORMANCE AND RELATED IMPLICATIONS

With the exception of one year, the placement of occupational degree and certificate recipients in employment and/or further education has exceeded the state average every year between 1998 and 2003. With a strong Office of Career Services and institution transfer initiatives, like the Multicultural Transfer Center, it should be no surprise that JJC graduates report higher than average placement rates in further education and employment.

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## MISSION-SPECIFIC INDICATORS

**Mission-Specific Indicators Related to Illinois Commitment Goal 1, Higher education will help Illinois business and industry sustain strong economic growth**

<b>Indicator</b>	<b>Source</b>
Collaboration with External Stakeholders	Strategic Plan
Building Collaborative Relationships	AQIP

*Non-credit Enrollment at Joliet Junior College, Fiscal Years 2002-2004*

	<b>2002</b>	<b>2003</b>	<b>2004*</b>	<b>3 Year Average</b>	<b>1-Year Difference</b>	<b>3-Year Difference</b>
Duplicated Head Count	18,501	18,721	14,530	17,251	-22.4%	-21.5%
Unduplicated Head Count	17,354	17,574	13,782	16,237	-21.6%	-20.6%
Courses Offered	1,840	1,890	1,461	1,730	-22.7%	-20.6%

*\*Decreases in non-credit courses and enrollment can, to a large extent, be explained by decreases in state grant funding for particular programs and the movement of course sections from "non-credit" to "credit" status*

*Source: Joliet Junior College Office of Institutional Effectiveness*

*Number of Businesses Provided with Technical Assistance through the Joliet Junior College Institute of Economic Technology, Fiscal Years 2001-2003*

<b>Year</b>	<b>Businesses Served</b>
2001	886
2002	429
2003	655
Three-year Total	1,970
Three-year Average	657

*Source: Joliet Junior College Institute for Economic Technology Grant Report*

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*Number of Individuals Receiving Customized Training through the Joliet Junior College Institute of Economic Technology, Fiscal Years 2001-2003*

<b>Year</b>	<b>Businesses Served</b>
2001	886
2002	429
2003	655
Three-year Total	1,970
Three-year Average	657

*Source: Joliet Junior College Institute for Economic Technology Grant Report*

*Number of Current Workers Receiving Training through Workforce Training Centers, Fiscal Years 2001-2003*

<b>Year</b>	<b>Current Workers</b>
2001	632
2002	2,943
2003	315
Three-year Total	3,890
Three-year Average	1,297

*Source: Joliet Junior College Institute for Economic Technology Grant Report*

*Number of Businesses Attracted or Retained through the Joliet Junior College Institute of Economic Technology, Fiscal Years 2001-2003\**

<b>Year</b>	<b>Businesses</b>
2001	7
2002	2
2003	--
Two-year Total	9
Two-year Average	4.5

*\*FY 2003 not available*

*Source: Joliet Junior College Institute for Economic Technology Grant Report*

# JOLIET JUNIOR COLLEGE

*Total Number of Institute of Economic Technology Courses and Workshops Conducted, Fiscal Years 2001-2003*

<b>Year</b>	<b>Courses &amp; Workshops</b>
2001	403
2002	365
2003	6,924
Three-year Total	7,692
Three-year Average	2,564

*Source: Joliet Junior College Institute for Economic Technology Grant Report*

*Number of Institute of Economic Technology Courses and Workshops Conducted in Computer Skills, Fiscal Years 2001-2003*

<b>Year</b>	<b>Courses &amp; Workshops</b>
2001	403
2002	365
2003	6,924
Three-year Total	7,692
Three-year Average	2,564

*Source: Joliet Junior College Institute for Economic Technology Grant Report*

*Number of Institute of Economic Technology Courses and Workshops Conducted in Quality Process Improvement, Fiscal Years 2001-2003\**

<b>Year</b>	<b>Courses &amp; Workshops</b>
2001	5
2002	78
2003	--
Two-year Total	83
Two-year Average	41.5

*\*FY 2003 not available*

*Source: Joliet Junior College Institute for Economic Technology Grant Report*

# JOLIET JUNIOR COLLEGE

## STATEWIDE INDICATORS

### Annual Number of Graduates by Level and Broad Field of Study

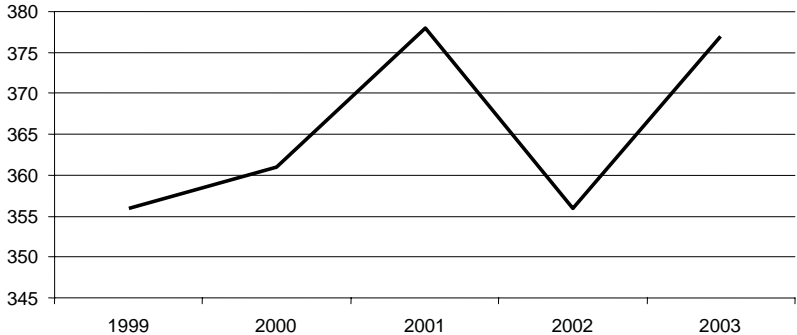
Discipline	1999		2000		2001		2002		2003	
	Number	%	Number	%	Number	%	Number	%	Number	%
Transfer	356	44.0%	361	41.1%	378	40.2%	356	37.6%	377	40.0%
Agriculture	82	10.1%	69	7.9%	45	4.8%	61	6.4%	40	4.2%
Business	70	8.7%	133	15.1%	151	16.0%	145	15.3%	119	12.6%
Education	16	2.0%	11	1.3%	16	1.7%	15	1.6%	9	1.0%
Engineering	18	2.2%	26	3.0%	26	2.8%	26	2.7%	26	2.8%
Health	94	11.6%	127	14.5%	170	18.1%	187	19.8%	214	22.7%
Public*	29	3.6%	27	3.1%	33	3.5%	41	4.3%	24	2.5%
Trade	82	10.1%	54	6.2%	59	6.3%	49	5.2%	68	7.2%
Other	62	7.7%	70	8.0%	63	6.7%	66	7.0%	65	6.9%
<b>Total</b>	<b>809</b>	<b>100.0%</b>	<b>878</b>	<b>100.0%</b>	<b>941</b>	<b>100.0%</b>	<b>946</b>	<b>100.0%</b>	<b>942</b>	<b>100.0%</b>

*\*Includes Public and Protective Services*

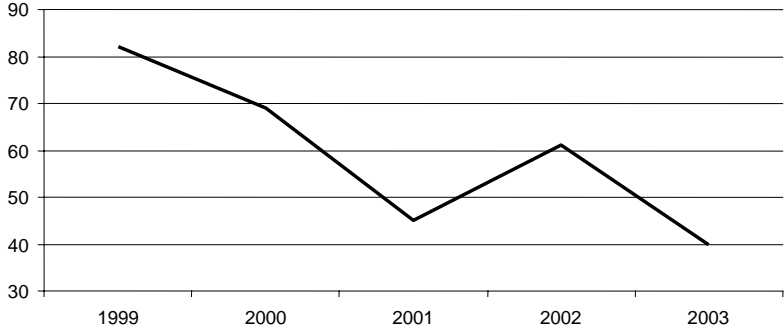
*Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)*

# JOLIET JUNIOR COLLEGE

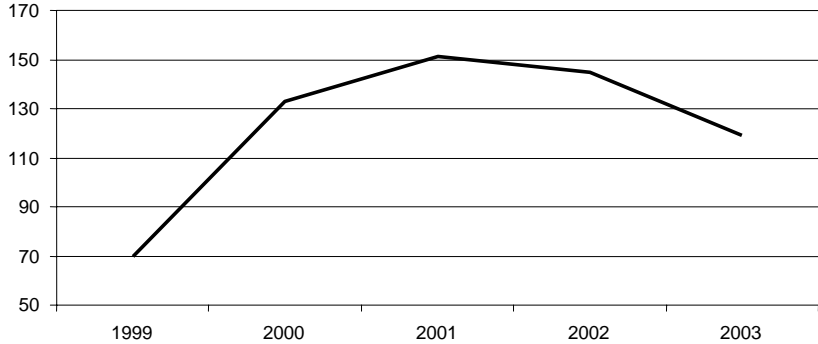
**Number of Graduates in Transfer Programs at Joliet Junior College, 1999-2003**



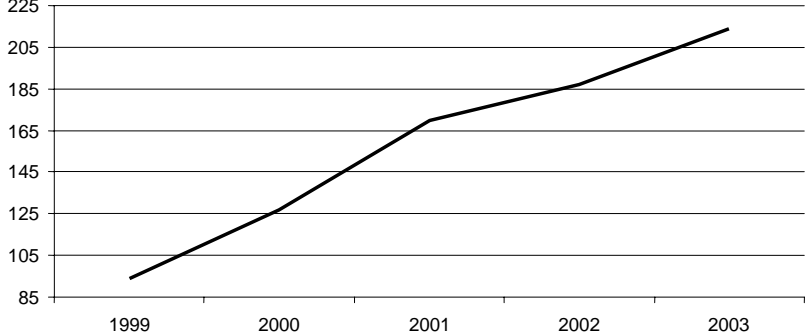
**Number of Graduates in Agriculture Programs at Joliet Junior College, 1999-2003**



**Number of Graduates in Business Programs at Joliet Junior College, 1999-2003**



**Number of Graduates in Health Related Programs at Joliet Junior College, 1999-2003**



Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

# JOLIET JUNIOR COLLEGE

## **BRIEF INTERPRETATION OF INSTITUTIONAL PERFORMANCE AND RELATED IMPLICATIONS**

As the previous tables show, Joliet Junior College Technology serves hundreds of businesses and thousands of individuals, improving the occupational and academic skills of District 525 employees through contract and customized workforce training in the following areas:

- Technology, including over 100 seminars in computer software applications and networking, Microsoft Certification Courses, lifelong learning for small business and residential uses
- Health care, including Health Information Management, medical coding and CCS examination training, CPR training, and Legal Nurse Consulting
- Professional and human resource development for business and industry, including General Office Assistant (GOA) training, office skills, financial planning, and grant writing
- Industrial maintenance training in electronics, blueprint reading, mechanics, logic controls, and water and wastewater management
- Quality training, including ISO 9001 certification and measurement systems
- Safety and workplace security, with courses in OHSA, hazardous materials, and excavation and trenching
- Information technology, including software applications and networking
- Workforce preparation for individuals who speak Spanish and native English speakers who would like to enhance occupational skills through learning conversational Spanish. These would include Office Skills, Bilingual Interpretation, resume preparation, and study skills for Spanish speakers and survival Spanish for health care workers, educators, law enforcement officials, and business purposes

# JOLIET JUNIOR COLLEGE

**Goal 2. Higher education will join elementary and secondary education to improve teaching and learning at all levels**

## NARRATIVE

### Fiscal Year 2004 Accomplishments

### Fiscal Year 2005 Plans

### Fiscal Year 2005 Goals

## COMMON INSTITUTIONAL INDICATORS

## MISSION SPECIFIC INDICATORS

## STATEWIDE INDICATORS

## BRIEF INTERPRETATION OF INSTITUTIONAL PERFORMANCE AND RELATED IMPLICATIONS

\*\*\*The Illinois Community College Board (ICCB) did not require community colleges to complete a narrative or gather indicator data for Goal 2 of the *2004 Performance Report*. Goal 2 will be addressed in the 2005 Performance Report.\*\*\*

# JOLIET JUNIOR COLLEGE

## **Goal 3. No Illinois citizen will be denied an opportunity for a college education because of financial need**

### NARRATIVE

#### **Fiscal Year 2004 Accomplishments**

In 2003, Joliet Junior College received the Alpha Award from the National Job Corps. The National Job Corps is an education and vocational training program administered by the U.S. Department of Labor that helps youth between the ages of 16 and 24 enhance job skills through occupational training, GED completion, or employment placement. The Alpha Award is the Job Corps' highest award. President J.D. Ross and Dean of the Division of Adult and Family Services, Dr. Terry Irby, accepted the award at a ceremony in Washington, DC.

With a grant from the Will County Youth Council, Joliet Junior College provided alternative academic education to 48 economically disadvantaged youths through the *Build Success* program. Administered by the Workforce Services division of IET, the program aims to provide an environment for youths that focuses on hands-on learning activities, teamwork, and life and work skills that can be applied to the workplace.

The Financial Aid Office held a Free Application for Federal Student Aid (FAFSA) workshop in March that focused on how to file the FAFSA, *College Illinois!*, the Illinois prepaid tuition program, and general information about federal tax credits and benefits for higher education. Every fall, the Office of Student Financial Aid holds a FAFSA completion night, open to the entire District 525 community, with approximately 100 individuals in attendance.

In March, Joliet Junior College held its sixth annual *Success After High School Transition Conference*. Planned with the Will-Grundy Transition Planning Committee, the purpose of the conference was to ease the shift from student to adult, particularly as it relates to careers and vocations.

Joliet Junior College has taken several steps to address affordability and access issues for the expanding Latino population in District 525 and enrollment. This past year the college hired a full-time bilingual financial aid counselor who also conducts outreach programs with the District 525 Latino community. In addition to overseeing outreach programs and attending financial aid policy and procedure training, the Joliet Junior College ENLACE (Engaging the Latino Community for Education) coordinator administers the ENLACE Scholars program. The program is also involved in several economic development activities, including leadership development programs, opportunities for conference attendance, and incentives for community involvement.

# JOLIET JUNIOR COLLEGE

In addition the Federal Work-Study Program, Joliet Junior College also administers an institution based Work-Study program, providing students not only the opportunity to pay for college, but also increase their likelihood of staying in college. The minimum pay is \$6.75 per hour. Students can work up to 20 hours a week, and campus jobs are regularly updated on the Office of Career Services website.

Joliet Junior College has several programs to accommodate students who may need extra time to pay for college. The bookstore coordinates a program allowing students up to \$200 per semester with no interest. For students who are not eligible to receive a full MAP grant, Joliet Junior College offers a deferred payment plan, with students allowed to pay half their tuition at the beginning of the semester and the other half at midterm.

In 2003, the Office of Student Financial Aid created an on-line database of institutional scholarships (<http://www.jjc.edu/FinancialAid/Scholarships/>). From the site, students can search by specific criteria or download the entire scholarship book for access to hundreds of scholarships based on need, merit, or a combination of both.

## **Fiscal Year 2005 Plans**

In fiscal year 2005, the Student Affairs division will continue extensive training of student service employees in financial aid, including budgets, FAFSA completion, verification, Pell and MAP eligibility, use of technology, and deadline awareness. In order to increase awareness of financial aid programs in the Joliet Junior College Latino community, the ENLACE director will attend financial aid training offered by the U.S. Department of Education.

The Office of Student Financial Aid will also continue to offer training and outreach programs in FAFSA completion and financial aid issues to the District 525 community. For instance, every fall the Office of Student Financial Aid will offer several FAFSA completion nights where students and families can participate in a seminar on financial aid issues and even complete an on-line FAFSA in the Joliet Junior College computer labs.

Joliet Junior College will continue to direct students to on-line FAFSA completion. Currently, about 70% of financial aid recipients at Joliet apply for financial aid on-line. Not only is the process easier for students because of built-in edit checks and help menus available in the website, but also more efficient and cost effective administratively for the Office of Student Financial Aid.

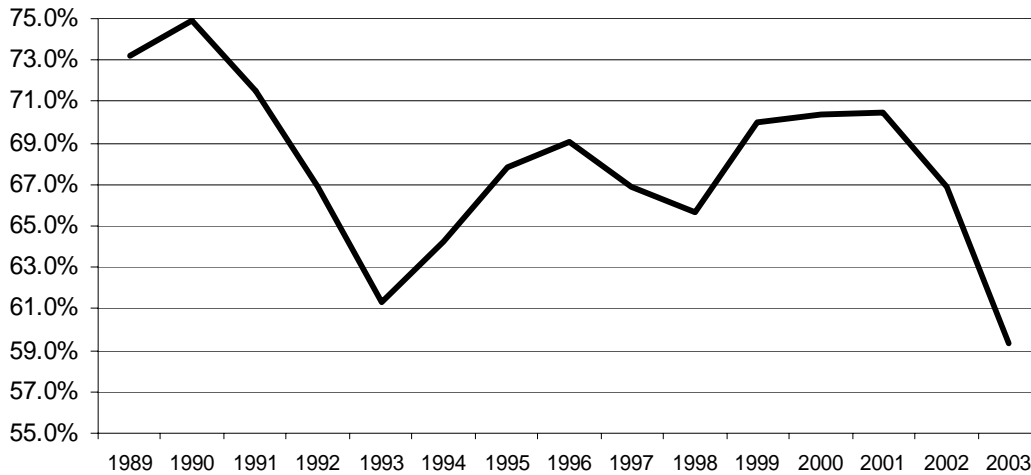
## **Fiscal Year 2005 Challenges**

Joliet Junior College faces several hurdles living up to the third goal of the *Illinois Commitment*. The first involves providing access to District residents in light of significant cuts to need-based financial aid programs. For all colleges and universities in Illinois, the number of applicants for the MAP Grant rose by 7.6% in fiscal year 2003. However, state funding for the program decreased by 2%. As the following graph shows,

# JOLIET JUNIOR COLLEGE

the number of state residents who actually received a MAP Grant was the lowest in the past 15 years, with only 59.3% of applicants receiving the grant in 2003.

