

# 2008 Performance Report

*Institutional Research and Effectiveness*

*August 2008*

2008 PERFORMANCE REPORT  
JOLIET JUNIOR COLLEGE  
BACKGROUND

The Illinois Board of Higher Education (IBHE) adopted a new strategic plan last fall called *2011 Strategic Goals*. The relationship between *2011 Strategic Goals*, *Illinois Commitment Policy Areas* from IBHE's last strategic plan, and the focus areas from the Illinois Community College System (ICCS) *Promise for Illinois Revisited* appears below

IBHE 2011 Strategic Goals	Related IBHE Illinois Commitment Areas (Previous Plan)	ICCS Promise for Illinois Revisited Areas
Affordability	Affordability	Affordable Access
Attainment	P-20 Partnerships, High Quality, Economic Growth	High Quality, Competitive Workforce
Diversity	Access and Diversity	Services for Student Success, Adult Education
Efficiency	Accountability and Productivity	Effective Transitions

The Illinois Board of Higher Education (IBHE) newly adopted strategic plan *2011 Strategic Goals* <http://www.ibhe.state.il.us/aboutBHE/strategicPlan.htm> and the *Promise for Illinois Revisited* <http://www.iccb.org/pdf/PromiseRevisited2006.pdf> provide a policy framework to guide the Illinois higher education community in meeting the needs of the state and its residents.

*The 2011 Strategic Goals* and *Promise for Illinois Revisited* emphasize the diversity of Illinois higher education with the understanding that each institution will be expected to address the identified policy areas in a manner that is consistent with the institutions mission, resources, and constituencies.

The Performance Report evaluates Joliet Junior College's progress towards reaching the goals of the IBHE 2011 Strategic Goals and related ICCB ***Promise for Illinois Revisited Areas***:

- Affordability (Promise Affordable Access);
- Attainment (Promise High Quality and Promise Competitive Workforce);
- Diversity (Promise Services for Student Success and Promise Adult Education) and;
- Efficiency (Promise Effective Transitions).

The 2008 Performance Report focus area is Affordability (Promise Affordable Access), institutions are asked to report institutional accomplishments, future plans, and potential challenges for only this focus area.

**Availability of Report**

This report and past submissions are available to the JJC community and can be downloaded at the following link:

<http://www.jjc.edu/admin/ie>  
Click on **Performance Report**

Paper copies are available for the Office of Institutional Research & Effectiveness.  
Call or email Joe Offermann at 815-280-2211 or [jofferma@jjc.edu](mailto:jofferma@jjc.edu)

**MISSION STATEMENT**

Joliet Junior College enriches people’s lives through affordable, accessible, and quality programs and services. The college provides transfer and career preparation, training and workforce development, and a lifetime of learning to the diverse community it serves.

**VISION STATEMENT**

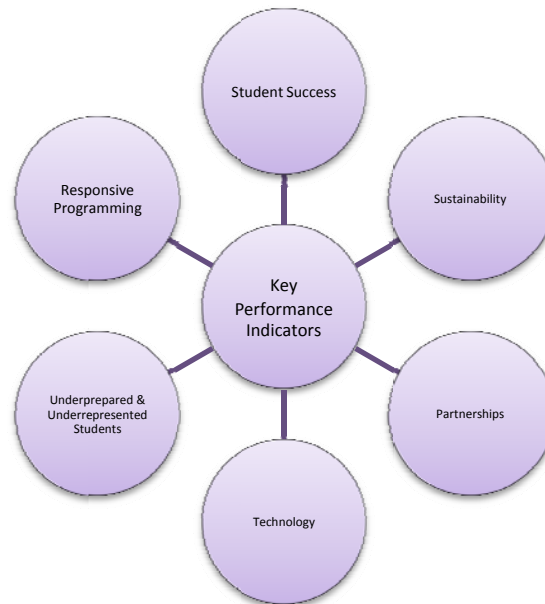
Joliet Junior College, the nation’s first public community college, will be a leader in teaching and learning, and the first choice for postsecondary education.

