

## INSTITUTIONAL CONTEXT

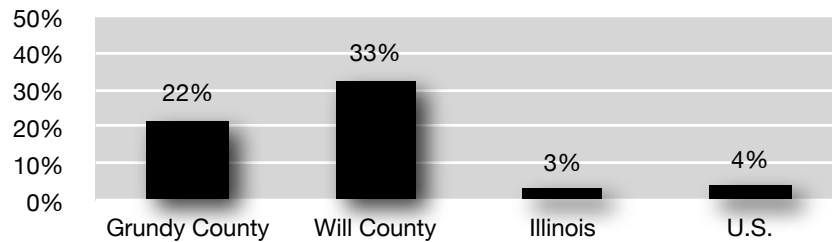
### Mission Statement

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 workforce education.

### Environmental Analysis: External Environment

The JJC district is one of the fastest growing regions in the nation. As of 2006, the population of Will County stood at 668,217<sup>1</sup>, making it the third fastest growing county in the nation for counties with a population over 500,000.<sup>2</sup> In fact, the three fastest growing counties in Illinois are either almost entirely (Grundy and Will) or partly (Kendall) in the JJC district. The City of Joliet is the fastest growing city in Illinois and added 35,000 new residents between 2000 and 2006.<sup>3</sup> Rapid population growth in Will County is contrasted by stagnant growth outside of Northeast Illinois, as illustrated in figure 0.1.

**Figure 0.1 Percent Change in Population by Region, July 2000-July 2006 (estimated)<sup>4</sup>**



As illustrated in figure 0.2, Will County's population is projected to reach 1,100,000 by 2030, making it the second most populous in the state. Population growth in Will County is projected to be mainly *residential*. Despite possessing more residents than DuPage County by 2030, Will County is projected to have about half the number of employed workers, as shown in figure 0.3.<sup>5</sup> This does not mean job growth is stagnant in the JJC district. In fact, Will County ranks 36th out of the 318 largest counties in the nation in job creation and first in the State of Illinois.<sup>6</sup>

<sup>1</sup> U.S. Census Bureau, State and County Quick Facts, Will County, Illinois, On-line: <http://quickfacts.census.gov/qfd/>.

<sup>2</sup> U.S. Census Bureau, 100 Fastest Growing Counties, On-line: <http://www.census.gov/popest/counties/>.

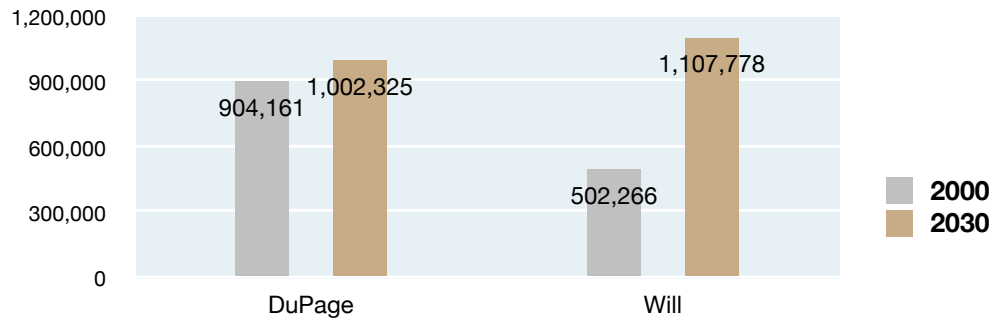
<sup>3</sup> Joliet Herald News, June 29, 2007, *Joliet Fastest Growing City in Illinois.*; Okon, B., June 29, 2007, *Joliet on the Fast Track*, *Joliet Herald News*. The other Midwestern city is Olathe, KS, a suburb of Kansas City, MO.

<sup>4</sup> Based on U.S. Census data. On-line: <http://www.census.gov>

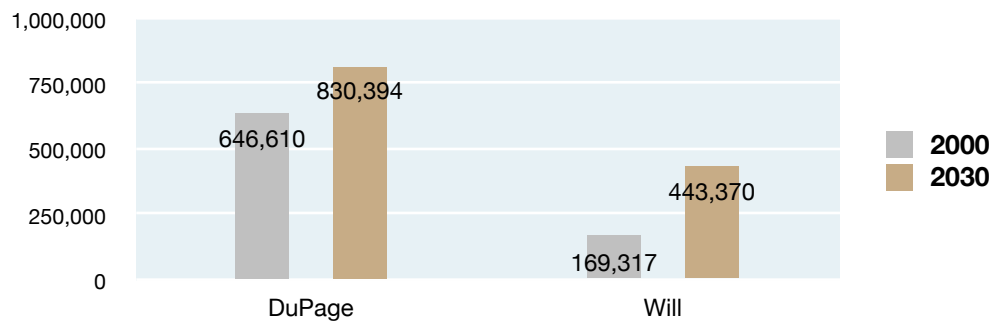
<sup>5</sup> Northeast Illinois Planning Commission, 2000, 2030 forecasts. On-line: [http://www.nipc.org/2030\\_forecast\\_endorsed\\_093003.htm](http://www.nipc.org/2030_forecast_endorsed_093003.htm)

<sup>6</sup> Will Co. Leads State in Job Creation, 2004, December, *Will County Labor Record*.