**Percent of MAP Grant Applicants who Received a MAP Grant,  
Fiscal Years 1989-2003**



*Source: Illinois Student Aid Commission*

Another challenge lies in decreases in need-based financial aid programs at the federal level. In their recently passed budget, the U.S. House of Representatives allowed for no increases in Pell Grant funding in fiscal year 2005 over fiscal year 2004. Thus, the maximum Pell Grant for the 2004-2005 academic year will remain at \$4,050, virtually unchanged over the last three academic years.

A third challenge is shifts in policy decisions surrounding financial aid, with more government and institutional resources devoted towards non-need based financial programs that do not consider student income, such as merit-based scholarships, tax credits, and student loans. Shifts in government funding for education could have a significant impact on Joliet Junior College's ability to provide access to students who rely on need-based financial aid.

The main challenge Joliet Junior College faces in meeting Goal 3 of the Illinois Commitment is the ability to provide access to students in light of rising costs and reductions in state and federal support for need-based financial aid programs. This is particularly challenging for Joliet Junior College, whose minority and low-income enrollment is increasing at a much faster pace than its traditional population.

# JOLIET JUNIOR COLLEGE

## COMMON INSTITUTIONAL INDICATORS

**Net price of attendance for undergraduates who apply for aid by income quintile, after MAP, IIA, Pell, SEOG, and institutional grant aid are subtracted**

*Net Price of College for Joliet Junior College Dependent Students*

	2002-2003					
	Dependent Undergraduate Students who Filed the FAFSA					
	Q1	Q2	Q3	Q4	Q5	Total
	(\$0-26,199)	(\$26,200-46,870)	(\$46,871-67,041)	(\$67,042-97,925)	(\$97,926 and up)	
Budgeted Amount for Full-Time Dependent Student*	\$6,825	\$6,825	\$6,825	\$6,825	\$6,825	
Minus Average Award	\$5,885	\$4,852	\$3,682	\$767	\$985	
Net Institutional Cost of Attendance	\$940	\$1,973	\$3,143	\$6,085	\$5,840	

Number of Students with a FAFSA on File	291	451	340	341	161	1,584
# Receiving any type of financial aid (unduplicated)	251	361	137	106	45	900
# Receiving grant aid (unduplicated)	246	337	57	0	0	640
# Receiving institutional aid**	28	52	34	37	11	162
# Receiving SEOG (Federal)	34	42	7	0	0	83
# Receiving Pell (Federal)	273	126	12	0	0	411
# Receiving MAP (State)	291	162	16	0	0	469
# Receiving IIA (State)	118	11	0	0	0	129

Institutional Grant Aid (Average Award)	\$566	\$839	\$1,089	\$767	\$985	
SEOG (Average Award)	\$450	\$478	\$450	\$0	\$0	
Pell (Average Award)	\$3,300	\$2,134	\$1,317	\$0	\$0	
MAP (Average Award)	\$1,156	\$969	\$826	\$0	\$0	
IIA (Average Award)	\$413	\$432	\$0	\$0	\$0	

\*Assumes full-time, in-district dependent student living at home with parents. Budget for dependent students not living at home with parents is \$8,654

\*\*Institutional grant aid includes any form of aid that is not repaid (e.g. scholarships, grants, tuition waivers). Excludes loans and work-study.

Sources: Illinois Student Aid Commission; Joliet Junior College Office of Student Financial Aid

# JOLIET JUNIOR COLLEGE

## *Net Price of College for Joliet Junior College Independent Students*

	<b>2002-2003</b>					
	<b>Independent Undergraduate Students who Filed the FAFSA</b>					
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q5</b>	<b>Total</b>
(\$0-14,168)	(\$14,169-26,366)	(\$26,367-41,624)	(\$41,625-65,505)	(\$65,506 and up)		
Budgeted Amount for Full-Time Independent Student*	\$8,654	\$8,654	\$8,654	\$8,654	\$8,654	
Minus Average Award	\$5,366	\$5,205	\$4,192	\$2,879	\$540	
Net Institutional Cost of Attendance	\$3,288	\$3,449	\$4,462	\$5,775	\$8,114	

Number of Students with a FAFSA on File	563	493	318	195	111	1,680
# Receiving any type of financial aid (unduplicated)	441	380	212	82	38	1,153
# Receiving grant aid (unduplicated)	433	344	184	37	0	998
# Receiving institutional aid**	35	32	16	6	3	92
# Receiving SEOG (Federal)	90	80	40	6	0	216
# Receiving Pell (Federal)	356	188	105	18	0	667
# Receiving MAP (State)	361	208	106	22	0	697
# Receiving IIA (State)	132	38	3	0	0	173

Institutional Grant Aid (Average Award)	\$386	\$460	\$588	\$387	\$540	
SEOG (Average Award)	\$403	\$387	\$338	\$350	\$0	
Pell (Average Award)	\$3,341	\$3,188	\$2,152	\$1,478	\$0	
MAP (Average Award)	\$886	\$815	\$781	\$664	\$0	
IIA (Average Award)	\$350	\$355	\$333	\$0	\$0	

\*Assumes full-time, in-district independent student

\*\*Institutional grant aid includes any form of aid that is not repaid (e.g. scholarships, grants, tuition waivers). Excludes loans and work-study.

Sources: Illinois Student Aid Commission; Joliet Junior College Office of Student Financial Aid

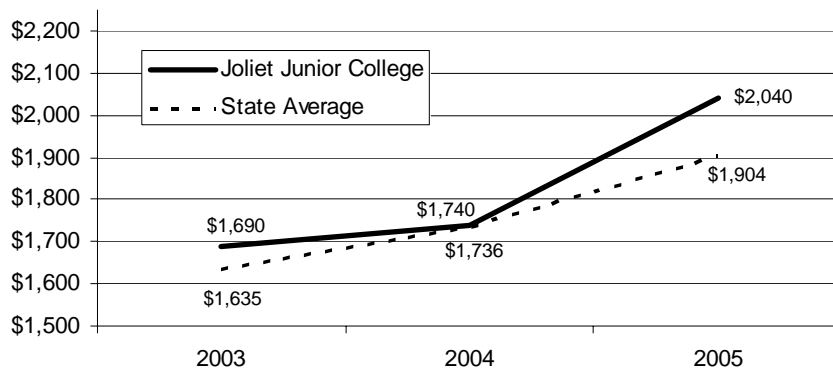
# JOLIET JUNIOR COLLEGE

## MISSION-SPECIFIC INDICATORS

**Mission-Specific Indicators Related to Illinois Commitment Goal 3, No Illinois citizen will be denied an opportunity for a college education because of financial need**

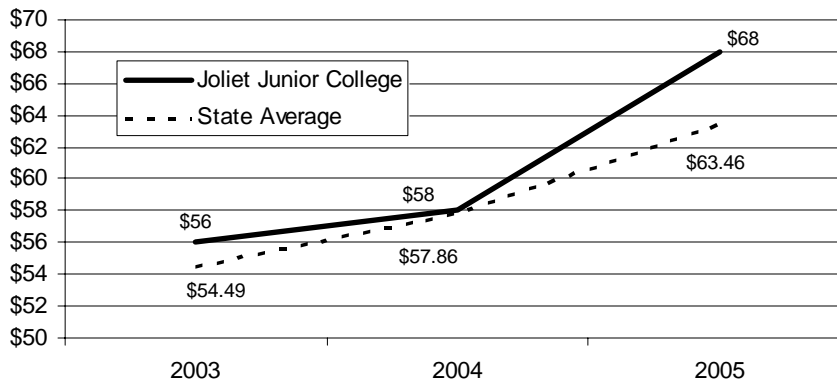
Indicator	Source
Joliet Junior College is committed to providing a quality education that is affordable and accessible to the diverse student population it serves	Mission
Enabling Students to Achieve Their Academic Goals	Strategic Plan
Helping Students Learn	AQIP
Understanding Students' and Other Stakeholders' Needs	AQIP

**Tuition and Fees at Joliet Junior College and State Community College Average, 2003-2005**



Source: Joliet Junior College Office of Institutional Effectiveness

**Tuition and Fees at Joliet Junior College and State Community College Average, 2003-2005**



Source: Joliet Junior College Office of Institutional Effectiveness

# JOLIET JUNIOR COLLEGE

*Number of MAP Grant Recipients at Joliet Junior College and All Community Colleges in Illinois, Fiscal Years 2001-2003*

<b>Year</b>		<b>Joliet Junior College</b>	<b>All IL Community Colleges</b>
2001	Recipients	952	46,195
	Total Received	\$841,522	\$41,016,991
	Avg. Per Recipient	\$884	\$888
2002	Recipients	1,059	48,481
	Total Received	\$959,597	\$46,490,577
	Avg. Per Recipient	\$906	\$959
2003	Recipients	1,166	48,421
	Total Received	\$1,093,471	\$45,254,556
	Avg. Per Recipient	\$938	\$935
3-yr Avg.	Recipients	1,059	47,699
	Total Received	\$964,863	\$44,254,041
	Avg. Per Recipient	\$909	\$927

*Source: Illinois Student Aid Commission*

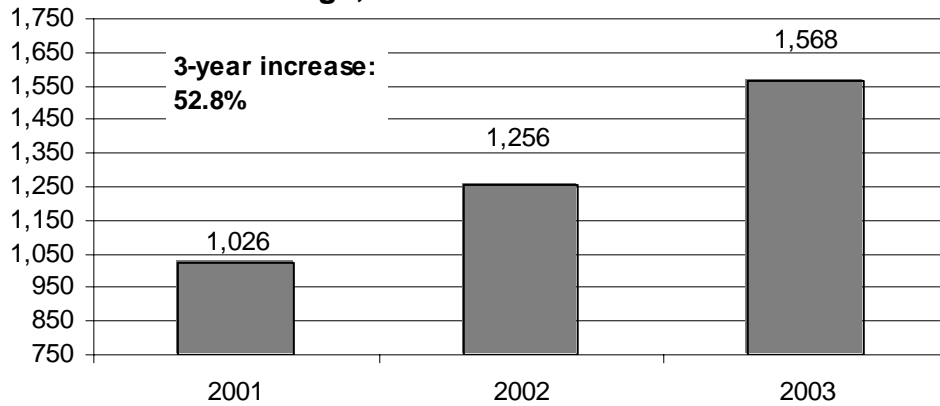
*Number of IIA Grant Recipients at Joliet Junior College and All Community Colleges in Illinois, Fiscal Years 2001-2003*

<b>Year</b>		<b>Joliet Junior College</b>	<b>All IL Community Colleges</b>
2001	Recipients	290	12,782
	Total Received	\$99,500	\$4,605,250
	Avg. Per Recipient	\$343	\$17,616
2002	Recipients	262	14,794
	Total Received	\$99,250	\$5,260,500
	Avg. Per Recipient	\$379	\$17,067
2003	Recipients	302	10,426
	Total Received	\$114,175	\$3,894,164
	Avg. Per Recipient	\$938	\$17,967
3-yr Avg.	Recipients	285	12,667
	Total Received	\$104,308	\$4,486,638
	Avg. Per Recipient	\$365	\$17,487

*Source: Illinois Student Aid Commission*

# JOLIET JUNIOR COLLEGE

**Number of Pell Grant Recipients at Joliet Junior College, Fiscal Years 2001-2003**



Source: Illinois Student Aid Commission

*Number of First-Generation Students at Joliet Junior College and All Illinois Community Colleges, Fiscal Years 2001-2003*

Year	Joliet Junior College		State Total	
	Number	% of Total	Number	% of Total
2001	1,784	62.2%	60,392	60.8%
2002	2,075	62.5%	66,733	60.8%
2003	2,258	61.7%	74,439	60.3%
Three-year Change	474	26.6%	14,047	23.3%

Source: Illinois Student Aid Commission

*\*First-Generation Students are defined as individuals who are the first in their immediate family to attend a postsecondary institution. For this report, data is derived from students who completed the Free Application for Federal Student Aid (FAFSA) and indicated their parent(s) have no postsecondary attendance.*

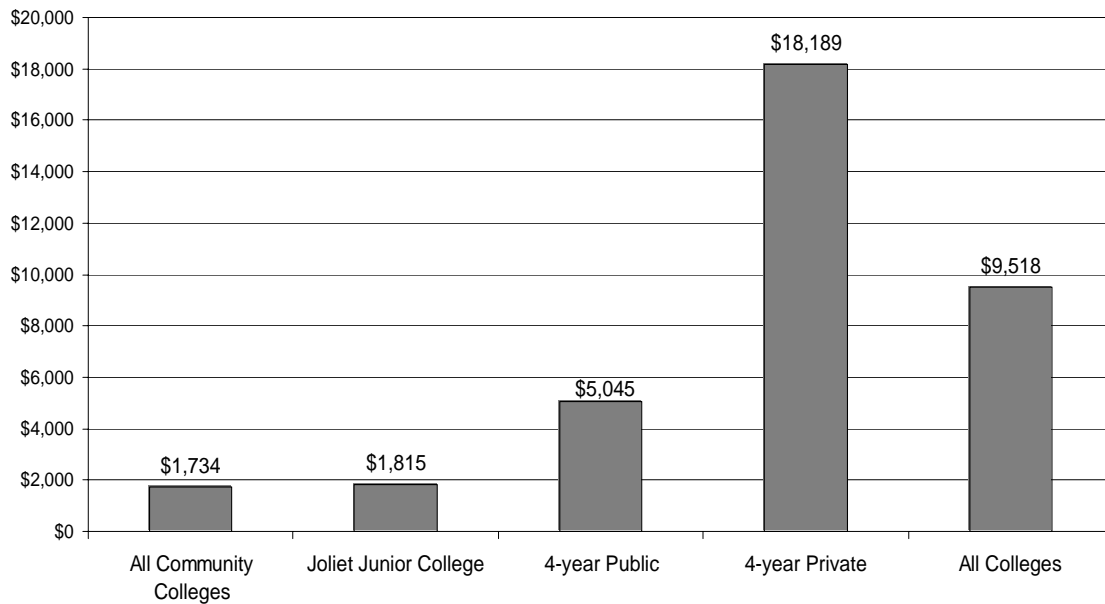
# JOLIET JUNIOR COLLEGE

## BRIEF INTERPRETATION OF INSTITUTIONAL PERFORMANCE AND RELATED IMPLICATIONS

### Tuition and Fee Comparisons

As the following two graphs show, Joliet Junior College is affordable when compared to other sectors in high education. Additionally, Joliet Junior College's five-year increase in tuition between the 1999-2000 and 2003-2004 academic years was the 7th slowest in the state at 12%, well below the Illinois community college average of 23.1%.

