

POLICY AREA SIX: ILLINOIS COLLEGES AND UNIVERSITIES WILL CONTINUALLY IMPROVE PRODUCTIVITY, COST-EFFECTIVENESS, AND ACCOUNTABILITY

Part 1. Joliet Junior College Accomplishments, Plans, & Challenges

ICCB did not require community colleges complete a narrative for this policy area this year. See the 2005 Performance Report for a narrative: www.jjc.edu/admin/ie

Part 2. Common Institutional Indicators

Part 2.1. Data

UNIT COST

Figure 6.1 COST OF INSTRUCTION per Credit Hour at JJC, Peer Group Colleges, & Illinois Community Colleges, FY 2002-06 (6C1)¹

	2002	2003	2004	2005	2006	02-06 % change
JJC	\$211.38	\$208.66	\$207.22	\$211.63	\$226.18	7.0%
JJC Peer Group Avg.	\$206.68	\$199.26	\$201.78	\$214.22	\$220.16	6.5%
State Avg.	\$198.13	\$191.09	\$193.16	\$198.39	\$208.43	5.2%

Figure 6.2 ADMINISTRATIVE AND SUPPORT COST per Credit Hour at JJC, Peer Group Colleges, & Illinois Community Colleges, FY 2002-06 (6C2)

	2002	2003	2004	2005	2006	02-06 % change
JJC	\$83.60	\$75.16	\$75.20	\$73.03	\$78.04	-6.7%
JJC Peer Group Avg.	\$92.30	\$88.36	\$88.41	\$91.13	\$93.91	1.7%
State Avg.	\$91.65	\$82.65	\$83.42	\$81.60	\$86.96	-5.1%

Figure 6.3 INSTRUCTIONAL & ADMINISTRATIVE COST at JJC as a Percentage of Peer Group and State Averages, FY 2002-06 (6C2)

	2002	2003	2004	2005	2006
Peer Group - INSTRUCTIONAL	102.3%	104.7%	102.7%	98.8%	102.7%
State - INSTRUCTIONAL	106.7%	109.2%	107.3%	106.7%	108.5%
Peer Group - ADMINISTRATIVE	90.6%	85.1%	85.1%	80.1%	83.1%
State - ADMINISTRATIVE	91.2%	90.9%	90.1%	89.5%	89.7%

¹ Unit costs describe how much it costs a college to provide one credit hour. Unit costs for instruction include salaries, department costs, equipment, indirect costs, and operation and maintenance. There is usually variability by program. For instance, health care and technical costs are generally higher than transfer-level credit hours due to increased equipment needs. It should also be noted that environmental characteristics and historical trends vary among community colleges.

COMPLETIONS

Figure 6.4 Percent of Students who Have Graduated, Transferred, or Are Still Enrolled, Summer 02-06 (6C3)²

Term	Enrollment	JJC	JJC Peer Group Avg.	State Total
2002	Entering First-Time Fall 1999 Cohort	890	1,329	26,709
	Still Enrolled, Transferred, or Graduated by 2002	566	840	16,531
	% Enrolled, Transferred, or Graduated by 2002	63.6%	63.1%	61.9%
2003	Entering First-Time Fall 2000 Cohort	862	1,152	25,305
	Still Enrolled, Transferred, or Graduated by 2003	574	784	16,886
	% Enrolled, Transferred, or Graduated by 2003	66.6%	68.0%	66.7%
2004	Entering First-Time Fall 2001 Cohort	886	1,095	24,822
	Still Enrolled, Transferred, or Graduated by 2004	614	805	17,534
	% Enrolled, Transferred, or Graduated by 2004	69.3%	73.5%	70.6%
2005	Entering First-Time Fall 2002 Cohort	962	1,207	26,311
	Still Enrolled, Transferred, or Graduated by 2005	651	912	18,717
	% Enrolled, Transferred, or Graduated by 2005	67.7%	75.6%	71.1%
2006	Entering First-Time Fall 2003 Cohort	1,127	1,262	27,221
	Still Enrolled, Transferred, or Graduated by 2006	776	958	19,285
	% Enrolled, Transferred, or Graduated by 2006	68.9%	75.9%	70.8%

² This analysis examines the percent of first-time, full-time students who entered in a Fall semester and graduated by the summer three years later. It is based on an ICCB analysis using National Student Loan Clearing-house data.

Part 2.2. Institutional Goal(s) for Common Institutional Indicator(s)

Performance Goal 1. Unit cost for instruction at JJC will be the same as or higher than the peer group average.

Performance Goal 2. Unit cost for administration and support will be lower than the peer group average.

Performance Goal 3. The percentage of JJC students who complete the academic goals of graduation or transfer will be the same as or higher than state and peer group averages.

Part 2.3. Brief Interpretation of Institutional Performance and Related Implications

Performance Goal 1. Interpretation: Unit costs for instruction at JJC have historically been higher than peer group and state averages.