**Figure 0.2 POPULATION of Illinois Counties, 2000-2030 (projected)**



**Figure 0.3 EMPLOYEES in Illinois Counties, 2000-2030 (projected)**



People who live in Will County tolerate significantly higher commute times than those in other parts of the state and U.S. Will County is tied with McHenry County for having the longest average commute times in Illinois at 34.3 minutes.<sup>7</sup> The percent of Will County residents who commute at least one hour to work has increased from 14% in 2000 to 20% in 2006.<sup>8</sup>

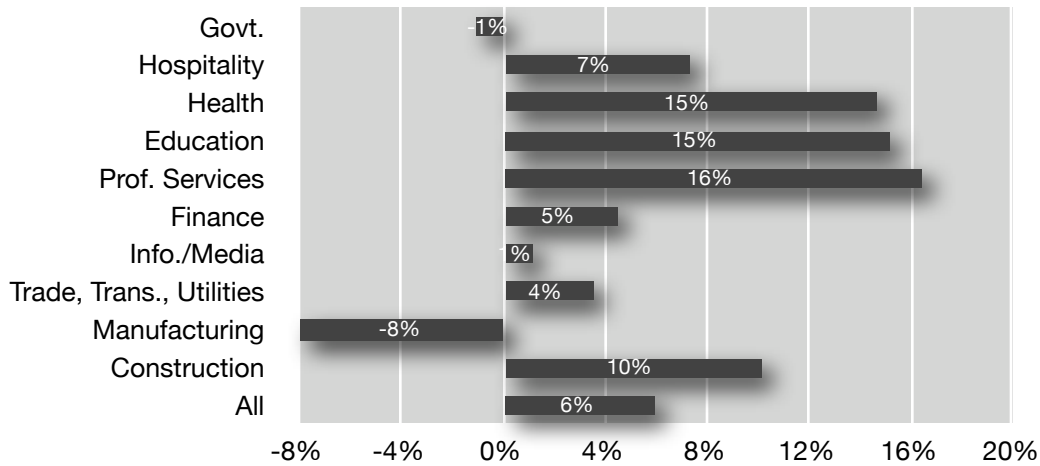
Will County’s status as a residential county is the result of two phenomenon: 1) affordable housing located reasonably close to the Chicago metropolitan area and increasingly part of it and 2) shifts in the economy as Will County transitions from a mainly goods-based economy to a service-based economy. Structural changes in the economy will have an impact on the JJC district labor market. Figure 0.4 shows projected changes in employment by sector between 2004 and 2014. Low growth in manufacturing does not necessarily translate into low employment opportunities for skilled workers. Current and new jobs in manufacturing will require a highly skilled workforce -- a workforce that manufacturers will increasingly look to JJC to train and develop.<sup>9</sup>

<sup>7</sup> Podmolik, M. E., 2007, June 11, The pay’s fine, but how’s the drive? *Chicago Tribune*.

<sup>8</sup> JJC Office of Institutional Effectiveness. (2004). Where District Residents Live and Work. On-line: <http://www.jjc.edu/admin/ie/Information/Employment/Where%20District%20525%20Residents%20Work.pdf>.

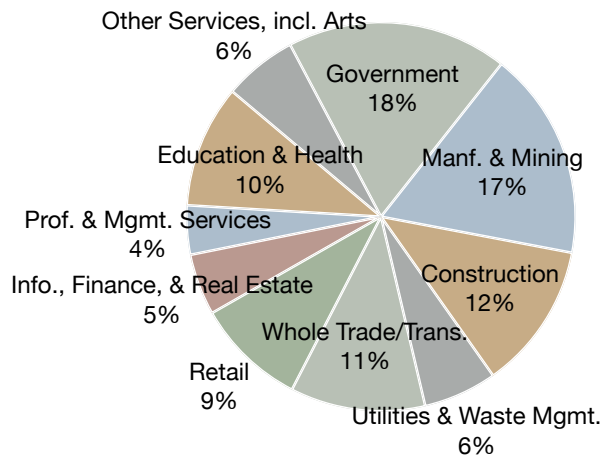
<sup>9</sup> National Association of Manufacturers, 2005, 2006, *Skills gap report, 2006 annual survey results*. On-line: <http://www.nam.org>