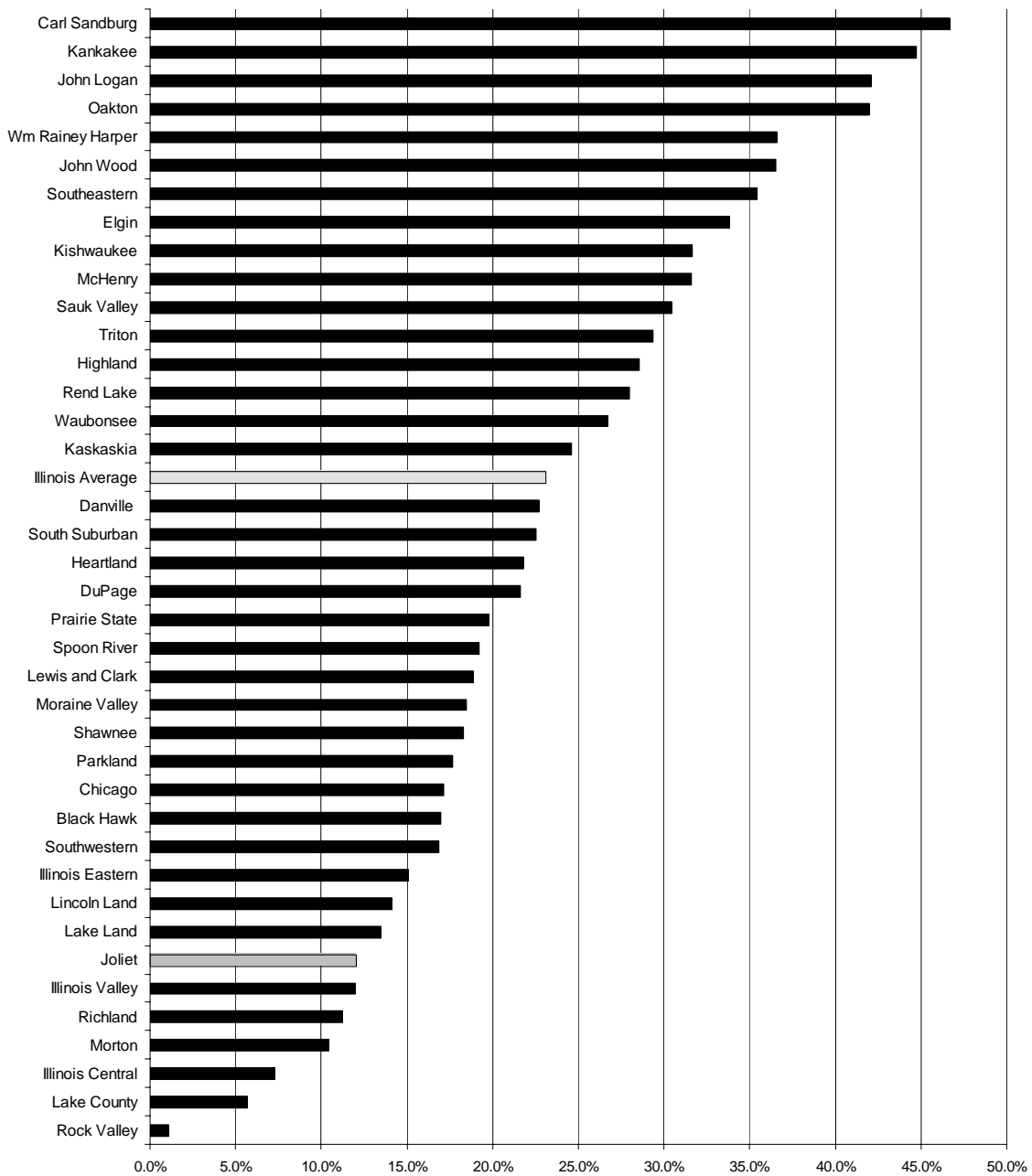
**2003-04 Tuition & Fees at Illinois Community Colleges**



*Sources: Joliet Junior College Office of Institutional Effectiveness*

# JOLIET JUNIOR COLLEGE

**Five Year Percent Increase in Tuition and Fees at Illinois Community Colleges, FY 2000-04**



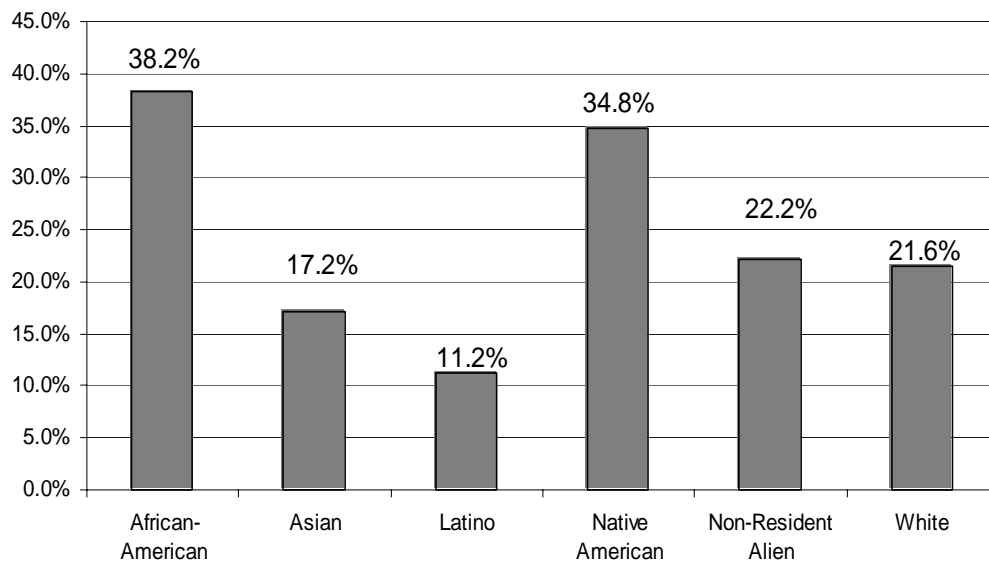
Sources: Joliet Junior College Office of Institutional Effectiveness Tuition and Fee Database

# JOLIET JUNIOR COLLEGE

## Financial Aid Programs

22% of all students at Joliet Junior College received financial aid in fiscal year 2003. As the following graph shows, however, there were differences by ethnicity. In the 2003 fiscal year, Joliet Junior College students received 7,261 financial awards, including 1,856 Federal Pell and SEOG Grants, 738 employment-related awards, 581 student loans, 2,203 State Grants, 370 institutional scholarships, 1,367 employer tuition waivers, and 141 Senior Citizen tuition waivers.

**Percent of Joliet Junior College Students Who Receive Financial Aid, by Ethnicity, Fiscal Year 2003**

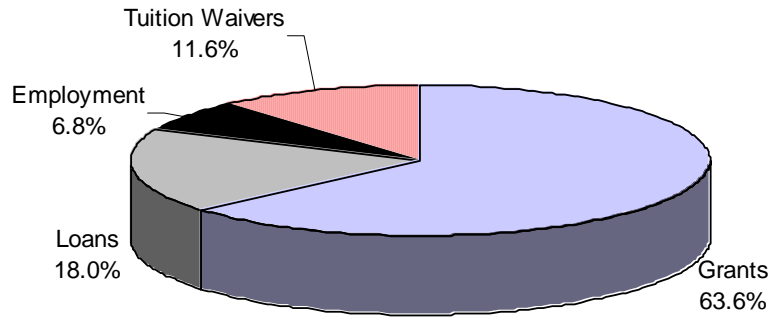


*Source: Joliet Junior College Office of Student Financial Aid*

# JOLIET JUNIOR COLLEGE

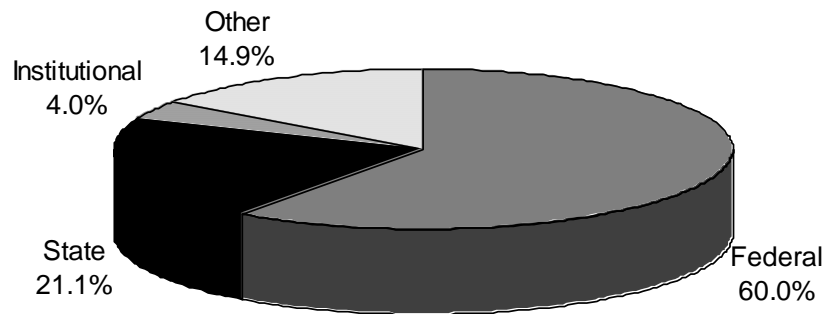
As the following two graphs show, roughly 18% of financial aid dollars are allocated towards student loans and almost two-thirds towards grants. Whereas about 80% of all financial aid distributed dollars come from state and federal sources, about one in five students receive financial aid from institutional grants, outside scholarships, or through employment.

**Financial Aid at Joliet Junior College, by Type, Fiscal Year 2003**



*Source: Joliet Junior College Office of Student Financial Aid*

**Financial Aid Distributed by Source, Fiscal Year 2003**

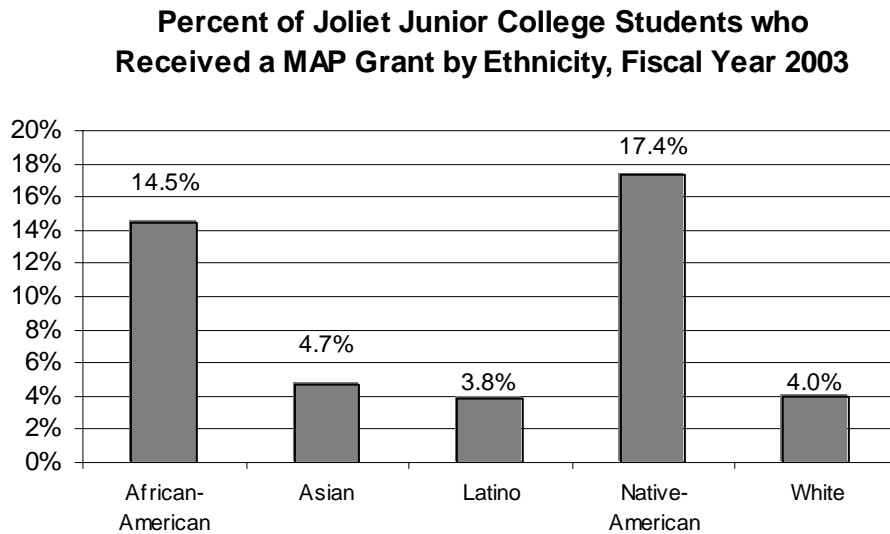


*Source: Joliet Junior College Office of Student Financial Aid*

# JOLIET JUNIOR COLLEGE

## MAP Grant Recipients

In 2003, 1,194 students received a need-based MAP Grant from the State of Illinois. The following graph shows the percent of students by ethnicity who received a MAP Grant as a percent of the total enrollment by ethnicity.



*Source: Joliet Junior College Office of Student Financial Aid*

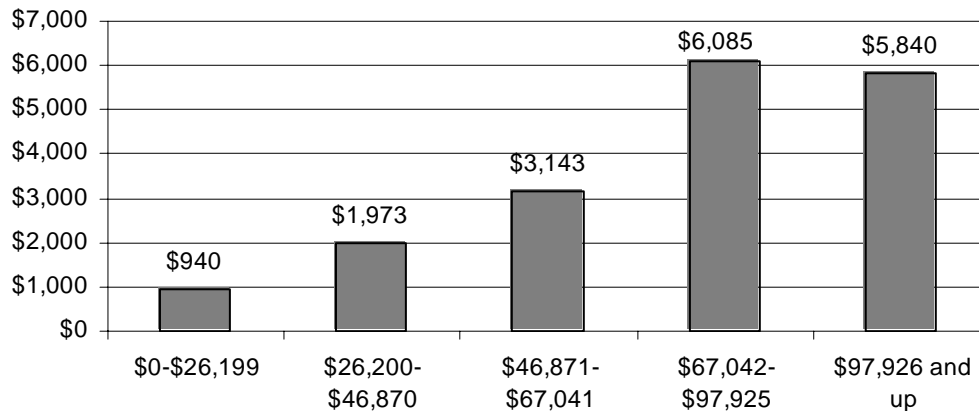
The data specific to affordability at Joliet Junior College shows the following:

- Tuition and fees at Joliet Junior College are reasonable compared to other community colleges and especially to postsecondary institutions in the four-year sector.
- A little over 20% of Joliet Junior College students receive financial aid. Of the 5,017 students who received financial aid in 2003, only about 12% received a Direct Loan. This data indicates Joliet Junior College students are self-reliant when it comes to paying for college.
- One notable trend is financial aid and how it relates to Latino students. Only 11% of Latino students received any financial aid in 2003, compared to 22% of all students. Only 3.8% of Latino students received a need-based MAP Grant, compared to 5.3% for all students. Hopefully, with the addition of a bilingual financial counselor and college investments in the Department of Education's Training for Financial Aid Professionals (T-FAP) for the ENLACE coordinator, the number of Latinos receiving need-based financial aid will increase.

# JOLIET JUNIOR COLLEGE

- The following graph shows the net price Joliet Junior College students pay for college. Clearly, students from low-income groups pay the least.

**Net Price at Joliet Junior College for Dependent Students, 2003\***



\*Net price is determined by taking all college costs and subtracting financial aid. The amount left over is what the student is responsible for; or the net price.

Source: Joliet Junior College Office of Student Financial Aid

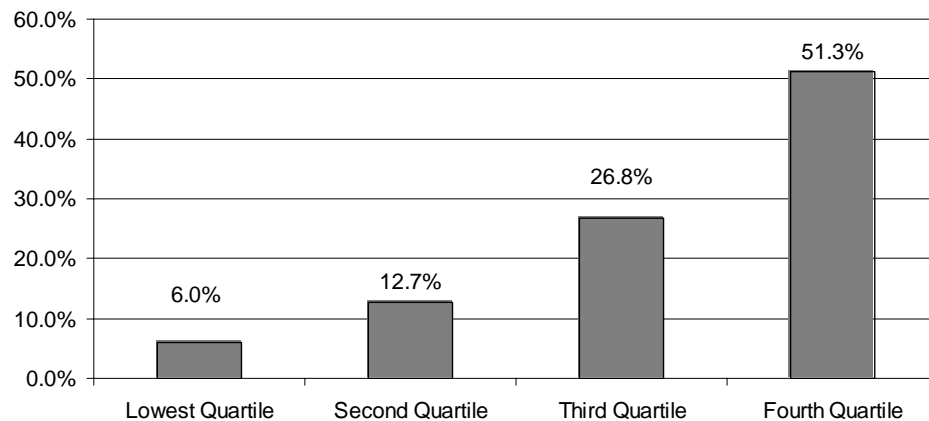
- The data also shows that students from higher incomes are more likely to receive higher institutionally-based scholarships that are less considerate of need, with the average institutionally-based award for the lowest quintile being \$566 and \$985 for the highest quintile.
- Several indicators suggest that while Joliet Junior College students tend to be more self-reliant, increasingly more students are requiring need. Consider the following:
  - Over the last three years, the number of **MAP Grant** recipients increased by **22.5%** at Joliet Junior College and only **4.8%** for all community colleges in Illinois.
  - Over the last three years, the number of **IIA Grant** recipients increased by **4.1%** at Joliet Junior College and fell **-18.4%** for all community colleges in Illinois.
  - Over the last three years, the number of **Pell Grant** recipients increased by **52.8%** at Joliet Junior College and only **32.7%** for all community colleges in Illinois.
  - Over the last three years, the number of **first-generation college students** increased by **26.6%** at Joliet Junior College and only **23.3%** for all

# JOLIET JUNIOR COLLEGE

community colleges in Illinois. First-generation student enrollment grew much faster than the general student enrollment rate of 9.6% at Joliet Junior College during the same time period.

- The implications of enrolling more first-generation students are shown in the following graph. Clearly, income is correlated with educational attainment and, thus, income.

**Percent of Students who Receive a Bachelor's Degree by Income Quartile**



*Source: Pell Institute for the Study of Opportunity in Higher Education. The U.S. Census tracks the number of individuals by income and divides the number of people in the dataset by four to develop income quartiles. The data in this graph was by family income. The quartiles are: Lowest (below \$35,377), Second (\$35,377-\$61,245), Third (\$61,245-\$90,000), Fourth (Above \$90,001)*

Through a combination of federal and state grant aid, internal scholarships and employment opportunities, institutional programs, efforts to hold down tuition and fees decreases as much as possible, and outreach efforts aimed at the District 525 community, the data shows that Joliet Junior College, and indeed all community colleges, are doing their part in ensuring that no Illinois citizen is denied an education because of financial need.