Performance Goal 2. Interpretation: Unit costs for administration at JJC have historically been much lower than peer group and state averages.

Performance Goal 3. Interpretation: As stated previously in this report, JJC student graduation and completion rates have been lower than state and peer group averages for at least six years.

Summary

- The evidence shows that JJC devotes a higher percentage of its resources and more raw dollars to instruction than administration. This is further reinforced by the fact that JJC has added the second most full-time faculty in the state over the last five years and that about 48% of all full-time employees are faculty (compared to 32% for the JJC peer group).
- JJC devotes much lower resources to administrative and student support areas. For instance, in FY 2006, JJC spent \$16.52 per unit costs on students services and \$6.35 on the Learning Resource Center, compared to respective state averages of \$17.79 and \$10.70.³
- JJC students are not reaching the academic goals of transfer or degree attainment in the same time period or at the same rate as students at other community colleges.

³ ICCB, 2006, FY 2006 Unit Cost Report (Unrestricted Costs Only).

Part 3. Mission-Specific Indicators

Part 3.1. Mission-specific Indicators

Area	Description
AQIP	Supporting Institutional Operations
AQIP	Measuring Effectiveness
AQIP	Planning Continuous Improvement
AQIP	Building Collaborative Relationships

Part 3.2. Performance Goals for Mission-specific Indicators

Performance Goal 1. The percent of district residents who attend JJC (or “market share”) will be the same as or higher than state and peer group averages.

Performance Goal 2. The percent of students who place in remedial courses and advance to college-level work will be higher than peer group averages.

Performance Goal 3. JJC FTE/full-time faculty ratios will be lower than peer group averages.

Performance Goal 4. The number of added dual credit courses will grow at a faster pace than the number added for JJC’s peer group.

Performance Goal 5. JJC endowment levels will be higher than the state average.

Performance Goal 6. JJC will devote more resources to instruction than support and administration than state and peer group colleges.

Performance Goal 7. JJC will offer courses at convenient times and locations.

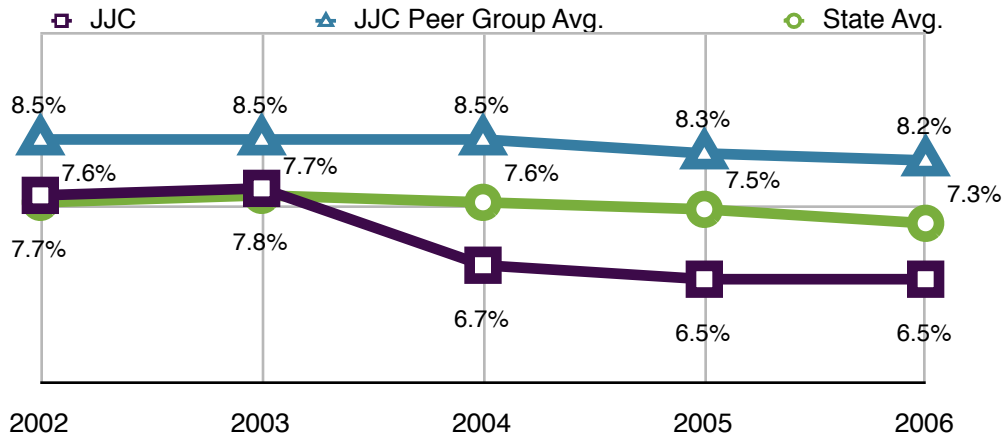
Part 3.3 Data for the Three to Five Most Recent Years

MARKET SHARE: CREDIT AND NON-CREDIT

Figure 6.5 Summary of Population Served at Illinois Community Colleges), FY 2002-06 - TABLE (6M1)⁴

Year	Enrollment	JJC	Peer Group Avg.	State Total
2002	District Population	492,786	457,203	12,482,291
	Annual Credit + Non-Credit Enrollment	37,739	39,086	945,661
	% Served (Market Share)	7.7%	8.5%	7.6%
2003	District Population	513,194	464,133	12,600,636
	Annual Credit + Non-Credit Enrollment	40,132	39,570	970,574
	% Served (Market Share)	7.8%	8.5%	7.7%
2004	District Population	534,154	466,920	12,653,525
	Annual Credit + Non-Credit Enrollment	36,036	39,574	959,081
	% Served (Market Share)	6.7%	8.5%	7.6%
2005	District Population	557,851	467,834	12,713,836
	Annual Credit + Non-Credit Enrollment	36,229	39,015	957,015
	% Served (Market Share)	6.5%	8.3%	7.5%
2006	District Population	584,403	470,140	12,763,570
	Annual Credit + Non-Credit Enrollment	37,856	38,675	936,903
	% Served (Market Share)	6.5%	8.2%	7.3%