**Figure 0.4 Percent Change in Employment by Labor Market Sector in the JJC District, 2004-14 (projected)<sup>10</sup>**



Changes in the JJC district labor market began in the 1990's, as the distribution of wages and jobs shifted from manufacturing to services. Still, as Figure 0.5, manufacturing plays a prominent role in Will County; 17% of wages in the sector are distributed to that sector.<sup>11</sup>

**Figure 0.5 Distribution of Wages in Will County, 2004**

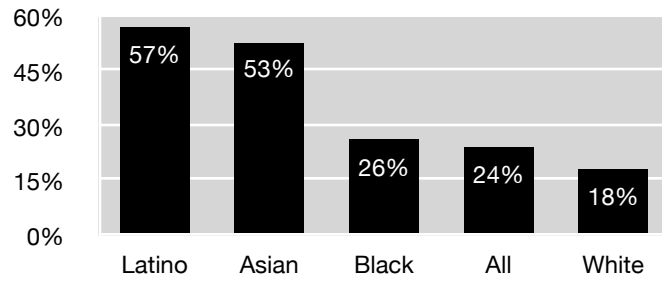


Significant changes in the labor force are not only projected to be witnessed by labor market segment, but also by race. Most of the growth in the JJC district is projected to be fueled by younger linguistic and ethnic minority populations, primarily Latino and international immigrants as shown in Figure 0.6.

<sup>10</sup> Illinois Department of Employment Security, 2007, *LMI source*. JJC district defined as Will and Grundy Counties. On-line: <http://lmi.ides.state.il.us/>

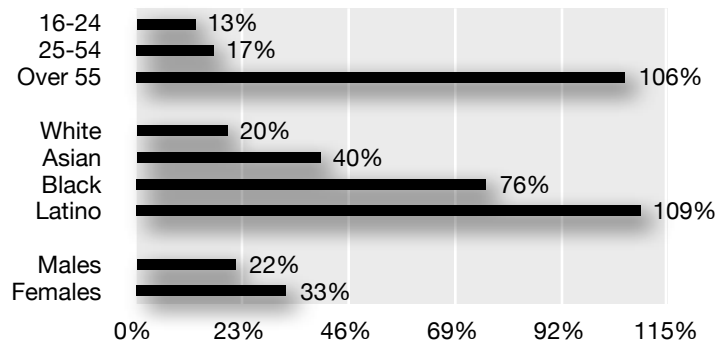
<sup>11</sup> U.S. Bureau of Economic Analysis, 2006, *Compensation of Employees by Industry and County (CA06N)*. Downloaded Web-based Query system from Regional Economic Accounts. On-line: <http://www.bea.gov>.

**Figure 0.6 Projected Change in Population by Race in Will County, 2005-2017 (projected)**<sup>12</sup>

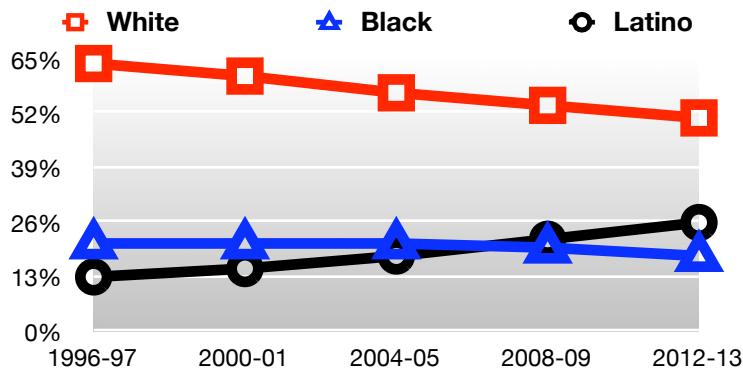


Major shifts in the labor market and racial makeup of populations are likely to occur nationally, but will be more dramatic in the JJC district. Figure 0.7 shows changes in the national labor force by gender, race, and age. As the figure shows, growth in the labor force will be more dramatic among females, minorities, and those over 55. There will also be dramatic changes in the race of K-12 students.