# JOLIET JUNIOR COLLEGE

## **Goal 4. Illinois will increase the number and diversity of citizens completing training and education programs**

### NARRATIVE

#### **Fiscal Year 2004 Accomplishments**

#### **Fiscal Year 2005 Plans**

#### **Fiscal Year 2005 Goals**

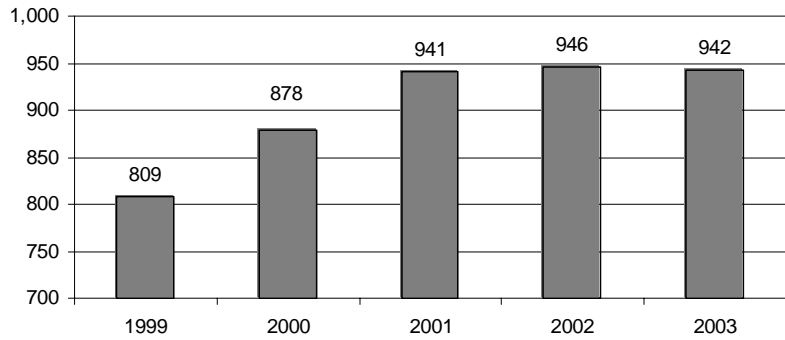
\*\*\*The Illinois Community College Board (ICCB) did not require community colleges to complete a narrative for Goal 4 for the 2004 Performance Report\*\*\*

# JOLIET JUNIOR COLLEGE

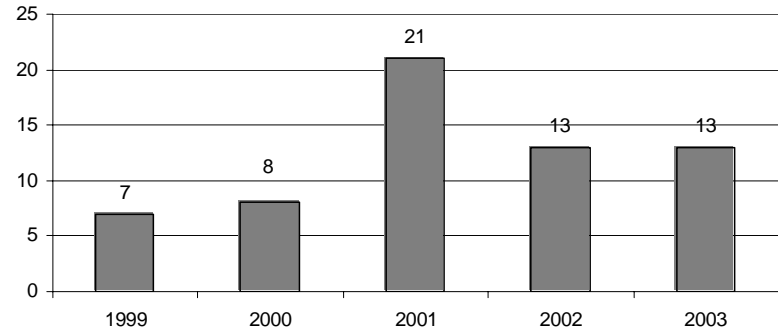
## COMMON INSTITUTIONAL INDICATORS

### Completions by Race, Gender, and Disability Status

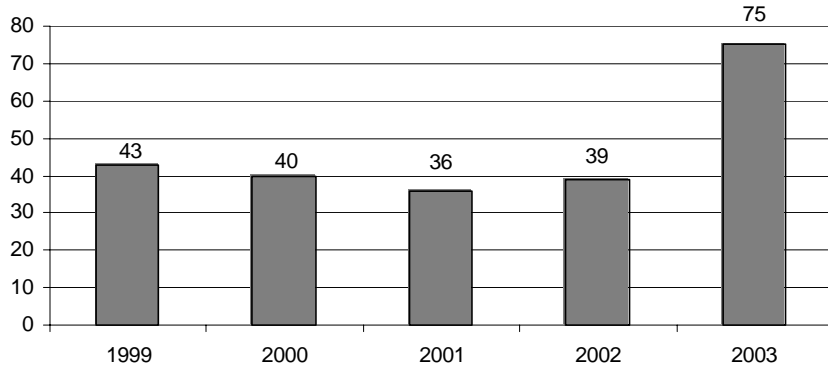
**Number of Completers at Joliet Junior College, All Students, 1999-2003**



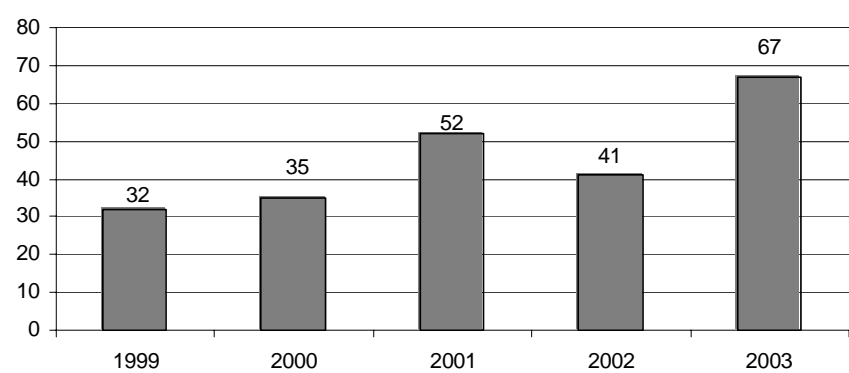
**Number of Completers at Joliet Junior College, Asian Students, 1999-2003**



**Number of Completers at Joliet Junior College, African-American Students, 1999-2003**

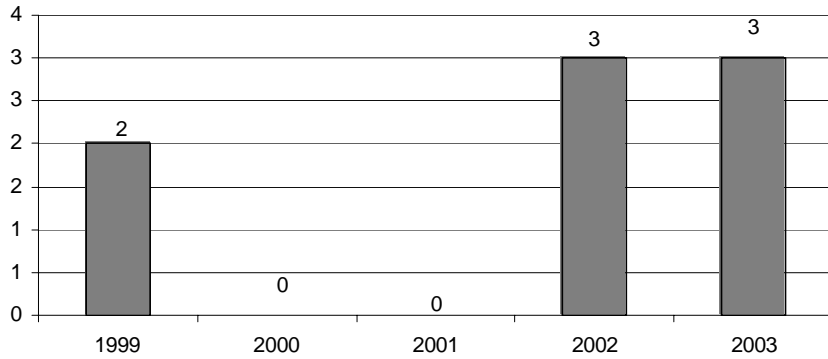


**Number of Completers at Joliet Junior College, Latino Students, 1999-2003**

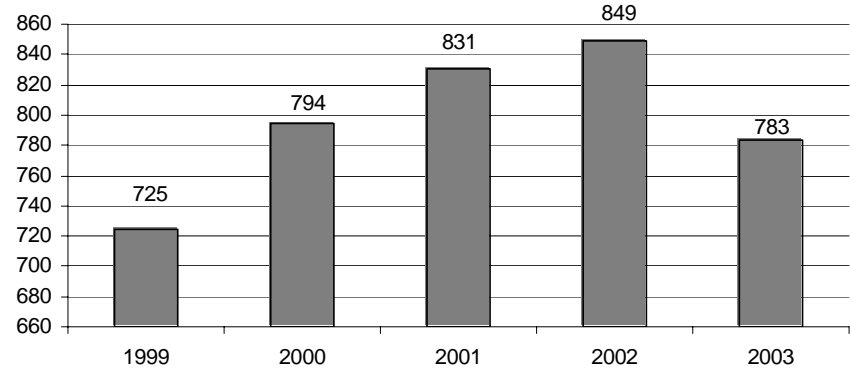


# JOLIET JUNIOR COLLEGE

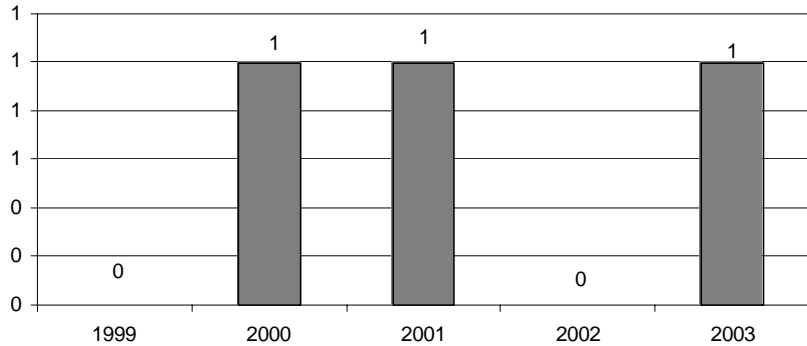
**Number of Completers at Joliet Junior College, Native-American Students, 1999-2003**



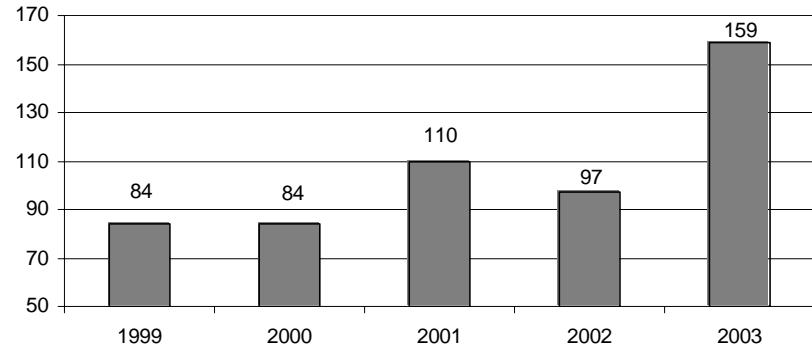
**Number of Completers at Joliet Junior College, White Students, 1999-2003**



**Number of Completers at Joliet Junior College, Alien Students, 1999-2003**

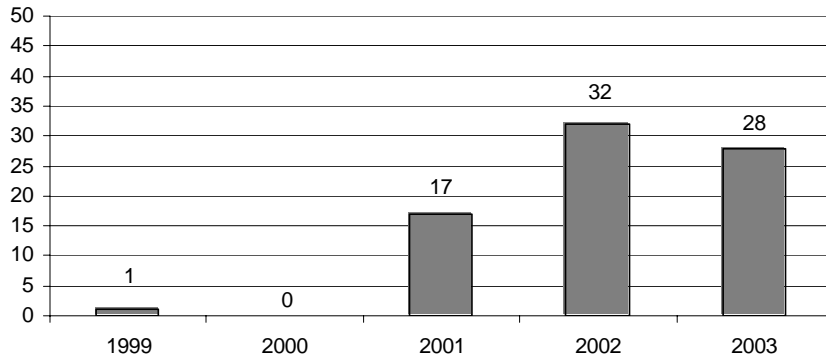


**Number of Completers at Joliet Junior College, Minority Students, 1999-2003**

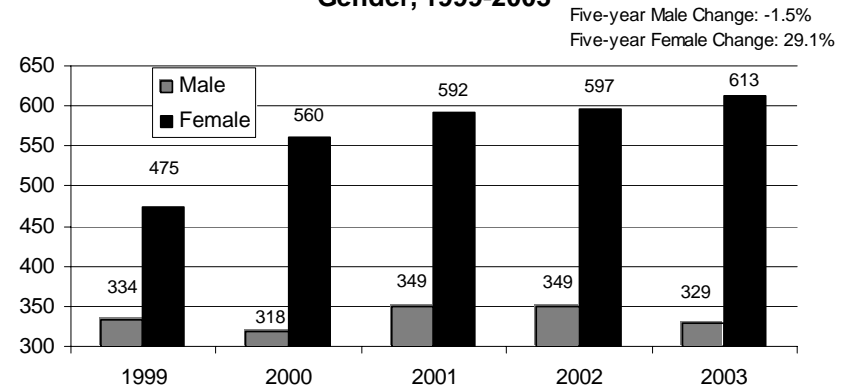


# JOLIET JUNIOR COLLEGE

**Number of Completers at Joliet Junior College,  
Students with Disabilities, 1999-2003**



**Number of Completers at Joliet Junior College, by  
Gender, 1999-2003**



Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

## INSTITUTIONAL GOAL(S) FOR THIS INDICATOR

1. Continue to place graduates in jobs related to their programs of study (from the *Strategic Plan*)
2. Serve underrepresented groups (from the *Strategic Plan*)

## BRIEF INTERPRETATION OF INSTITUTIONAL PERFORMANCE AND RELATED IMPLICATIONS

Mirroring national trends, the data show that more females than males are graduating from Joliet Junior College. After rather flat growth between 1999 and 2002, the number of minority completers at Joliet Junior College increased significantly in 2003. In fact, the number of African-American completers was nearly double the annual number for the past four years. After growing every year between 1999 and 2002, the number of White completers fell for the first time. These numbers could be indicative of two things: 1) the increasing number of minority students at Joliet Junior College and 2) institutional interventions. While still behind state and community college averages, Joliet Junior College has made strides in increasing the number and diversity of citizens completing training and education programs. Additionally, Joliet Junior College has made it an explicit institutional goal and, after placing the ENLACE, Minority Student Affairs, and Multicultural Student Transfer Center on “hard” money, has shown an institutional commitment to improving the diversity of students completing their program of study.

# JOLIET JUNIOR COLLEGE

## MISSION SPECIFIC INDICATORS

**Mission-Specific Indicators Related to Illinois Commitment Goal 4, Illinois will increase the number and diversity of citizens completing training and education programs**

Indicator	Source
Joliet Junior College is committed to providing a quality education that is affordable and accessible to the diverse student population it serves.	Mission
Serving underrepresented groups	Strategic Plan
Address the needs of the shifting demographic populace emerging in District 525	Institutional Goal (Strategic Plan)
Retain and recruit exceptional and diverse faculty	Institutional Goal (Strategic Plan)
Understanding students' and other stakeholders' needs	AQIP

### Enrollment by Race, Gender, Disability Status, and Other Characteristics

*Unduplicated Head Count Enrollment by Race, Fiscal Years 1999-2003*

Race	1999		2000		2001		2002		2003		1999-2003 Change	
	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	%
Asian	282	1.6%	336	1.8%	365	1.8%	385	1.9%	379	1.7%	97	34.4%
African-American	1,395	7.9%	1,487	8.0%	1,846	9.3%	2,097	10.3%	2,646	11.7%	1,251	89.7%
Latino	1,592	9.0%	2,076	11.1%	2,591	13.1%	2,760	13.5%	3,333	14.8%	1,741	109.4%
Native-American	49	0.3%	39	0.2%	43	0.2%	41	0.2%	46	0.2%	-3	-6.1%
White	14,321	81.1%	14,669	78.5%	14,934	75.3%	15,055	73.9%	16,109	71.4%	1,788	12.5%
Alien	22	0.1%	83	0.4%	47	0.2%	47	0.2%	45	0.2%	23	104.5%
<b>Total</b>	<b>17,661</b>	<b>100.0%</b>	<b>18,690</b>	<b>100.0%</b>	<b>19,826</b>	<b>100.0%</b>	<b>20,385</b>	<b>100.0%</b>	<b>22,558</b>	<b>100.0%</b>	<b>4,897</b>	<b>27.7%</b>

Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

# JOLIET JUNIOR COLLEGE

## *Unduplicated Head Count Enrollment by Minority Status, Fiscal Years 1999-2003*

Race	1999		2000		2001		2002		2003		1999-2003 Change	
	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	%
Minority	3,340	18.9%	4,021	21.5%	4,892	24.7%	5,330	26.1%	6,449	28.6%	3,109	93.1%
White	14,321	81.1%	14,669	78.5%	14,934	75.3%	15,055	73.9%	16,109	71.4%	1,788	12.5%
Total	17,661	100.0%	18,690	100.0%	19,826	100.0%	20,385	100.0%	22,558	100.0%	4,897	27.7%

Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

## *Unduplicated Head Count Enrollment by Gender, Fiscal Years 1999-2003*

Gender	1999		2000		2001		2002		2003		1999-2003 Change	
	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	%
Male	7,763	44.0%	8,155	43.6%	8,648	43.6%	8,817	43.3%	9,607	42.6%	1,844	23.8%
Female	9,898	56.0%	10,535	56.4%	11,178	56.4%	11,568	56.7%	12,951	57.4%	3,053	30.8%
Total	17,661	100.0%	18,690	100.0%	19,826	100.0%	20,385	100.0%	22,558	100.0%	4,897	27.7%

Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

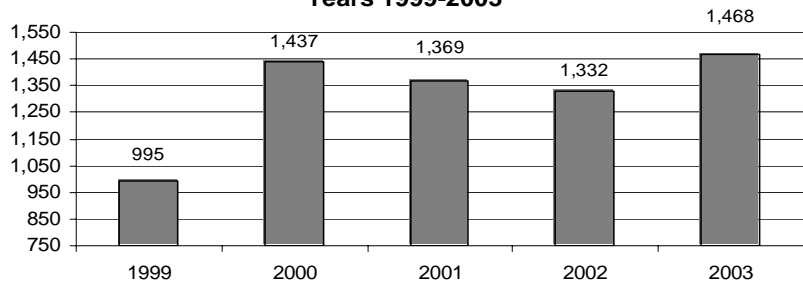
## *Unduplicated Head Count Enrollment by Disability Status, Fiscal Years 1999-2003*

Status	1999		2000		2001		2002		2003		1999-2003 Change	
	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	%
Disability	41	0.2%	17	0.1%	378	1.9%	370	1.8%	404	1.8%	363	885.4%

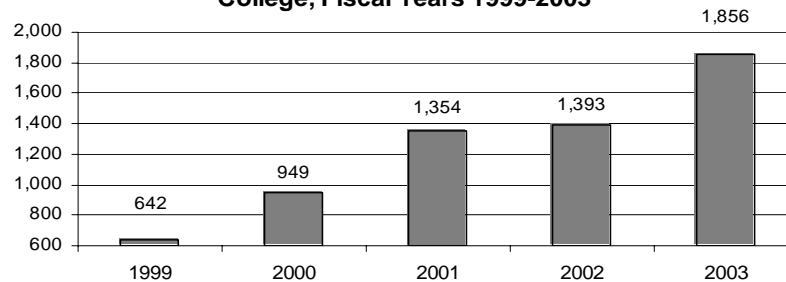
Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