Figure 6.6 Summary of Population Served at Illinois Community Colleges), FY 2002-06 - CHART (6M1)



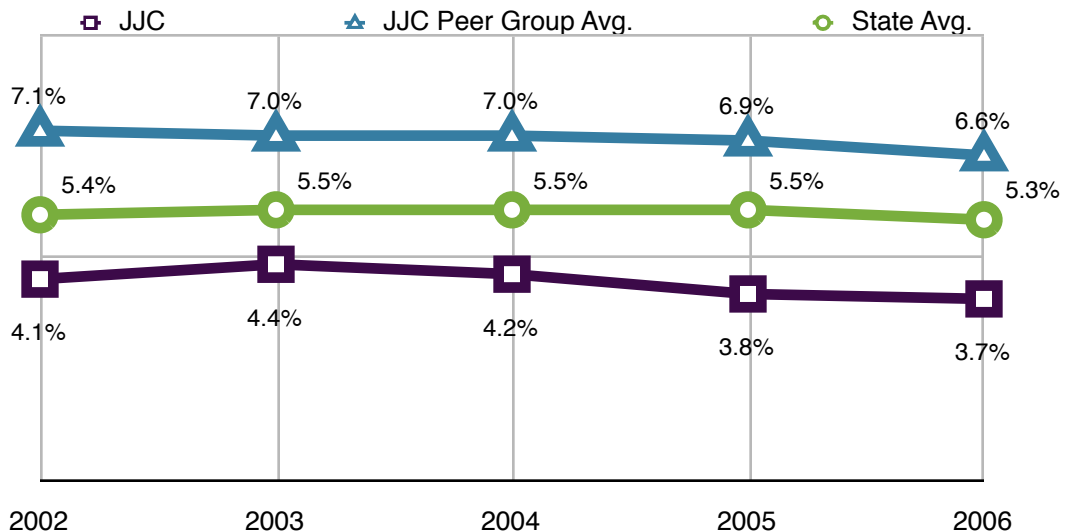
⁴ Data based on estimates from Southern Illinois University at Edwardsville index of need calculations based on census files.

MARKET SHARE: CREDIT ONLY HEADCOUNT ENROLLMENT

Figure 6.7 Summary of Population Served at Illinois Community Colleges - Credit Courses Only, FY 2002-06 - TABLE (6M1)

Year	Enrollment	JJC	Peer Group Avg.	State Total
2002	District Population	492,786	457,203	12,482,291
	Annual Headcount Enrollment	20,385	32,449	676,410
	% Served (Market Share)	4.1%	7.1%	5.4%
2003	District Population	513,194	464,133	12,600,636
	Annual Headcount Enrollment	22,558	32,480	693,285
	% Served (Market Share)	4.4%	7.0%	5.5%
2004	District Population	534,154	466,920	12,653,525
	22254	22,558	32,561	698,707
	% Served (Market Share)	4.2%	7.0%	5.5%
2005	District Population	557,851	467,834	12,713,836
	Annual Headcount Enrollment	21,198	32,156	698,971
	% Served (Market Share)	3.8%	6.9%	5.5%
2006	District Population	584,403	470,140	12,763,570
	Annual Headcount Enrollment	21,578	30,832	682,623
	% Served (Market Share)	3.7%	6.6%	5.3%

Figure 6.8 Summary of Population Served at Illinois Community Colleges - Credit Courses Only, FY 2002-06 - CHART (6M1)



GENERAL EDUCATION DEVELOPMENT (GED) AWARDS

Figure 6.9 Number of General Education Diplomas (GED) Awarded at JJC & Illinois Community Colleges, FY 2002-06 (6M2)

	2002	2003	2004	2005	2006	02-06 % change
JJC	84	75	75	73	78	-6.7%
JJC Peer Group Avg.	92	88	88	91	94	1.7%

Figure 6.10 Recent GED Completers Enrolling in College-Level Work at JJC & Peer Group, FY 2002-06 (6M8)

	2003	2004	2005	2006	02-06 % change
JJC	32	29	15	30	-6.2%
JJC Peer Group Avg.	27	25	24	23	-14.8%

ADULT EDUCATION & ESL TEST SCORE GAINS

Figure 6.11 Adult Education Test Score Gains at JJC & Peer Group Colleges, FY 2003-06 (6M4)

	2003	2004	2005	2006	02-06 % change
JJC	10,287	6,702	13,921	15,636	52.0%
JJC Peer Group Avg.	19,040	13,431	12,561	12,538	-34.1%

Figure 6.12 English as a Second Language Test Score Gains at JJC & Peer Group Colleges, FY 2003-06 (6M5)

	2003	2004	2005	2006	02-06 % change
JJC	7,574	6,355	4,099	5,204	-31.3%
JJC Peer Group Avg.	10,603	21,101	20,330	11,763	10.9%