**Figure 0.7 National Percent Change in the Civilian Labor Force by Age, Race, & Gender, 1992-2012 (projected)**<sup>13</sup>



**Figure 0.8 Percent of Students Enrolled in Illinois Public K-12 Education, 2005-2013 (projected)**<sup>14</sup>



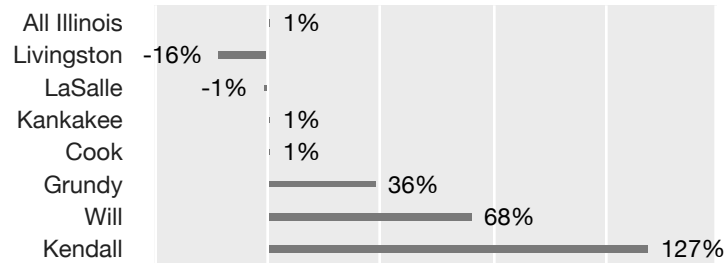
<sup>12</sup> Office of Institutional Effectiveness, 2005, *Population Projections by Age, Gender, and Race: 2005-2015*. Based on data from the U.S. Census Bureau. On-line: <http://www.jjc.edu/admin/ie/information/Projections/projections.htm>

<sup>13</sup> U.S. Bureau of Labor Statistics, 2005, November, *Labor Force Projections to 2014: Retiring Boomers*. On-line: <http://www.bls.gov/emp>.

<sup>14</sup> Illinois State Board of Education, 2004, *Illinois Public School Enrollment Projections*. Springfield, IL.

Growth in K-12 enrollment in the State of Illinois will be greatest in the Chicago collar counties and northern part of the state. By contrast, K-12 enrollment is projected to stabilize in Cook County and drop in the rest of the state. Three of the four fastest growing counties in K-12 enrollment are in the JJC district: Kendall, Will, and Grundy. As figure 0.9 shows, however, surrounding counties will witness much slower growth.

**Figure 0.9 Projected Percent Change in K-12 Enrollment by County in Illinois, 2003-04 through 2012-13 (projected)** <sup>15</sup>



Over the last seven years, Fall head-count enrollment has been flat. Full-time equivalent (FTE) enrollment, however, has grown at a moderately steady pace. An increase in FTE enrollment and decrease in head count enrollment between Fall 2002 and 2006 was common to most community colleges in Illinois and almost all in northern Illinois except Chicago. Fall headcount enrollment at Chicago suburban community colleges decreased by 1% between 2002 and 2006, compared to no growth at JJC. By contrast, FTE enrollment at Chicago suburban community colleges grew by 4% during the same time period and 9% at JJC.<sup>16</sup> JJC has also witnessed larger numbers of younger students. Community college students have been getting younger. Nationally, the percent of community college students under 22 years increased from 32% in 1991 to 42% in 2001.<sup>17</sup>

### Challenges

Throughout the next decade, Joliet Junior College’s greatest challenges will likely be in the following areas:

- *Fiscal* - Perhaps the greatest challenge will lie in how to deal with increased costs associated with rapid enrollment growth, increased service demands from students, contractual obligations negotiated with various bargaining units, deferred maintenance, and growing health care costs. But perhaps the most significant challenge will lie in addressing an economic environment that is more reliant on the market than on guaranteed funding streams. Community colleges in the U.S. have become increasingly reliant on tuition, grants and contracts, private do-

<sup>15</sup> Illinois State Board of Education, 2004, *Illinois Public School Enrollment Projections*. Springfield, IL.

<sup>16</sup> JJC Office of Research and Effectiveness, *Enrollment at Joliet Junior College and Illinois Community Colleges, Fall 2002-2006*. On-line: [http://www.jjc.edu/admin/ie/Information/Enrollment/Illinois\\_enrollment\\_fall\\_2006.pdf](http://www.jjc.edu/admin/ie/Information/Enrollment/Illinois_enrollment_fall_2006.pdf). JJC peer groups: DuPage, Harper, Lake County, Moraine Valley, Oakton, and Triton. Suburban Chicago peer groups includes the JJC peer group and Elgin, Morton, Prairie State, South Suburban, and Waubonsee, but not Chicago.

<sup>17</sup> Adelman, C. , 2003, *Moving Into Town and Moving On: The Community College in the Lives of Traditional-Age Students*. Washington, DC: U.S. Department of Education.

nations, and other forms of revenue that have replaced state funding historically based on formulas usually driven by enrollment. With public attitudes shifting from placing the costs of education on the users away from taxpayers, JJC will need to continue to find ways to adjust in a more fiscally conservative and market-driven public economy.