# JOLIET JUNIOR COLLEGE

**Number of Students Served through Adult Basic & Secondary Education at Joliet Junior College, Fiscal Years 1999-2003**

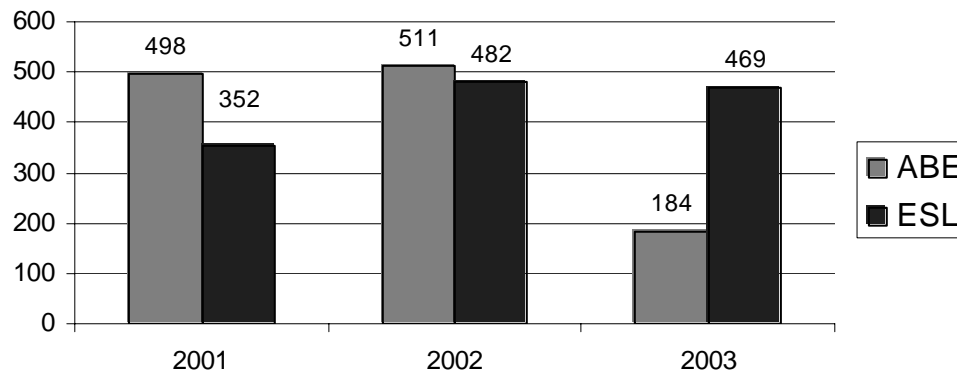


**Number of Students Served through English as a Second Language Coursework at Joliet Junior College, Fiscal Years 1999-2003**



Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

**Number of Level Advancements in Adult Education and English as a Second Language Courses at Joliet Junior College, 2001-2003**



Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

# JOLIET JUNIOR COLLEGE

## *Unduplicated Head Count Enrollment in Remedial Courses, Fiscal Years 2001-2003*

Year	Joliet Junior College		State of Illinois	
	Number	% of enrollment	Number	% of enrollment
2001	3,512	17.7%	91,152	13.7%
2002	3,661	18.0%	94,637	14.0%
2003	4,104	18.2%	100,627	14.5%
Three-year Average	3,759	--	95,472	--
Three-year Change	16.9%	--	10.4%	--

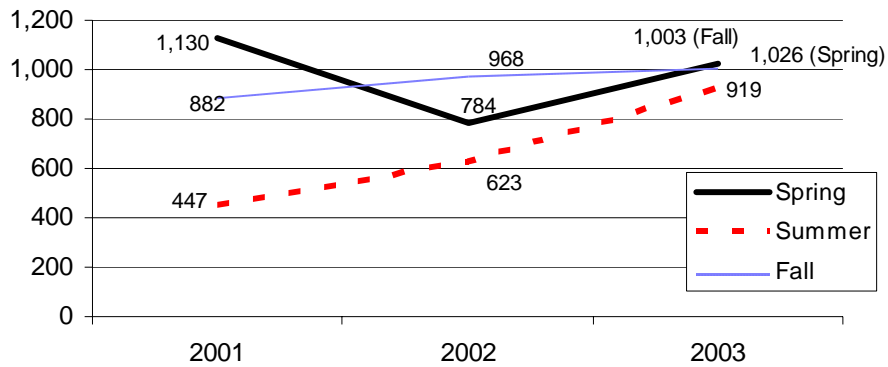
Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

## *Unduplicated Head Count Enrollment in Remedial Courses, Fiscal Years 2001-2003*

Year	Earned	Attempted
2001	16,239	23,707
2002	15,933	24,312
2003	17,761	27,252
Three-year Average	16,644	25,090
Three-year Change	9.4%	15.0%

Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

### Head Count Enrollment in Distance Learning Courses by Semester, 2001-2003



Source: Illinois Virtual Campus

Note: Joliet Junior College offered 0 Distance Education Courses in fiscal year 2001, 101 in fiscal year 2002, and 164 in fiscal year 2003.

# JOLIET JUNIOR COLLEGE

## Faculty and Administration

### *Full-time Faculty by Race, Fiscal Years 2001-2004*

Race	2001		2002		2003		2004		2001-2004 Change	
	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	%
Asian	5	3.3%	6	3.7%	6	3.6%	7	4.0%	2	40.0%
African-American	3	2.0%	3	1.9%	5	3.0%	5	2.9%	2	66.7%
Latino	4	2.6%	4	2.5%	4	2.4%	4	2.3%	0	0.0%
Native-American	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
White	141	92.2%	149	92.0%	153	91.1%	157	90.8%	16	11.3%
Alien	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>153</b>	<b>100.0%</b>	<b>162</b>	<b>100.0%</b>	<b>168</b>	<b>100.0%</b>	<b>173</b>	<b>100.0%</b>	<b>20</b>	<b>13.1%</b>

Source: Illinois Community College Board Faculty, Staff, and Salary Survey (C1)

### *Full-time Faculty by Minority Status, Fiscal Years 2001-2004*

Race	2001		2002		2003		2004		2001-2004 Change	
	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	%
Minority	12	7.8%	13	8.0%	15	8.9%	16	9.2%	4	33.3%
White	141	92.2%	149	92.0%	153	91.1%	157	90.8%	16	11.3%
<b>Total</b>	<b>153</b>	<b>100.0%</b>	<b>162</b>	<b>100.0%</b>	<b>168</b>	<b>100.0%</b>	<b>173</b>	<b>100.0%</b>	<b>20</b>	<b>13.1%</b>

Source: Illinois Community College Board Faculty, Staff, and Salary Survey (C1)

# JOLIET JUNIOR COLLEGE

## *Full-time Administrators by Race, Fiscal Years 2001-2004*

Race	2001		2002		2003		2004		2001-2004 Change	
	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	%
Asian	1	1.6%	1	1.3%	1	1.5%	1	1.5%	0	0.0%
African-American	13	20.6%	17	22.7%	12	17.9%	12	18.2%	-1	-7.7%
Latino	0	0.0%	3	4.0%	1	1.5%	1	1.5%	1	100.0%
Native-American	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
White	49	77.8%	54	72.0%	53	79.1%	52	78.8%	3	6.1%
Alien	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>63</b>	<b>100.0%</b>	<b>75</b>	<b>100.0%</b>	<b>67</b>	<b>100.0%</b>	<b>66</b>	<b>100.0%</b>	<b>3</b>	<b>4.8%</b>

Source: Illinois Community College Board Faculty, Staff, and Salary Survey (C1)

## *Full-time Administrators by Minority Status, Fiscal Years 2001-2004*

Race	2001		2002		2003		2004		2001-2004 Change	
	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	%
Minority	14	22.2%	21	28.0%	14	20.9%	14	21.2%	0	0.0%
White	49	77.8%	54	72.0%	53	79.1%	52	78.8%	3	6.1%
<b>Total</b>	<b>63</b>	<b>100.0%</b>	<b>75</b>	<b>100.0%</b>	<b>67</b>	<b>100.0%</b>	<b>66</b>	<b>100.0%</b>	<b>3</b>	<b>4.8%</b>

Source: Illinois Community College Board Faculty, Staff, and Salary Survey (C1)

# JOLIET JUNIOR COLLEGE

*Percentage of Full-time Combined Minority Professionals Other than Faculty or Administrators, Fiscal Years 2001-2004*

Race	2001		2002		2003		2004		2001-2004 Change	
	Number	% of total	Number	% of total	Number	% of total	Number	% of total	Number	%
Asian	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
African-American	1	3.6%	1	2.9%	1	3.4%	1	3.2%	0	0.0%
Latino	1	3.6%	1	2.9%	0	0.0%	0	0.0%	-1	-100.0%
Native-American	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
White	26	92.9%	33	94.3%	28	96.6%	30	96.8%	4	15.4%
Alien	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>28</b>	<b>100.0%</b>	<b>35</b>	<b>100.0%</b>	<b>29</b>	<b>100.0%</b>	<b>31</b>	<b>100.0%</b>	<b>3</b>	<b>10.7%</b>

*Source: Illinois Community College Board Faculty, Staff, and Salary Survey (C1)*

# JOLIET JUNIOR COLLEGE

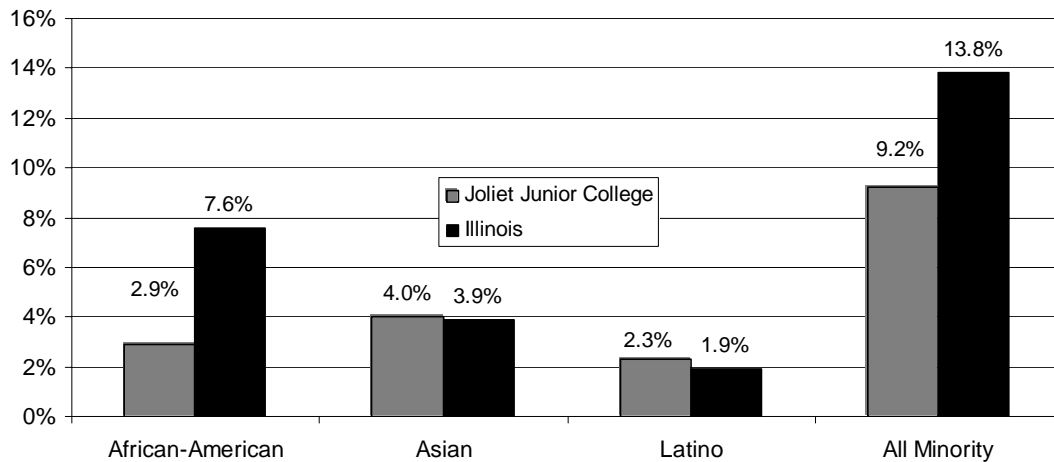
## BRIEF INTERPRETATION OF INSTITUTIONAL PERFORMANCE AND RELATED IMPLICATIONS

While the number of students completing degree and certificate programs at Joliet Junior College has slightly risen or remained stable over the past three years, completion rates have not kept pace with enrollment. This could be the result of more students electing not to graduate or deciding to leave without completing a degree program. On the other hand, it may be a temporary lag in the data, with increases in the number of completers that could result from recent substantial rises in enrollment following close behind.

Of particular note is the increase in the number of students from minority populations who are completing programs, with the number of minority students completing programs rising 90% over the past five years.

Joliet Junior College still has a long way to go towards meeting its goal of increasing the diversity of faculty, staff, and administration. While more than one in four Joliet Junior College students are part of a minority population, less than one in ten faculty come from a minority population.

**Full-time Faculty at Joliet Junior College and the State of Illinois  
Community Colleges as a Percentage of All Full-time Faculty, Fiscal Year  
2004**



Source: Illinois Community College Board Faculty, Staff, and Salary Survey (C1)

# JOLIET JUNIOR COLLEGE

**Goal 5. Illinois colleges and universities will hold students to even higher expectations for learning and will be accountable for the quality of academic programs and the assessment of student learning**

## NARRATIVE

### Fiscal Year 2004 Accomplishments

### Fiscal Year 2005 Plans

### Fiscal Year 2005 Goals

\*\*\*The Illinois Community College Board (ICCB) did not require community colleges to complete a narrative for Goal 5 for the 2004 Performance Report\*\*\*

# JOLIET JUNIOR COLLEGE

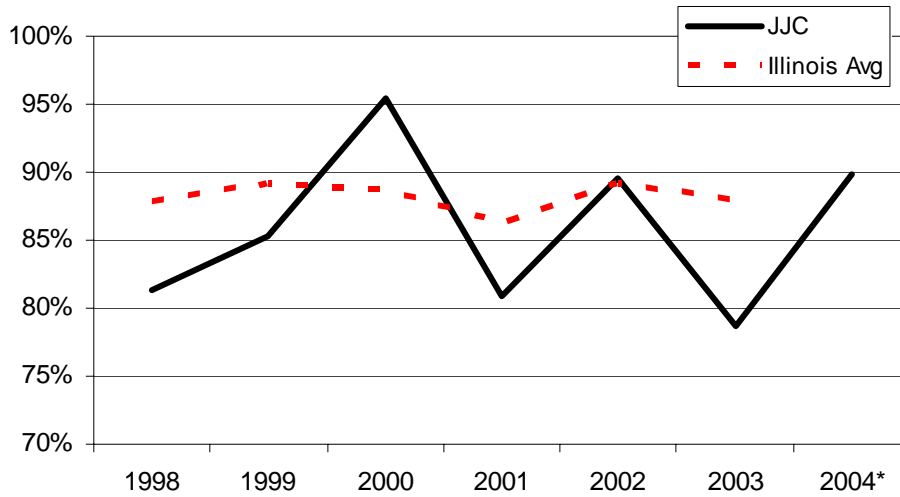
## COMMON INSTITUTIONAL INDICATORS

### Extent to Which Institutional Quality and Effectiveness are Recognized by Graduates through Alumni Surveys

*Satisfaction of Occupational Graduates at Joliet Junior College and All Community Colleges, 1998-2004*

Year	JJC	Illinois Average
1998	81.3%	87.8%
1999	85.3%	89.1%
2000	95.4%	88.7%
2001	80.9%	86.2%
2002	89.5%	89.1%
2003	78.7%	88.0%
2004*	89.9%	*

**Satisfaction of Occupational Graduates at Joliet Junior College and Illinois Community Colleges, 1998-2004**



*\*State aggregate data for 2004 not available as of Performance Report submission date. Measurement includes percent of respondents to the Occupational Follow-up Survey who were satisfied/very satisfied with program components, courses outside the program major and support programs and services.*

*Sources: Illinois Community College Board Occupational Follow-up Survey (FS)*

# JOLIET JUNIOR COLLEGE

## Pass Rates on Professional/Occupational Licensure Examinations Relative to National Averages

*Professional/Occupational Licensure Examination Pass Rates at JJC and Nation, 2001-2003*

Field	Pass Rates (%)					
	2001		2002		2003	
	JJC	U.S.	JJC	U.S.	JJC	U.S.
Nursing	79.5%	84.5%	81.0%	85.5%	74.0%	86.5%
Dental Hygiene	***Does not apply***					
Radiologic Technology*	***Does not apply***					
Emergency Medical Technician (EMT)	99.0%	n/a	100.0%	n/a	99.0%	n/a

*\*Radiologic Technology is a new program at Joliet Junior College. Data for this indicator is unavailable as of 2004. Annual pass rates for EMT on a national basis not available from the Illinois Department of Public Health.*

*Source: Joliet Junior College Nursing and Allied Health Department.*

### INSTITUTIONAL GOAL(S) FOR THIS INDICATOR

- Joliet Junior College is committed to providing a quality education that is affordable to the diverse student population it serves (from the Joliet Junior College *Mission*).
- Keep abreast of the needs of the diverse community that is emerging in the community. Joliet Junior College must incorporate effective learning strategies for minority and underrepresented populations (from the Joliet Junior College *Vision*).
- Continue to place graduates in jobs related to their programs of study (from the *Strategic Plan*).
- Serve underrepresented groups (from the *Strategic Plan*).

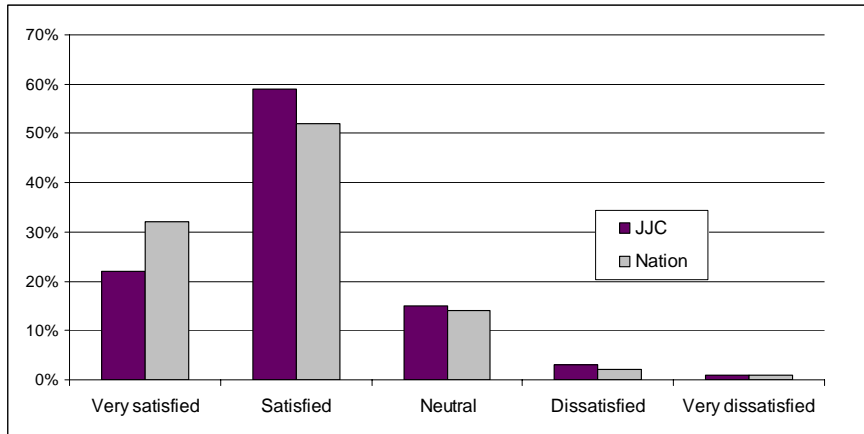
### BRIEF INTERPRETATION OF INSTITUTIONAL PERFORMANCE AND RELATED IMPLICATIONS

Over the past 5 years, Joliet Junior College occupational graduate satisfaction rates have been comparable to state averages, hovering around 85%-90%. A national survey conducted by Joliet Junior College, *Faces of the Future*, shows similar results, with satisfaction rates slightly behind national averages, as shown in the following figure. Additionally, results from the *Faces of the Future Survey* show currently enrolled student satisfaction has increased from 72.3% to 81.4% between Fall 2000 and Fall 2003 (see <http://www.jjc.edu/Admin/IE/facesofthefuture.htm>). Satisfaction rates overall have increased at Joliet Junior College over the past 5 years not only on the *Faces of the Future Survey* but also on an internal *Student Satisfaction Survey*. Another internal survey, the *Graduates Survey*, surveys all Joliet Junior College graduates. Over the past 4 years the percent of graduates indicating they are “very” to “somewhat” satisfied with Joliet Junior College has been 97%, 96%, 98%, and 98% (see <http://www.jjc.edu/Admin/IE/graduates.html>).