DUAL ENROLLMENT

Figure 6.13 Number of Students Served through Dual Enrollment at JJC & Peer Group Colleges, FY 2002-05 (6M9)

	2002	2003	2004	2005	2006	02-06 % change
JJC	270	282	228	360	432	60.0%
JJC Peer Group Avg.	641	548	539	663	866	35.1%

Figure 6.14 Number of Students Served through the P-16 Initiative Grant at JJC and Peer Group Colleges, FY 2002-05 (6M10)

	2002	2003	2004	2005	2006	02-06 % change
JJC	445	340	145	391	379	-14.8%
JJC Peer Group Avg.	405	519	461	422	475	17.3%

REMEDIAL EDUCATION ADVANCEMENTS**Figure 6.15 Advancement to College Level Work for Remedial Students at JJC & Peer Group, FY 2002-06 (6M3)**

Year	Enrollment	JJC	Peer Group Avg.
2002	Number of Remedial Students	3,512	4,152
	Number Who Advanced to College Level Work	1,751	1,910
	% Who Advanced to College Level Work	49.9%	46.0%
2003	Number of Remedial Students	3,661	4,452
	Number Who Advanced to College Level Work	1,796	1,995
	% Who Advanced to College Level Work	49.1%	44.8%
2004	Number of Remedial Students	4,104	4,450
	Number Who Advanced to College Level Work	1,467	1,595
	% Who Advanced to College Level Work	35.7%	35.8%
2005	Number of Remedial Students	4,019	4,547
	Number Who Advanced to College Level Work	1,422	1,602
	% Who Advanced to College Level Work	35.4%	35.2%
2006	Number of Remedial Students	3,966	4,604
	Number Who Advanced to College Level Work	1,437	1,594
	% Who Advanced to College Level Work	36.2%	34.6%

Figure 6.16 Advancement to College Level Work for Remedial Students Who Return at JJC & Peer Group, FY 2002-06

Year	Enrollment	JJC	Peer Group Avg.
2002	Remedial Students Who Return to College	2,206	2,524
	Number Who Advanced to College Level Work	1,751	1,910
	% Who Advanced to College Level Work	79.4%	75.7%
2003	Remedial Students Who Return to College	2,357	2,763
	Number Who Advanced to College Level Work	1,796	1,995
	% Who Advanced to College Level Work	76.2%	72.2%
2004	Remedial Students Who Return to College	2,506	2,825
	Number Who Advanced to College Level Work	1,467	1,595
	% Who Advanced to College Level Work	58.5%	56.5%
2005	Remedial Students Who Return to College	2,517	2,880
	Number Who Advanced to College Level Work	1,422	1,602
	% Who Advanced to College Level Work	56.5%	55.6%
2006	Remedial Students Who Return to College	2,501	2,868
	Number Who Advanced to College Level Work	1,437	1,594
	% Who Advanced to College Level Work	57.5%	55.6%

FACULTY/ENROLLMENT RATIOS & CREDIT HOURS GENERATED**Figure 6.17 Full-Time Equivalent (FTE)/Faculty Ratio at Illinois Community Colleges, FY 2000-05 (6M6)⁵**

Fall	Enrollment	JJC	Peer Group Avg.
2002	FTE Enrollment	6,944	8,904
	Full-Time Faculty	168	176
	FTE/Faculty Ratio	41.3	50.5
2003	FTE Enrollment	7,061	9,357
	Full-Time Faculty	173	179
	FTE/Faculty Ratio	40.8	52.3
2004	FTE Enrollment	7,221	9,563
	Full-Time Faculty	174	180
	FTE/Faculty Ratio	41.5	53.3
2005	FTE Enrollment	7,503	9,140
	Full-Time Faculty	187	182
	FTE/Faculty Ratio	40.1	50.2
2006	FTE Enrollment	7,592	9,112
	Full-Time Faculty	190	182
	FTE/Faculty Ratio	40.0	50.1

Figure 6.18 Credit Hours Generated at Illinois Community Colleges, FY 2001-05 (6M7)

	2002	2003	2004	2005	2006	2002-06 % change
JJC	199,109	216,744	223,735	227,216	230,398	15.7%
JJC Peer Group Avg.	266,518	274,486	288,286	289,951	283,968	6.5%
State Avg.	126,683	132,394	136,807	136,076	133,409	5.3%

⁵ Based on Fall enrollment and employee data from the U.S. Department of Education Integrated Postsecondary Education Data System (IPEDS).