- *Technology* - Despite decades of a commitment to open access and low price in the community college sector, barriers still exist in the provision of learning. Technology has the capacity to remove the barriers of inconvenience, distance, space, and cost. The challenge for any community college lies in using technology in a manner consistent with learning goals and values and leveraging technology as a tool for creating efficiencies and creating economies of scale.<sup>18</sup>
- *Demographic* - Community colleges are the institution of first-choice for many students, but particularly for low-income, minority, and first-generation students. The number of students from these populations will continue to accelerate. This is particularly the case for the JJC District, which is projected to witness dramatic increases in the number of linguistic and ethnic minority populations. Another challenge in regard to demographics is the “retraditionalization” of community colleges. As adult student enrollments grew in the 1970’s and 1980’s, community colleges developed organizational structures capable of accommodating the growth. The fastest growing population segment by age in the community college today is the younger student wishing to enroll in courses for transfer. It is important that this growing and large population segment is not overlooked.
- *Changing Organizational Structures* - When community colleges were first founded, there was wide consensus on their goals - providing access through low-prices and programs that prepare students for transfer to a four-year institution. In the 1960’s through 1980’s, community colleges responded to increased federal involvement and funding by focusing on growth and accommodating a variety of students (and clients) that possessed divergent goals. In the process, community colleges established horizontal organizational structures in order to manage the growth of programs and competing demands by students, businesses, and governments.<sup>19</sup> Contemporary calls for accountability and the market-orientation of contemporary educational policy, however, require that community colleges focus more on adding value than on enrollment growth. For instance, between January 2007 and December 2007 alone, JJC will have completed a new strategic plan, a new facilities master plan, received an AQIP Quality Checkup Visit from the Higher Learning Commission, successfully negotiated three of five union contracts,, completed the 5-year ICCB recognition process, realigned the college’s organizational structure, hired a new President and four new Vice Presidents, and participated in a statewide economic development study. Continuing to meet new on-going demands from students and stakeholders will require vertical, flattened structures more associated with learning organizations than traditional bureaucracies. JJC has responded to these changes through realigning its organizational structure.

---

<sup>18</sup> Johnstone, S. M., 2007, *Advancing Campus Efficiencies: A Companion for Campus Leaders in the Digital Era*, Western Cooperative for Educational Telecommunication.

<sup>19</sup> Bergquist, W., 1998, *The Postmodern Challenge: Changing Our Community Colleges*. In *Organizational Change in the Community College*, pp. 87-98. San Francisco: Jossey Bass.

- *Employee Turnover and Development* - Due to retirements or individuals taking new positions, this past and/or upcoming year JJC hired a new President, three new Vice Presidents in Academic Affairs, Advancement & Research, and Student Development, a Chief Information Officer (CIO), a Director of Multicultural Student Affairs, Dean of Liberal Arts & Science, Dean of Nursing and Allied Health, Dean of Career and Technical Education, Director of Institutional Research and Effectiveness, Director of Community Relations, Marketing Manager, Director of Economic & Workforce Development, Director of Facilities Services, Student Disabilities Coordinator, Dean of Enrollment Management, and many other support staff and faculty. Research suggests community colleges will continue to witness increased turnover of staff and faculty as a result of occupational mobility and retirements in the next 10-15 years.<sup>20</sup> The challenge that lies ahead for JJC and other community colleges is in developing current workers skills and knowledge, giving a wide variety of employees leadership opportunities, acknowledging differences in how generations approach work and professional development, ensuring that hiring practices focus on recruiting highly-skilled and quality workers, and evaluating employee satisfaction and engagement.
- *Changing Notions of Learning* - Historically, the primary role of instructors was to transmit knowledge to students. If a student who could commit facts and information to memory and recite them later on an instrument, like an exam, she or he was considered to possess the qualities of an educated learner. In retrospect, however, this approach only developed memorization, not true learning. Contemporary researchers have shown that knowledge is actually constructed over time and in multiple dimensions. Rather than teaching what they know, the best institutions create knowledge in cooperation with their students, understanding that contemporary students are increasingly used to learning in a non-linear fashion over time.<sup>21</sup>
- *Competition and the Changing Role of Learning in Society* - In the last decade, more adult students have left the community college for other colleges, namely distance learning and for-profit institutions. A large reason why JJC has not witnessed actual decreases in enrollment is because of increasing numbers of younger and full-time students. Today's students, and particularly adult students, are increasingly more interested in the skills and knowledge acquired in a program and less interested in a credential. New providers have capitalized on this by 1) articulating evidence of learning and occupational outcomes and 2) focusing on convenient and shared responsibilities for learning.

---

<sup>20</sup> Shults, C. , 2001, *The Critical Impact of Impending Retirements on Community College Leadership*. Washington, DC: American Association of Community Colleges.

<sup>21</sup> Bain, K. , 2004, *What the Best College Teachers Do*. Cambridge, MA: Harvard University.

THIS PAGE LEFT INTENTIONALLY BLANK