# JOLIET JUNIOR COLLEGE

Pass rates on licensure exams have hovered below national averages for the past 3 years in Nursing. Reasons for why should be investigated. Passing rates for EMT students are high while the licensure pass rate for Veterinary Technician graduates in June 2004 was 100%, well above the national average of 80%.

*Satisfaction Levels for Joliet Junior College students and all Students at Community Colleges who completed the Faces of the Future Survey, Fall 2003*



*Source: Joliet Junior College Office of Institutional Effectiveness*

# JOLIET JUNIOR COLLEGE

## MISSION SPECIFIC INDICATORS

**Mission-Specific Indicators Related to Illinois Commitment Goal 5, Illinois colleges and universities will hold students to even higher expectations for learning and will be accountable for the quality of academic programs and the assessment of student learning**

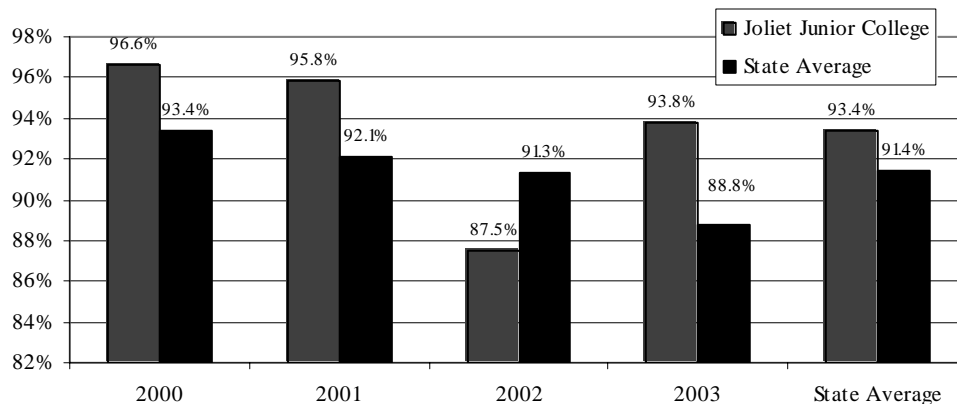
Indicator	Source
State of the art facilities	Strategic Plan
Enabling students to achieve their academic goals	Strategic Plan
Helping students learn	AQIP
Measuring effectiveness	AQIP
Planning continuous improvement	AQIP
JJC prepares students for success in higher education and employment	Mission

### Placement in Employment

Employment placement for Joliet Junior College and community college graduates are collected at two levels by the Illinois Community College Board:

1. *The Occupational Follow-up Survey.* This survey is administered to completers of occupational programs at community colleges.
2. *Triangulated data sources.* The Illinois Community College Board uses the Annual Student Enrollment and Completion (A1) database and triangulates it with other data sources from the Illinois Department of Employment Security, Illinois Common Performance Management System, and U.S. Office of Personnel Management.

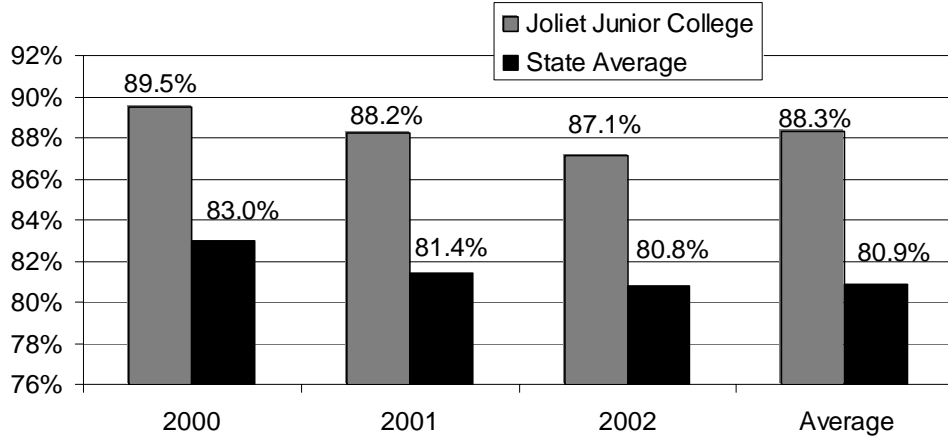
**Percentage of Joliet Junior College and Illinois Community College Occupational Graduates either Employed or Enrolled in College One Year After Completion, 2000-2003**



Source: Illinois Community College Board Occupational Follow-up Survey (FS)

# JOLIET JUNIOR COLLEGE

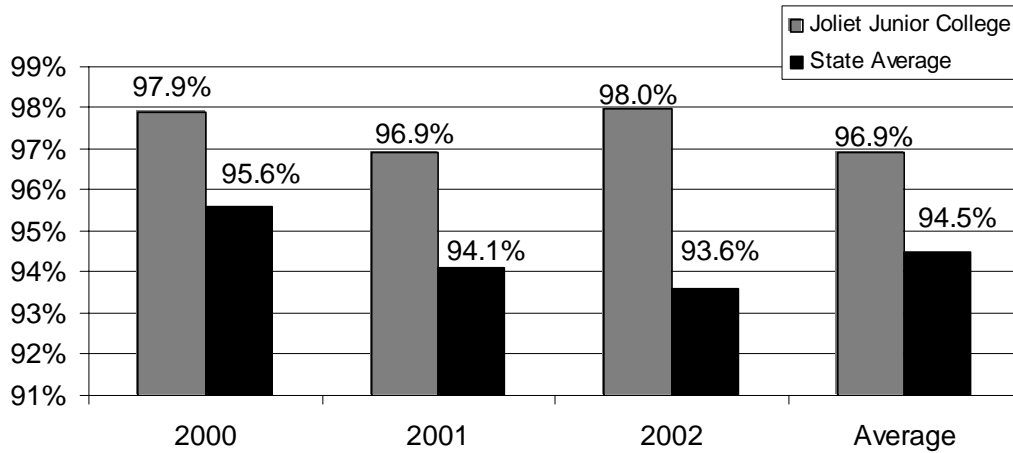
**Percent of Occupational Graduates Employed or Continuing Education One Year After Completion, 2000-2003**



Sources: Annual Student Enrollment and Completion (AI) Survey; Illinois Department of Employment Security; Illinois Common Performance Management System; and U.S. Office of Personnel Management

## Retention in Employment

**Percent of Occupational Graduates Employed or Continuing Education One Year After Completion, 2000-2003**



Sources: Annual Student Enrollment and Completion (AI) Survey; Illinois Department of Employment Security; Illinois Common Performance Management System

# JOLIET JUNIOR COLLEGE

## Summary of Transfer Rates

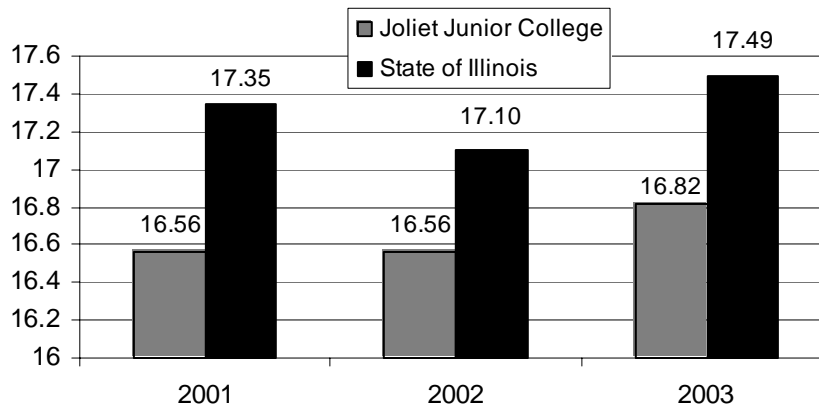
Year	Joliet Junior College			State of Illinois		
	Number <sup>1</sup>	Transfer <sup>2</sup>	Rate	Number	Transfer	Rate
2001	1,281	263	20.5%	31,123	5,874	18.9%
2002	1,245	240	19.3%	31,186	7,066	22.7%
2003	1,307	271	20.7%	30,596	7,564	24.7%
2004	1,285	261	20.3%	29,804	6,815	22.9%

Sources: Illinois Community College Board Annual Enrollment and Completion Survey (A1) and Fall Student Enrollment Survey (E1)

1. Number refers to the number of entrants with no prior college experience who completed 12 or more semester credits four years after initially enrolling. For 2001, then, number refers to the number of Fall 1995 entrants who 12 or more college credits by Spring 1999.
2. Transfer refers to the number of students had transferred four years after enrolling. For 2001, then, transfer refers to the number of Fall 1995 entrants who had completed 12 or more college credits by Spring 1999 and were enrolled in a senior institution by Fall 1999.
3. Transfer rate is transfer/number.

## Average Class Size

Average Class Size, Joliet Junior College and Illinois Community Colleges, Fiscal Years 2001-2003



Source: Illinois Community College Board Course Enrollment and Resources Surveys (S3, S6)

# JOLIET JUNIOR COLLEGE

## Faculty Preparation

*Number and Percent of Full-time Baccalaureate/Transfer Faculty with a Master's Degree or Higher at Joliet Junior College, Fiscal Years 2001-2003\**

<b>Year</b>	<b>Number</b>	<b>%</b>
2001	62	75.6%
2002	87	100.0%
2003	79	98.8%

*\*Includes faculty whose primary responsibility was teaching in Baccalaureate/Transfer (PCS 1.1) only; does not include Occupational/Technical, Community, Vocational, Adult Basic, or English as a Second Language instructors.*

*Source: Illinois Community College Board Faculty, Staff, and Salary Survey (C1)*

## Number of General Education and Major Specific Courses Included in the Illinois Articulation Initiative (IAI)

*Number of General Education and Major Specific Courses Included in the Illinois Articulation Initiative (IAI) at Joliet Junior College, Fiscal Years 2001-2003*

<b>Year</b>	<b>General Education</b>	<b>Major Specific</b>
2002	83	166
2003	82	168
2004	83	170
Three-year Change	0.0%	9.7%

*Source: Illinois Articulation Initiative*

# JOLIET JUNIOR COLLEGE

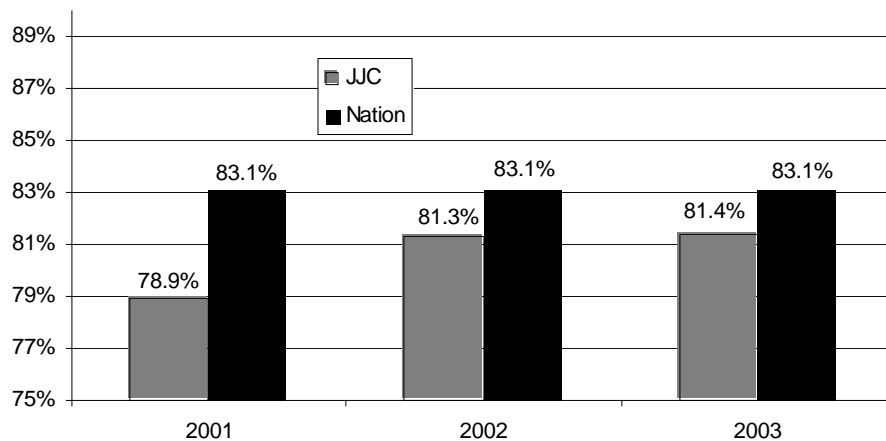
## BRIEF INTERPRETATION OF INSTITUTIONAL PERFORMANCE AND RELATED IMPLICATIONS

### *Satisfaction with College*

Compared to other community colleges in Illinois, Joliet Junior College certificate and degree recipients report comparable, but somewhat lower levels, of satisfaction with the program they completed. For instance, over the past 3 years, 84.7% of Joliet Junior College completers reported being satisfied or very satisfied with their academic program, compared to 88.5% for all Illinois community college completers.

Satisfaction rates for Joliet Junior College completers were higher than for currently enrolled students, as indicated by the following graph.

**Overall Satisfaction with College at Joliet Junior College and National Community Colleges, Fall 2001-2003**



*Source: Faces of the Future Survey. Includes respondents who indicated being satisfied or very satisfied with their institution.*

In both the Occupational Follow-up and Faces of the Future Surveys, however, overall satisfaction rates were slightly below state and national averages.

### *Occupational Placement and Retention*

Joliet Junior College graduates report higher levels of occupational placement and retention. This should not be surprising as, according to the Joliet Junior College Graduate Survey, 97% of graduates state they attained their educational goals by attending Joliet Junior College. The same survey found that 83% of occupational program graduates were employed with over half attaining new employment as a result of their attendance at Joliet Junior College. While 91% of occupational degree recipients felt their degree was relevant to current employment, only 64% of certificate recipients felt the same way.

# JOLIET JUNIOR COLLEGE

## *Transfer Rates*

Over the last 3 years, Joliet Junior College has lagged behind the state average for transfer rates to other postsecondary institutions. According to the Joliet Junior College Graduate Survey, nearly one-third of associate of arts degree recipients had transferred to another college or university; 94% stated Joliet Junior College prepared them adequately to transfer.

# JOLIET JUNIOR COLLEGE

## **Goal 6. Illinois colleges and universities will continually improve productivity, cost-effectiveness, and accountability**

### **NARRATIVE**

#### **Fiscal Year 2004 Accomplishments**

Continued participation in the Higher Learning Commission's Academic Quality Improvement Project (AQIP) will force Joliet Junior College to take a closer look at its processes and outcomes. A Quality Planning Team has been established to coordinate AQIP and other strategic planning activities and with all documents relating to AQIP placed on-line for public consumption, the public can not only be assured of accountability and efficient allocation of tax and tuition dollars, but remain informed and have input about the services Joliet Junior College offers.

In order to protect the integrity of state financial aid programs, the Illinois Student Aid Commission (ISAC) regularly conducts audits and program reviews of financial aid offices. This past fiscal year the Joliet Junior College Office of Student Financial Aid received a zero-finding audit from ISAC. Going through over 400 student files from the 2001-2002 and 2002-2003 academic years, the ISAC audit team discovered zero findings. To operate with zero errors means that students and taxpayers not only benefit from an efficient and cost-effective financial aid office and program, but also will receive an adequate and fair distribution of financial aid dollars.

The Office of Institutional Effectiveness moved away from printing documents towards electronic presentation. This allowed the office to strategically focus reports, provide a tool for archiving and organizing institutional data and information, and allowed users an easy reference point for which to find information. This saved the department an estimated \$1,000 in printing costs over the fiscal year.

Next year, the Office of Institutional Effectiveness will continue its evolution into a "virtual" office, with access to documents available only on-line (unless requested); requests for data streamlined into an on-line only format to assist individuals in defining questions and allowing the office to prioritize requests into a database format; on-line software that allow individuals to tailor their own data requests; on-line archival of reports, information, and publications; a web-based survey that feeds directly into a database and is compatible with a variety of applications, including Access, Excel, Filemaker, SPSS, or plain text; and scanning software that significantly reduces the time involved with paper surveys.

In April 2004, Joliet Junior College hosted the Disney Institute's "Keys to Excellence." The institute, sponsored by the Joliet Junior College Institute of Economic Technology (IET), provided professional development for college and external leaders in the areas of leadership skills, training, and customer service.

# JOLIET JUNIOR COLLEGE

This year, the English Department offered more on-line, blended, team-taught, satellite, and eight week courses to reach more students, achieve economies of scale, and save space. Like other academic departments, the English Department also enhanced its utilization of BlackBoard, an on-line tool used to post course related materials.

This fall saw increases in the number of students who utilized web resources, saving dollars traditionally used for space and equipment. The number of students enrolled in web-based courses increased by 20%. As of mid-July 2004, on-line student registration is up 41% compared to on-line registrations for the *entire* fall 2003 semester.

## **Fiscal Year 2005 Plans**

The next fiscal year most campus units will have to do more with less, as the college instituted a 3% across the board reduction in expenses for units. With enrollment expected to increase by at least 5%, Joliet Junior College initiated plans in 2004 to deal with increased enrollment and demand for services in light of smaller revenues.