AVAILABILITY OF COURSES

Figure 6.18 Percent of JJC and National Community College Students who Agree that Courses are Available at Times Convenient for Them, Fall 2000-2005

Fall	JJC				National			
	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree	Agree	Neutral	Disagree
2000	26.3%	30.3%	22.5%	20.9%	25.5%	33.6%	23.9%	17.0%
2001	22.0%	35.8%	26.3%	16.0%	27.0%	33.3%	23.4%	16.3%
2002	30.6%	34.7%	21.3%	13.4%	27.1%	33.1%	23.5%	16.3%
2003	21.3%	36.7%	23.1%	18.9%	26.6%	32.5%	23.9%	17.0%
2004	26.1%	35.4%	22.8%	15.7%	26.4%	32.4%	24.3%	16.9%
2005	28.8%	32.0%	26.0%	13.1%	27.8%	32.7%	23.9%	15.6%

LOCAL TAX RESOURCES⁶

JJC residents devote less resources and tax dollars to JJC than residents at peer group colleges, as the following data show:

- JJC's equalized assessed valuation (EAV) was .2141 in 2004, the fourth lowest in a peer group of 15 community colleges.
- The JJC district EAV has decreased almost every year since 2000 and is now 0.1951, the lowest rate since 1997 (when it was 0.2155).
- JJC district residents contribute \$48 per resident towards their community college, much lower than the peer group average of \$68 and the second lowest in the peer group.
- JJC receives \$3,808 per full-time equivalent (FTE) student in local tax dollars. This is over \$300 less than the peer group average of \$4,131.

⁶ Source: Joliet Junior College, 2007, *2007-2008 Budget*. On-line: www.jjc.edu/documents/2008-2008Budget.pdf. Peer group community colleges include community colleges in suburban Chicago, but not City Colleges.

OPERATING EXPENSES

Figure 6.20 Operating Expenses by Function, FY 2003⁷

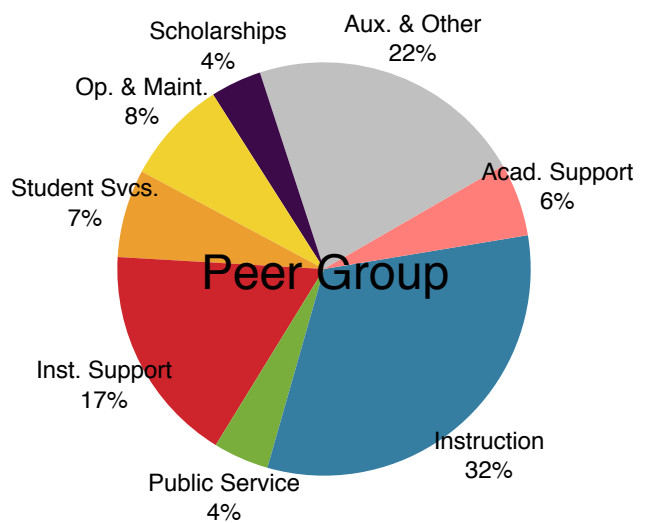
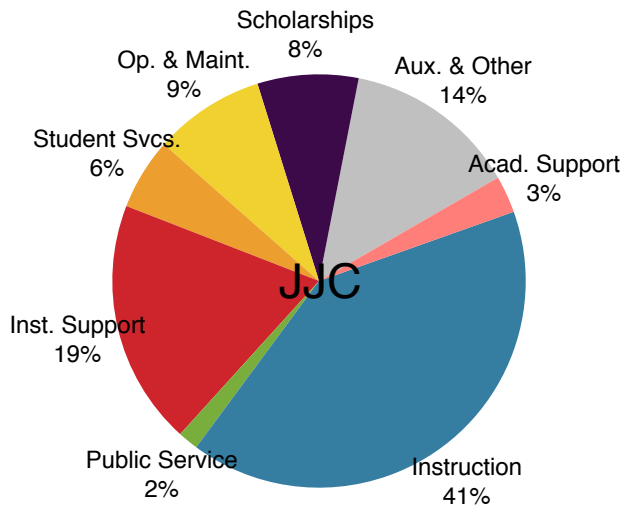
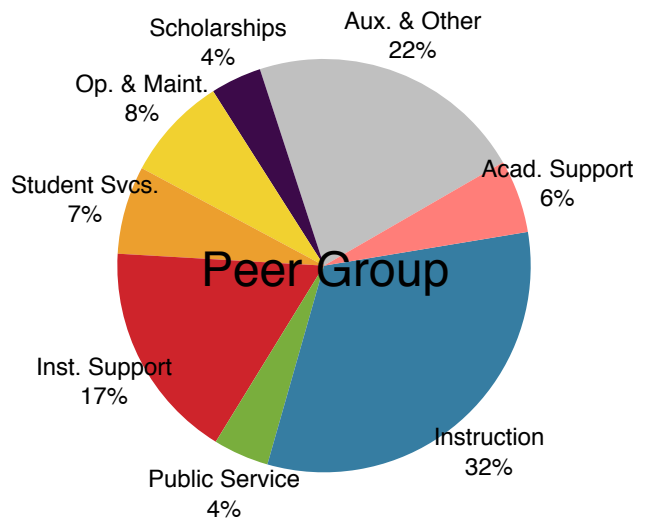
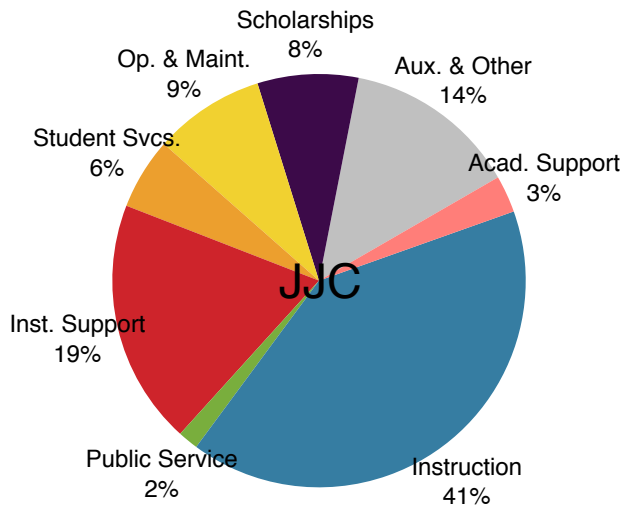