**STRATEGIC GOALS**

1. Improve student success with an emphasis on enrollment, retention, graduation, and transfer rates and effective teaching strategies and learning outcomes.
2. Increase institutional sustainability with an emphasis on obtaining necessary resources, state-of-the-art facilities, professional development, and environmental stewardship.
3. Increase and improve partnerships with organizations that support the college’s mission.
4. Utilize technology strategically to advance teaching and learning, expand online and alternative delivery methods, and enable effective administrative and support services.
5. Improve the success of minority, underrepresented and underprepared student populations in addition to closing the gap between high school and college performance.
6. Develop programs that anticipate and respond to labor market demand.

**PERFORMANCE EVALUATION**

Performance will be evaluated on the basis of key performance indicators built around strategic goals.

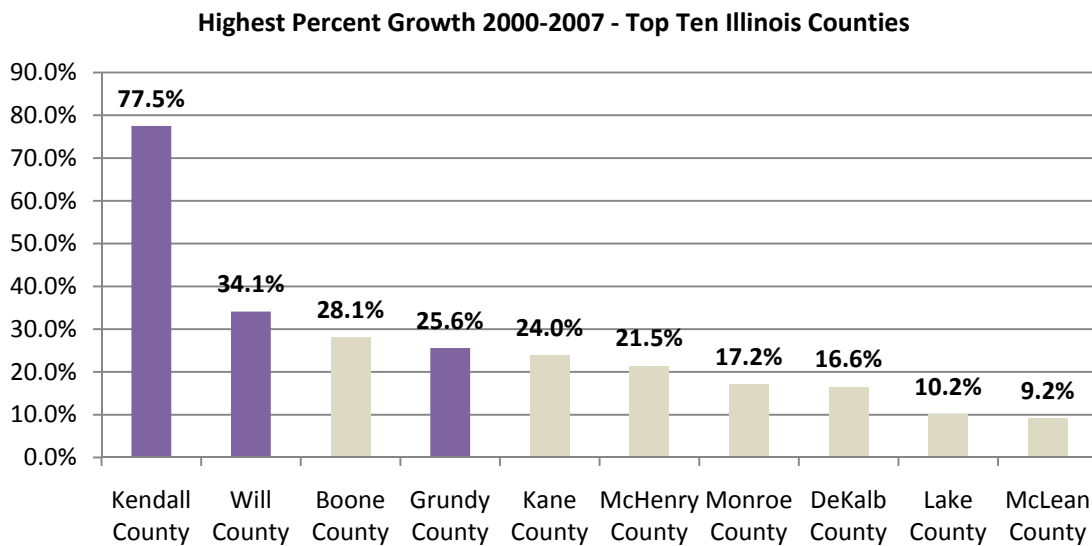


**Environmental Analysis - District Growth and Changing Demographics**

The Joliet Junior College district straddles seven counties covering a 1,442 square mile area and serves a population of over 600,000 residents; the district remains one of the most rapidly growing areas in the nation.

Since 2000, Will County has grown by 34.1%, making it second in percent growth in Illinois behind Kendall County. Figure 1.1 depicts the top ten highest percent growth counties in Illinois 2000-2007, three of which are within the Joliet Junior College district (*Kendall, Will, and Grundy*).

Figure 1.1. Top Ten Illinois Counties in Percent Growth 2000-2007



Source: Population Division, U.S. Census Bureau Release Date – March 20, 2008

Will County’s population alone is expected to increase from 502,584 to 1,076,446 residents by 2030 representing an increase of 114% from the 2000 population. It is predicted Will County will have the highest numeric growth after Cook County and the highest overall percent growth for the next 20-30 years. The population of Will County is predicted to surpass DuPage County’s 2000 population of 904,161 residents and the 2030 projection of 1,003,702.<sup>1</sup>

Table 1.1. Northeastern Illinois County Forecasts

County	Population			2030 vs. 2006		2030 vs. 2000	
	2000	2006	2030	# Change	% Change	# Change	% Change
Cook	5,376,741	5,288,655	5,952,794	664,139	12.6%	576,053	10.7%
DuPage	904,161	932,670	1,003,702	71,032	7.6%	99,541	11.0%
Kane	404,119	493,735	718,464	224,729	45.5%	314,345	77.8%
Lake	644,463	713,076	841,860	128,784	18.1%	197,397	30.6%
McHenry	260,077	312,373	457,594	145,221	46.5%	197,517	75.9%
Will	502,584	668,217	1,076,446	408,229	61.1%	573,862	114.2%