The Joliet Junior College Board of Trustees have outlined a four-point plan to deal with increased campus growth:

- *Facilities and space planning.* Joliet Junior College will undertake an in-depth examination of facility usage by studying attendance and course offering times. The goal is to create economies of scale by maximizing use of current space and focusing on deferred maintenance instead of new construction.
- *Impact fees.* The college will continue to examine the potential effect of impact fees on college revenues. It is hoped that impact fees paid by local developers, usually used to help offset capital infrastructure costs, will increase Joliet Junior College's revenue base.
- *Parking.* At peak times of the year, such as the beginning of the semester, up to 800 automobiles may be parked on the Joliet Junior College campus lawn. The college will continue to search for ways to find a balance between available space, conserving the environment, and costs.
- *Extended campuses.* In order to meet increased enrollments and space demands, Joliet Junior College will look into expanding use of current facilities at extended campuses and increased use of distance learning and other environments not as reliant on space as traditional classroom environments.

The next fiscal year the Human Resources Department will lead the institution in the formal implementation of the Performance Appraisal System (PAS). PAS allows college employees and unit leaders to set goals, measure achievement, and document performance. By allowing individuals and college units the ability to direct performance towards the attainment of institutional goals, accountability is documented and enhanced, communication is stimulated between departments, and efficiency created by providing

# JOLIET JUNIOR COLLEGE

individuals and units with clear, stated goals. During the fiscal year, the Human Resources Department will lead in the implementation of a web component to PAS. It is hoped the web component will provide a consistent, longitudinal database and provide a level of automation and efficiency in calculating performance scores.

This next year, Joliet Junior College will continue to utilize technology to enhance employee productivity and make current processes more cost effective. Approximately 325 employees utilize Citrix, an access infrastructure application that allows college employees the ability to access their desktop, software applications, and network drives. Citrix ensures security for campus networks, enables IT staff to manage the deployment and monitoring of applications, and verifies that appropriate individuals have access from outside areas. Now, as long as an employee has access to the internet, all their files and applications can be accessed from a remote site. Next year, the IT department will implement a pilot project with students and evaluate their ability to access course-related materials from remote sites.

## **Fiscal Year 2005 Challenges**

Again, one of the more significant challenges facing Joliet Junior College in the next fiscal year will be meeting high demand for services with less revenues. In light of decreases in funding for many programs, cost productivity and efficiency is not an option, but a conscious decision and effort. In light of that, Joliet Junior College will need to address the following challenges in the next fiscal year:

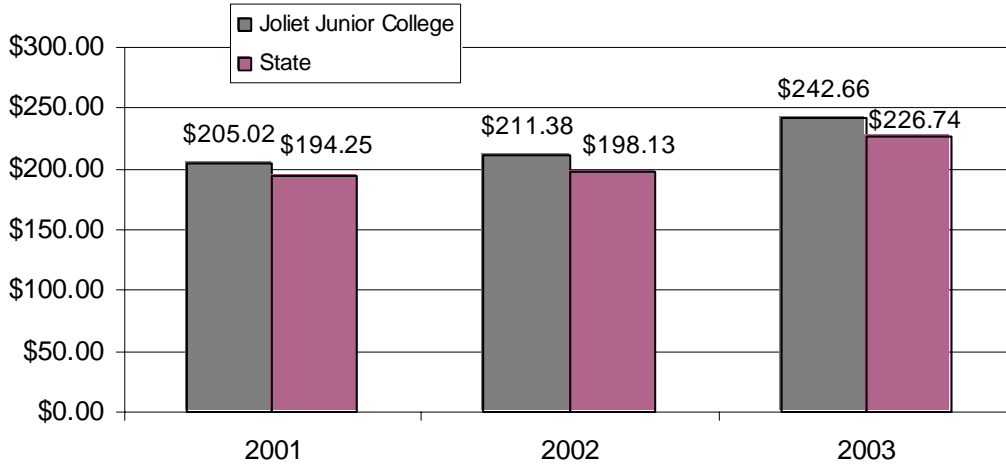
- A rapidly growing district 525 population that, while generally advocating lower taxes, will continue to demand more services. Issues associated with increased enrollments include efficient allocation of space and achieving economies of scale in all college activities.
- An increase in the number of students who require services, particularly those from historically underrepresented populations.
- Increased costs associated with technology, especially those related to networking, security, teaching, and software updates. Another challenge is using technology to improve the productivity of campus units and staff who use it.
- Prioritization of campus activities, programs, capital, and operating expenses.

# JOLIET JUNIOR COLLEGE

## COMMON INSTITUTIONAL INDICATORS

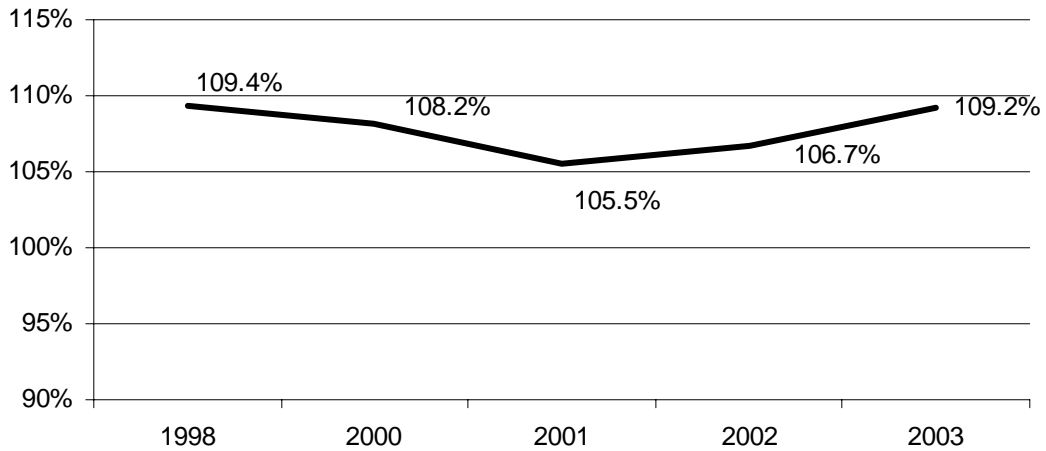
### Unit Cost Data: Cost of Instruction per Credit Hour by Student Level and as a Percent of Sector Average by Student Level

**Instructional Unit Cost at Joliet Junior College and All Illinois Community Colleges, Fiscal Years 2001-2003**



*Sources: Illinois Community College Board Unit Cost Study*

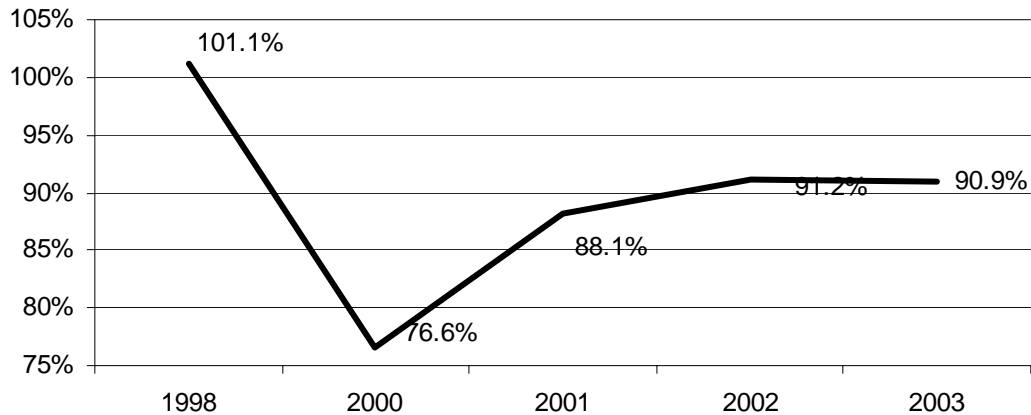
**Unit Cost of Instruction at Joliet Junior College as a Percentage of the Illinois Average Unit Cost, 1998, 2000-2003**



*Sources: Illinois Community College Board Unit Cost Study*

# JOLIET JUNIOR COLLEGE

## Unit Cost of Instruction for Administrative and Academic Support at Joliet Junior College as a Percentage of the Illinois Average, 1998, 2000-2003



Sources: Illinois Community College Board Unit Cost Study

## Proportion of First-time, Full-time Freshmen who Complete their Degree within 150% of catalog time or are still enrolled or transferred

Cohort	Number in Cohort <sup>1</sup>	Number Graduated, Transferred, or Still Enrolled <sup>2</sup>	Percent <sup>3</sup>
1995	1,114	692	62.1%
1996	1,034	631	61.0%
1997	1,051	611	58.1%
1998	1,090	688	63.1%
1999	890	566	63.6%
2000	862	574	66.6%
Three-year Average	1,007	627	62.3%

Sources: Illinois Community College Board Annual Enrollment and Completion Survey (A1) and Fall Student Enrollment Survey (E1)

Note.

1. Number in cohort refers to the number of first-time, full-time freshmen enrolled in a certain semester.
2. Number Graduated, Transferred, or Still Enrolled refers to the number of students in a cohort who have graduated, transferred, or enrolled at another institution at least 3 years after initially enrolling. For example, there were 1,114 total students in the 1995 cohort. 692 of those students had graduated, transferred, or were still enrolled by Summer 1998.
3. Percent = Number graduated, transferred, or still enrolled/number in cohort

# JOLIET JUNIOR COLLEGE

## INSTITUTIONAL GOAL(S) FOR THIS INDICATOR

- Develop and use innovative instructional delivery methodologies (from the Joliet Junior College *Vision*).
- Increase and monitor availability of resources for full-time and part-time faculty at extended and satellite locations (from the *Strategic Plan*).
- Pool resources to share adjunct faculty with other colleges (from the *Strategic Plan*).
- Seek out new resources, (specifically from) grants (from the *Strategic Plan*).
- Build flexible classrooms that are multi-functional and cross-curricula
- The Board of Trustee four-point plan for dealing with increased growth (see page 60 in this document for further details about each point):
  - Facilities and space planning.
  - Impact fees.
  - Parking.
  - Extended campuses.

## BRIEF INTERPRETATION OF INSTITUTIONAL PERFORMANCE AND RELATED IMPLICATIONS

Joliet Junior College unit costs are higher than state averages for this indicator. However, costs for administration are below the state average. As far as completers within 150% time, IPEDS and Fall Student Enrollment Survey (E1) data both show that Joliet Junior College lags behind state averages.

With taxpayer reluctance towards paying more taxes and calls for lower tuition, productivity and cost-effectiveness will no longer be an option; it will be a necessity. The challenge ahead will lie in doing more with less; in other words, being more productive and cost-effective. Hence, Joliet Junior College has taken several steps to ensure accountability to the taxpayers of Illinois through being more productive and cost-effective:

- Development of a four-point plan by the Board of Trustees to examine potential economies of scale and identify areas where the college could act in a more cost-effective manner (see page 60 in this document).
- Development of a *Performance Appraisal System*, required non-faculty employee evaluations be linked to institutional, programmatic/departmental, and personal goals.
- Explicitly linking planning and budgeting through the following budget activities:
  - Integrating strategic planning and quality initiatives with budget allocation in the *Annual Three-year Financial Plan* by making revenue and expenditure projections, summarizing historical data, and anticipating future revenue streams and expenditures tied to our mission and planning.
  - The *Annual Budget* process, a document used to put strategies into action and where statements of educational purpose are expressed in fiscal terms.
  - *Quality Planning Calendar*, connecting college goals and mission with actual, planned activities and proposed resources to accomplish those goals.

# JOLIET JUNIOR COLLEGE

## MISSION SPECIFIC INDICATORS

**Mission-Specific Indicators Related to Illinois Commitment Goal 6, Illinois colleges and universities will continually improve productivity, cost-effectiveness, and accountability**

Indicator	Source
Planning Continuous Improvement	AQIP
Measuring Effectiveness	AQIP
The Financial Aid program at Joliet Junior College is committed to helping students remove economic barriers that may deprive them of an education.	Office of Financial Aid Mission

### Summary of Population Served

Year	Joliet Junior College		State of Illinois	
	No. Served	% of Entire Population	No. Served	% of Entire Population
2001	36,320	7.8%	979,585	7.9%
2002	37,739	7.7%	945,661	7.6%
2003	40,132	7.8%	970,574	7.7%

Sources: Illinois Community College Board Annual Enrollment and Completion Survey (A1), Noncredit Course Enrollment Survey (N1), and U.S. Census Bureau

Note. The data above is the unduplicated number of citizens in a district who used the services of a college. In this analysis, District 525's population was estimated at 513,914. However, the U.S. Census Bureau put the population of Will County alone at 586,000, meaning the District 525 could approach well over 600,000.

### GED Attainment

*Number of Students who Achieved their GED at Joliet Junior College*

Year	No. Served
2001	1,116
2002	370
2003	367

Source: Illinois Community College Board Annual Enrollment and Completion Survey (A1)

# JOLIET JUNIOR COLLEGE

## Remedial Student Advancement

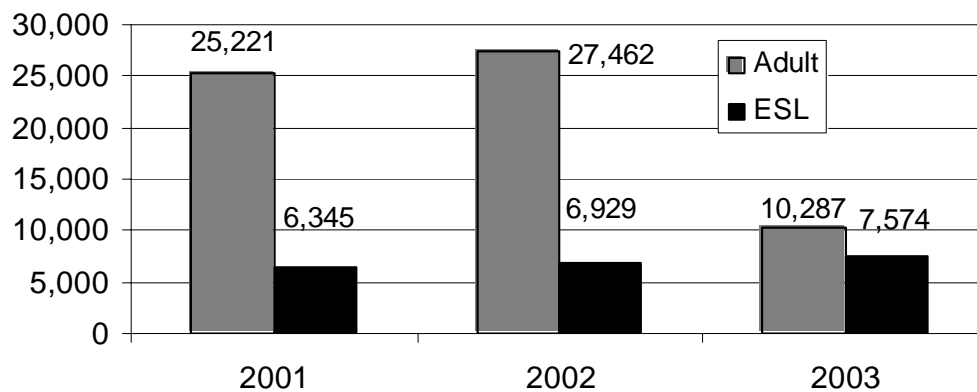
*One-year Advancement for Students Enrolled in Remedial Classes who Return to College at Joliet Junior College, Fiscal Years 2001-2003*

Year	Base	Number	Percent	Non-Returning	Percent
2001	2,871	1,498	77.0%	944	32.9%
2002	3,512	1,751	79.4%	1,306	37.2%
2003	3,661	1,796	76.2%	1,304	35.6%

*Source: Illinois Student Aid Commission*

## Test Score Gains in Adult Basic and Secondary Education and English as a Second Language

**Number of Adult Education and English as a Second Language Test Score Gains at Joliet Junior College, Fiscal Years 2001-2003**

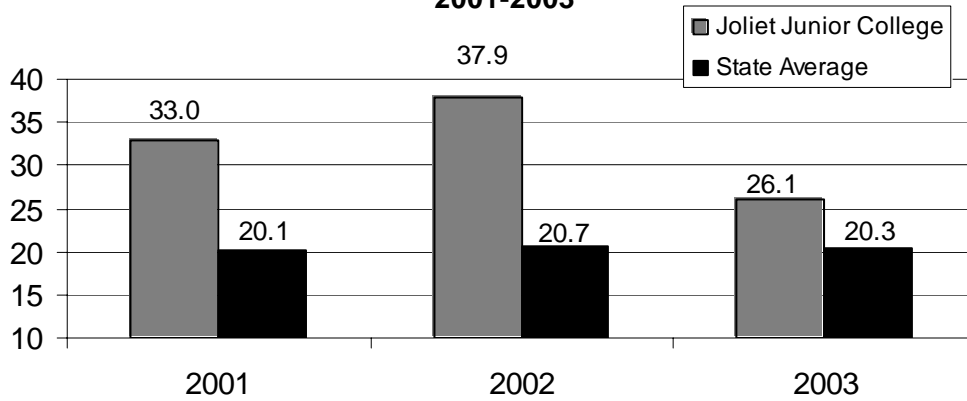


*Source: Illinois State Board of Education*

# JOLIET JUNIOR COLLEGE

## Student-Faculty Ratio

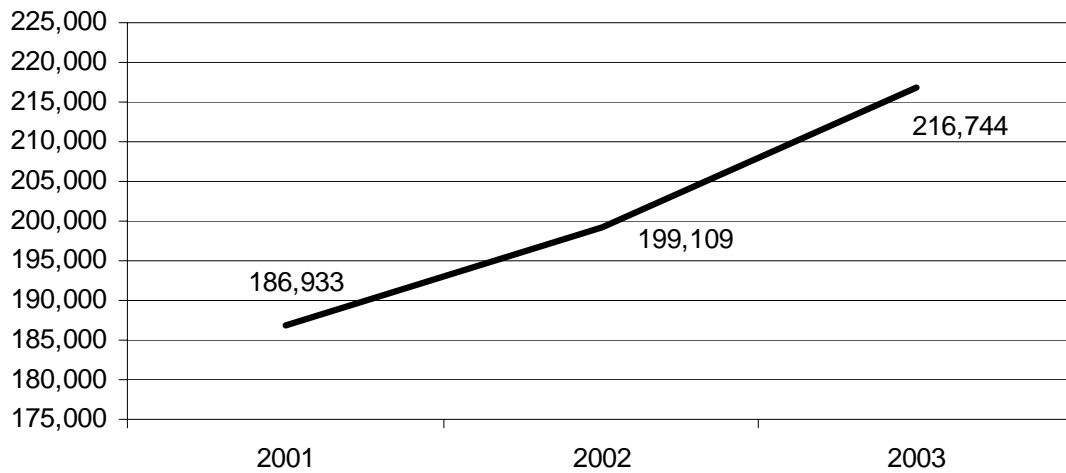
**Number of Faculty per Full-time Equivalent Student at Joliet Junior College and the State of Illinois Average, 2001-2003**



Source: Illinois Community College Board Fall Enrollment Survey (E1) and Faculty, Staff, and Salary Survey (C1)

## Credit Hours Generated

**Total Number of Credit Hours Generated at Joliet Junior College, 2001-2003**



Source: Joliet Junior College Office of Institutional Effectiveness

# JOLIET JUNIOR COLLEGE

## **GED Student Transition to College**

In the 2002 fiscal year, 49 Joliet Junior College GED students enrolled in college. In 2003, 32 Joliet Junior College GED enrolled in college.