Figure 6.21 Operating Expenses by Function, FY 2005



⁷ Total operating expenses - total expenses is the sum of all operating expenses that result from providing goods and services. Operating transactions are incurred in the course of the operating activities of the institution.; Institutional support - total expenses is the sum of all operating expenses associated with the day-to-day operational support of the institution. Includes expenses for general administrative services, central executive-level activities concerned with management and long range planning, legal and fiscal operations, space management, employee personnel and records, logistical services such as purchasing and printing, and public relations and development.; Academic support - total expenses is the sum of all operating expenses associated with activities and services that support the institution's primary missions of instruction, research, and public service.; Public service - total expenses is the sum of all operating expenses associated with activities established primarily to provide noninstructional services beneficial to individuals and groups external to the institution. Examples are conferences, institutes, general advisory services, reference bureaus, and similar services provided to particular sectors of the community. This function includes expenses for community services, cooperative extension services, and public broadcasting services.; Instruction - total expenses is the sum of all operating expenses associated with the colleges, schools, departments, and other instructional divisions of the institution and for departmental research and public service that are not separately budgeted. This would include compensation for academic instruction, occupational and vocational instruction, community education, preparatory and adult basic education, and remedial and tutorial instruction conducted by the teaching faculty for the institution's students.; Operation and maintenance of plant - total expenses is the sum of all operating expenses associated with operations established to provide service and maintenance related to campus grounds and facilities used for educational and general purposes. Scholarships and fellowships - total expenses is the sum of all operating expenses associated with scholarships and fellowships treated as expenses because the institution incurs an incremental expense in the provision of a good or service. Thus, payments, made to students or third parties in support of the total cost of education are expenses if those payments are made for goods and services not provided by the institution. Examples include payments for services to third parties (including students) for off-campus housing or for the cost of board provided by institutional contract meal plans. The amount of expense in this function is the total of all institutional scholarships reduced by the amount that is classified as discounts and allowances.; Auxiliary enterprises - total expenses is the sum of all operating expenses associated with essentially self-supporting operations of the institution that exist to furnish a service to students, faculty, or staff, and that charge a fee that is directly related to, although not necessarily equal to, the cost of the service. Examples are residence halls, food services, student health services, intercollegiate athletics (only if essentially self-supporting), college unions, college stores, faculty and staff parking, and faculty housing.

SALARIES & BENEFITS

Figure 6.22 Average Salaries for Employee Groups at JJC and Selected Comparison Groups, FY 2006

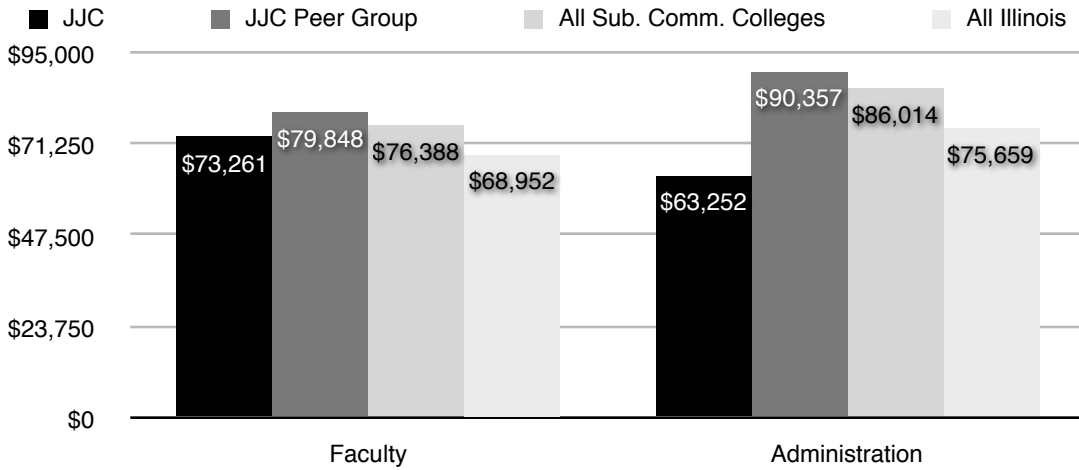
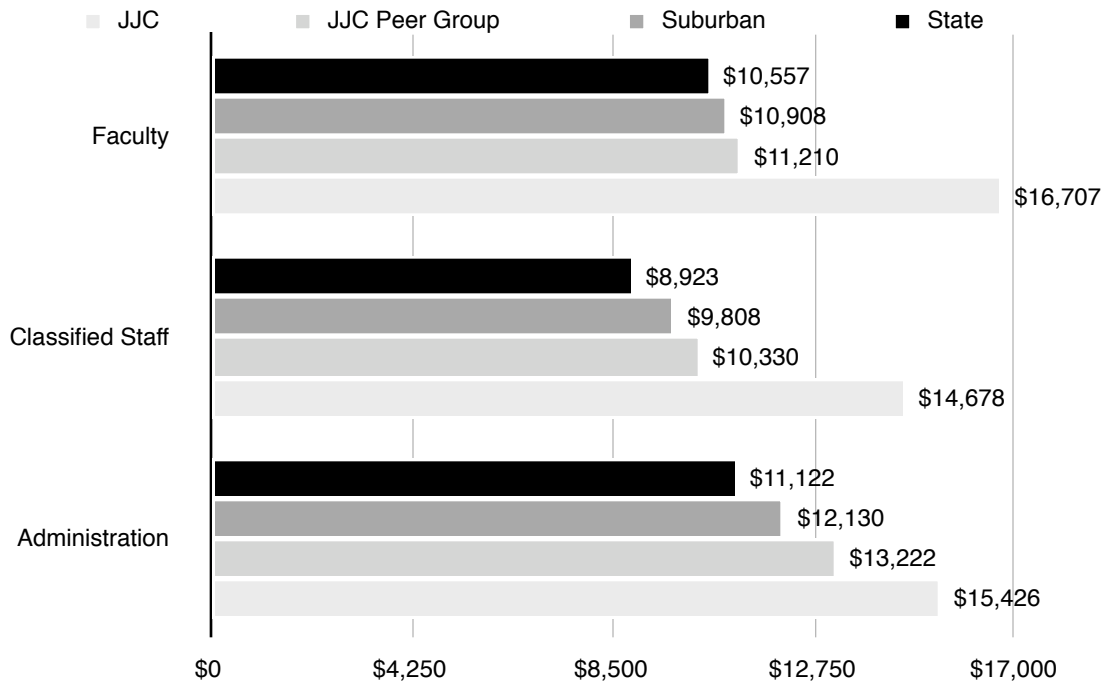


Figure 6.23 Average Fringe Benefits for Employee Groups at JJC and Selected Comparison Groups, FY 2006



JJC Peer Group: DuPage, Joliet, Harper, Lake County, Moraine Valley, Oakton, and Triton. All Suburban Community Colleges: Includes colleges in the JJC Peer Group, plus Elgin, Morton, Prairie State, South Suburban, and Waubonsee. Does not include City Colleges of Chicago. When making comparisons based on this chart, it is important to note that administrative definitions may vary between institutions. For instance, an "administrator" at one college may be classified as "staff" at another. It also does not include fringe benefits per employee, a category where JJC is the highest in the state. For a more detailed analysis, consult the ICCB Annual Salary Report: www.iccb.org

ENDOWMENT VALUES⁸**Figure 6.24 Endowment Values at JJC and Illinois Community Colleges, 2002-06**

	2002	2003	2004	2005	2006	02-06 % change
JJC	\$3,420,588	\$3,524,315	\$3,713,531	\$3,987,846	\$4,255,153	24.4%
State Average	\$1,923,872	\$2,080,275	\$2,066,951	\$2,161,694	\$2,402,595	24.9%