## **Dual Enrollment Courses**

The number of students enrolled in dual enrollment courses at Joliet Junior College increased from 270 in fiscal year 2002 to 282 in fiscal year 2003.

## **Accelerated College Enrollment Initiative**

The purpose of the Accelerated College Enrollment, or P-16, Initiative is to expand college-level courses in the secondary education environment and implement programs and services for teacher preparation and professional development. At Joliet Junior College, 307, 445, and 340 students participated in the program in fiscal years 2001, 2002, and 2003.

# JOLIET JUNIOR COLLEGE

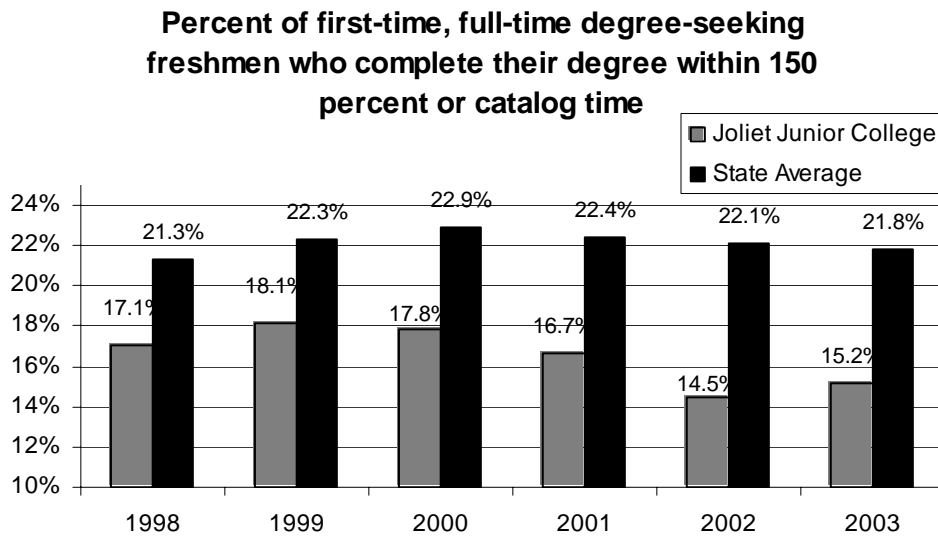
## BRIEF INTERPRETATION OF INSTITUTIONAL PERFORMANCE AND RELATED IMPLICATIONS

### *Unit Costs*

Although Joliet Junior College is just slightly above average in terms in unit costs, it is lower than state averages for administration and academic planning and support. In fiscal year 2003, Joliet Junior College spent \$20.24 per credit hour on academic administration support, comparable or less when compared to the state average of \$23.20 and other community colleges in Northeastern Illinois, including Elgin (\$20.21), Lake County (\$30.06), Oakton (\$25.38), DuPage (\$20.28), or William Rainey Harper (\$29.71), or Waubensee (\$32.43). Lower unit costs in this area in light of higher unit costs associated with higher than average faculty salaries or recent investments in technology and capital projects.

### *Cohort Completion Rates*

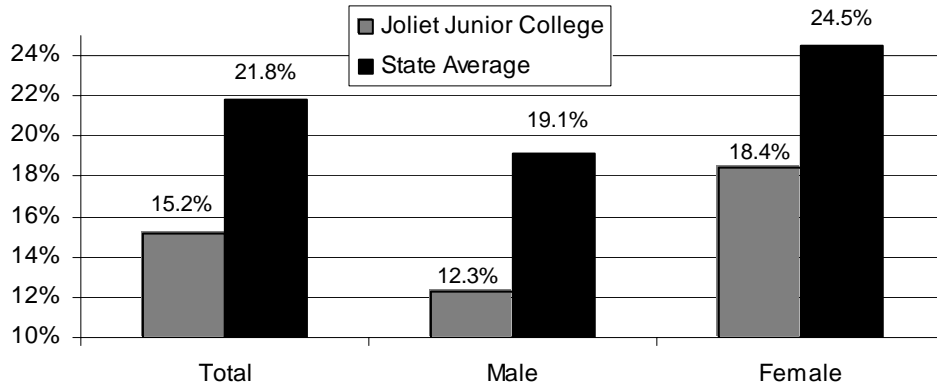
When looking at the following graphs, Joliet Junior College students possess lower completion rates than all community colleges in Illinois as an average.



*Source: Integrated Postsecondary Education Data System*

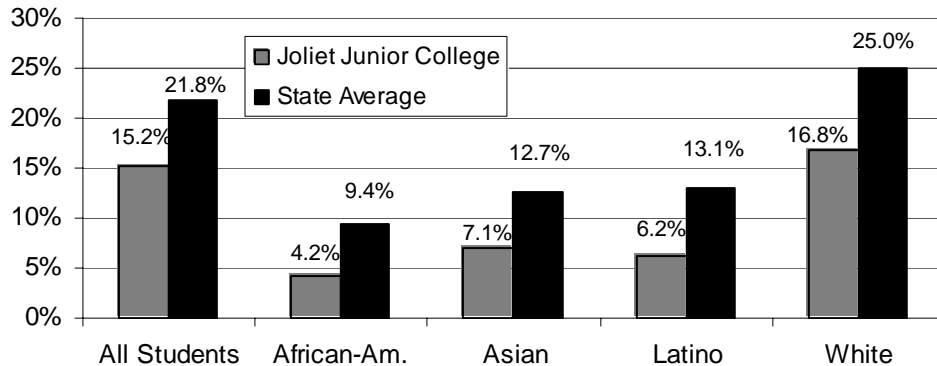
# JOLIET JUNIOR COLLEGE

**Percent of first-time, full-time degree-seeking freshmen who complete their degree within 150 percent or catalog time, by Gender**



Source: Integrated Postsecondary Education Data System

**Percent of first-time, full-time degree-seeking freshmen who complete their degree within 150 percent or catalog time, by Ethnicity**



Source: Integrated Postsecondary Education Data System

Cohort graduation rates refer to a selected group of students who are tracked. In this context, the group of students selected were first-time, first-year degree seeking students. The Integrated Postsecondary Education Data System (IPEDS) uses several definitions for the amount of time required to graduate. “Normal time” refers to the traditional time to degree, 4 years or 8 semesters for a bachelor degree and 2 years or 4 semesters for an associate degree. Obviously, a completer who graduates with an associate degree within 150% of normal time would graduate within 3 years or 6 semesters of enrollment.

# JOLIET JUNIOR COLLEGE

Several methodological issues exist when examining graduation rates among community college students:

- Many community college students are more goal-oriented than degree-oriented. While a large number of community college students do receive degrees, particularly in the occupational programs, other students have a variety of goals, ranging from professional development to lifelong learning.
- Many students may complete degree requirements without formally applying for graduation and thus are not included in the datasets. In the future, it is hoped Joliet Junior College's *Degree Audit* project will capture these students.
- Different institutions operate in different contexts. Some colleges may place a high value on graduation while others may not, with a negligible impact on student outcomes.
- Cohort graduation rates reported to the Integrated Postsecondary Education Data System (IPEDS) are reported for those graduating with 150% catalog time. Some students may require more time to graduate, thus flattening graduation rate comparisons over time.

With these considerations in mind, the preceding graphs show Joliet Junior College graduation rates are lower than state of Illinois community college averages. These differences stand out when examining race and gender, with female and white students possessing much higher graduation rates than males or minority students. Whether lower than average graduation rates are the result of student or institutional characteristics or reporting systems in place should be examined.

## *Productivity & Cost Effectiveness*

This year, Joliet Junior College will formally implement its Performance Appraisal System (PAS) for all non-academic campus units. Over the next several years, Joliet Junior College will have collected performance-based data and information for each participating campus unit. This data will provide measurement of how campus units and individuals are progressing towards stated individual, unit, and institutional goals.

Joliet Junior College plans to continue to use strategic planning in the budgeting process. This will ensure that dollars are allocated efficiently and in a cost-productive manner towards high-priority programs. The link between strategic planning and budgeting can be found in the annual *Joliet Junior College Budget* and the *Joliet Junior College Three-year Financial Plan*, updated annually.

# JOLIET JUNIOR COLLEGE

## *Accountability*

Joliet Junior College has taken several steps to ensure the public that it is operating in a cost-efficient and productive manner, maximizing public resources and student tuition. Major campus publications relating to accreditation and accountability are posted on-line at the campus homepage under *institutional reports* ([http://www.jjc.edu/campus\\_info/reports/](http://www.jjc.edu/campus_info/reports/)). All documents relating to accreditation, strategic planning, and other accountability initiatives are also available to the campus community and public on-line at <http://www.jjc.edu/aqip/>.

In addition to public accountability related reports to the Illinois Community College Board (ICCB) and Federal Department of Education through the publicly available Integrated Postsecondary Education Data System (IPEDS), Joliet Junior College is audited annually by an independent auditor. The audits are available in several reports, with the main audit housed in *Financial Statements, including Independent Auditors' Report* document.

# JOLIET JUNIOR COLLEGE

## SECTION III

### EFFECTIVE PRACTICES

# JOLIET JUNIOR COLLEGE

## **Direct Connection to The Illinois Commitment:**

No Illinois citizen will be denied an opportunity for a college education because of financial need.

**Title of Effective Practice:** Joliet Junior College Scholarship Website,  
<http://www.jjc.edu/FinancialAid/Scholarships/>

**Name of Institution:** Joliet Junior College

## **Brief Synopsis of the Practice:**

Established simultaneously with a new web server, the Office of Student Financial Aid began a comprehensive on-line database of private scholarships based on need and/or merit in April 2003. From the site, students can download information tailored to their specific interest or major, browse for scholarships for which they might be eligible, and even download the entire *2004-2005 Scholarship Book* in .pdf format.

## **What is this practice's objective? What needs to be addressed?**

The purpose of the website and the *2004-2005 Scholarship Book* is to provide “the community (with a) resource tool to help each student meet financial obligations and to encourage each student to obtain their educational goals.”

## **How does this practice achieve sustainability and/or cost-effectiveness?**

By allowing students the ability to download and search for scholarships on their own, student time and energy expended is greatly reduced. Joliet Junior College achieves cost-effectiveness through reduced staff time counseling students on eligibility potential; analyzing which scholarship a student might be eligible; reduced printing and copying costs associated with printing scholarships books, information, and applications; and space issues associated with housing scholarship information.

## **What are the results/measurable outcomes?**

The scholarship website receives about 100 hits monthly. In the 2004 fiscal year, approximately 2,500 students applied for scholarships, with about 170 receiving institutional aid. The total amount of institutionally based scholarships distributed in the 2003 fiscal year was over \$312,000. Between 1999 and 2003, the number of scholarships awarded to Joliet Junior College students has increased by 97%, from 187 to 369. The total dollar amount in scholarships awarded has risen by 181% during the same time period, with \$304,929 awarded in fiscal year 2003.

# JOLIET JUNIOR COLLEGE

## **Direct Connection to The Illinois Commitment:**

Illinois colleges and universities will continually improve productivity, cost-effectiveness, and accountability

**Title of Effective Practice:** Tech Prep Website, <http://www.jjctechprep.org/>

**Name of Institution:** Joliet Junior College

## **Brief Synopsis of the Practice:**

On September 9, 2003, the Joliet Junior College Tech Prep website went live. The website allows students to browse or search for courses by college degree program (or occupation) and high school course; provides a calendar for students, counselors, and administrators to coordinate their activities; a central location for students to download or customize their own forms; background information about Tech Prep along with contact information; and links to participating high schools.

## **What is this practice's objective? What needs to be addressed?**

The main purpose of the website is to increase access to the Tech Prep program in a cost-efficient manner. The advantage of a website is two-fold: it allows the student one central, consistent, and easily accessible portal to find contacts, gather information, and register for Tech Prep courses. The second advantage of the site is that it greatly reduces the amount of paperwork, extra coordination, time, and energy involved in tracking incoming students who have earned articulated credit.

## **How does this practice achieve sustainability and/or cost-effectiveness?**

The reduced amount of time, coordination, and paperwork associated with the website greatly reduces costs and allows the Tech Prep program to strategically focus its efforts and resources on the most important operations. No longer does the Tech Prep program annually print information for high school counselors on what classes have been articulated and how to apply for college credit. Additionally, College Credit Certificates and five part forms used in the past will no longer have to be printed. The cost in maintaining the license and administering the website is a fraction of costs previously spent on printing, copying, meetings, and mailings.

## **What are the results/measurable outcomes?**

For the 2003-2004 academic year, the first year the Tech Prep website was live, 52 students have applied for articulated credit compared to 10 for the previous year. Enrollment represents 189.5 credit hours of college credit. At \$68 tuition per credit hour, the estimated cost savings to students and their families from utilizing Tech Prep courses is projected to be nearly \$13,000. The Tech Prep program feels if it can show students they may attain college credit, students can be retained and attracted to a particular program of study.

# JOLIET JUNIOR COLLEGE

## APPENDIX DATA SOURCES

# JOLIET JUNIOR COLLEGE

## DATA SOURCES USED IN THE 2004 PERFORMANCE REPORT

Bureau of Labor Statistics: <http://www.bls.gov>

Illinois Articulation Initiative: <http://www.itransfer.org/>

Illinois Community College Board: <http://www.iccb.org>

- Annual Student Enrollment and Completion Survey (A1)
- Course Enrollment and Resource Survey (S3, S6)
- Faculty, Staff, and Salary Survey (C1)
- Fall Student Enrollment Survey (E1)
- Occupational Follow-up Survey (FS)
- Unit Cost Study

Illinois Department of Commerce and Economic Opportunity:  
<http://www.commerce.state.il.us/>

Illinois Department of Employment Security: <http://www.ides.state.il.us/>

Illinois State Board of Education: <http://www.isbe.state.il.us/>

Illinois Student Aid Commission: <http://www.collegezone.com/>

Illinois Virtual Campus: <http://www.ivc.illinois.edu/>

Integrated Postsecondary Education Data System: <http://nces.ed.gov/ipeds/>

Joliet Junior College: <http://www.jjc.edu/>

- Business Office
- Institute for Economic Technology: <http://www.jjciet.org/>
- Office of Financial Aid: <http://www.jjc.edu/FinancialAid/>
- Office of Institutional Effectiveness: <http://www.jjc.edu/Admin/IE>

Northeastern Illinois Planning Commission: <http://www.nipc.cog.il.us/>

Pell Institute for the Study of Opportunity in Higher Education:  
<http://www.postsecondary.org/>

U.S. Census Bureau: <http://www.census.gov>

- American Fact Finder: <http://factfinder.census.gov/>
- County Population Estimates: <http://eire.census.gov/popest/data/counties.php>