Figure 6.25 Endowment Values at Illinois Community Colleges, FY 2006

College	Value	College	Value
1. Carl Sandburg	\$6,800,502	17. Heartland	\$1,332,323
2. Highland	\$6,168,974	18. Rend Lake	\$1,269,933
3. Illinois Central	\$5,896,870	19. Sauk Valley	\$1,209,091
4. Danville	\$5,735,075	20. Rock Valley	\$1,119,897
5. Kaskaskia	\$4,982,113	21. Prairie State	\$1,012,258
6. Joliet	\$4,255,153	22. Spoon River	\$834,152
7. Richland	\$4,191,106	23. John Wood	\$761,081
8. Parkland	\$3,496,982	24. Shawnee	\$751,764
9. Kankakee	\$3,081,358	25. Black Hawk	\$614,904
10. John Logan	\$2,781,157	26. Lake County	\$545,219
11. McHenry	\$2,126,907	27. Southwestern	\$373,999
12. Waubensee	\$1,724,794	28. Kishwaukee	\$172,366
13. Harper	\$1,648,980		
14. DuPage	\$1,575,866		
15. Elgin	\$1,433,118		
16. Southeastern	\$1,371,438		

⁸ Data from the U.S. Department of Education, IPEDS. JJC data does not include Cwiklo or Smith gifts. Institutions not reporting: City Colleges of Chicago, Illinois Eastern, Illinois Valley, Lake Lank, Lewis and Clark, Moraine Valley, Oakton, South Suburban, Triton, and Illinois Eastern.

Part 3.4 Brief Interpretation of Performance and Related Implications

Performance Goal 1. The percent of district residents who attend JJC (or “market share”) will be the same as or higher than state and peer group averages.

Interpretation: Market share, or the percent of district residents who take a class at a college, fell for credit and non-credit enrollment between 2002 and 2006. Today, JJC has one of the lower market shares in the state.

Performance Goal 2. The percent of students who place in remedial courses and advance to college-level work will be higher than peer group averages.

Interpretation: The percent of JJC students who complete a remedial course and advance to college-level work is similar to or just above peer group averages.

Performance Goal 3. JJC FTE/full-time faculty ratios will be lower than peer group averages.

Interpretation: FTE/full-time faculty ratios are higher than peer group averages, suggesting that JJC faculty have the capability to have more interaction with students in smaller settings.

Performance Goal 4. The number of added dual credit courses will grow at a faster pace than the number added for JJC’s peer group.

Interpretation: JJC has added dual credit courses at a faster pace than the rest of the state over the last 5 years.

Performance Goal 5. JJC endowment levels will be higher than the state average.

Interpretation: JJC currently has the sixth highest endowment in the state. Additionally, the Foundation awards more institutional scholarships for students than other institutions (see the chapter on Financial Aid and Access).

Performance Goal 6. JJC will devote more resources to instruction than support and administration than state and peer group colleges.

Interpretation: As shown in previous chapters, JJC clearly devotes more institutional resources towards instruction and much less to administration and support.

Performance Goal 7. JJC will offer courses at convenient times and locations.

Interpretation: Between 2002 and 2006, JJC students generally felt that courses were offered at convenient times.

Summary

- JJC witnessed a drop in market share three years ago in 2004. While state and peer group colleges also witnessed a drop in market share, the drop was more dramatic at JJC. As the JJC district is one the fastest growing regions in the nation, it is very probable that the market share presented in this report over-estimates actual market share, meaning that JJC has one of the lowest market shares in the state.
- Remedial students at JJC move on to college-level work at similar rates to state and peer group colleges, although these rates have decreased for community colleges as a whole.
- JJC continues to invest more in instruction and much less in administration than peer or state colleges. In 2006, faculty salaries and benefits were in line with peer group and state averages and administrative salaries and benefits were well below state averages, although benefits were higher. Over 40% of JJC expenditures are spent on instruction, compared to only 32% for peer group colleges. A much higher percentage of full-time JJC employees are faculty than at other colleges. Finally, JJC unit costs for instruction are higher than state averages, while unit costs for administration are 20% lower.
- JJC has taken steps to anticipate likely future structural changes in how community colleges receive revenues instead of hoping that policy makers will recommit to funding colleges through direct subsidies - an unlikely scenario.⁹ In the future, it is likely that governments will move funding from formulas based on enrollment to funding based on performance and for specific initiatives. It is also likely that governments will continue to prefer to fund colleges through students (financial aid) instead of directly to colleges.
- JJC residents devote much less of tax dollars to JJC than peer group community colleges. JJC has the 4th lowest tax rate among peer institutions and has not increased its tax rate for 28 years. Only three other community colleges in Illinois has lower tax levy rates per \$1,000 in 2002. Coupled with very low administrative costs and low salaries compared to peer group institutions, JJC makes good use of taxpayer dollars.

⁹ D. Boyd, 2002, *State Spending for Higher Education in the Coming Decade*, National Center for Higher Education Management Systems (NCHEMS); H. Hovey, 1999, *State Spending for Higher Education: The Battle to Sustain Current Support*, National Center for Public Policy and Higher Education; W. Symonds, April 28, 2003; *Colleges in Crisis: As Costs Spin Out of Control, Funding is in Retreat and Some Fundamental Changes Lie Ahead*, *Business Week*, pp. 73-78.