<sup>1</sup> Northeastern Illinois Planning Commission - Endorsed 2030 Forecasts  
[http://www.chicagoareaplanning.org/data/forecast/2030\\_revised/ENDORSED\\_2030\\_forecasts\\_9-27-06.xls](http://www.chicagoareaplanning.org/data/forecast/2030_revised/ENDORSED_2030_forecasts_9-27-06.xls)

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The City of Joliet consists of 6 zip codes 60431-60436. As of July 2007, Joliet is the fourth largest city in the state of Illinois and is included as one of the 25 fastest growing cities in the nation. Many of the fastest growing communities in Illinois are located within the JJC district. Plainfield increased in size by more than 3,000 between July 1, 2006, and July 1, 2007; the village trailed only Chicago, Joliet, and Elgin in numeric growth for the same period.<sup>2</sup> Table 1.2 below represents the top five communities in expected numeric growth by zip code while Table 1.3 shows the top five by percent growth, both for the period 2006 until 2011. Plainfield (Zip Code 60586) is predicted to be the fastest growing zip code in numeric growth from 2006 to 2011 with a projected increase of 18,608 residents. Beecher (Zip Code 60401) is expected to be the fastest percent growth for the same period 2006-2011 with a predicted 55.2% increase.

*Table 1.2. JJC District Top Five Zip Codes by Numeric Growth*

Zip Code	Description	Population		Numeric Growth
		2006	2011	
60586	Plainfield	45,714	64,322	18,608
60435	Joliet	64,752	82,754	18,002
60564	Naperville	51,532	66,644	15,112
60440	Bolingbrook	55,374	69,220	13,846
60431	Joliet	37,107	50,706	13,599

*Table 1.3. JJC District Top Five Zip Codes by Percent Growth*

Zip Code	Description	Population		Percent Growth
		2006	2011	
60401	Beecher	6,540	10,152	55.2%
60447	Minooka	15,048	22,566	50.0%
60442	Manhattan	7,836	11,628	48.4%
60490	Bolingbrook	15,652	22,066	41.0%
60585	Plainfield	15,851	22,309	40.7%

<sup>2</sup> [http://www.suburbanchicago.com/heraldnews/news/1048929,4\\_1\\_JO10\\_PCENSUS\\_S1.article](http://www.suburbanchicago.com/heraldnews/news/1048929,4_1_JO10_PCENSUS_S1.article)

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Between 2005 and 2015 the minority population in the JJC District is expected to increase from 25.8% to 30.7% of the total District population.<sup>3</sup> Persons of Hispanic origin are projected to increase by 19.6% as of 2010 and by 73.6% as of 2015 in the JJC district.<sup>4</sup>

Table 1.4. Race Breakdowns in JJC District 2005-2015

Race	JJC District Population*			2015 vs. 2010		2015 vs. 2005	
	2005	2010	2015	# Change	% Change	# Change	% Change
American Indian /Alaskan Native	1,011	1,231	1,389	158	12.8%	378	37.4%
Hispanic	79,105	114,780	137,328	22,548	19.6%	58,223	73.6%
African American	64,674	77,335	87,089	9,754	12.6%	22,415	34.7%
Asian	20,813	30,561	36,656	6,095	19.9%	15,843	76.1%
White Non-Hispanic	496,789	562,447	619,249	56,802	10.1%	122,460	24.7%
2 or More Races	7,779	10,268	11,888	1,620	15.8%	4,109	52.8%
Total:	670,171	796,622	893,599	96,977	12.2%	223,428	33.3%
All Minorities	173,382	234,175	274,350	40,175	17.2%	100,968	58.2%

\*Nearly all of Will and Grundy Counties are included in the Joliet Junior College district and are used in this analysis, the Joliet Junior College district also covers parts of Kendall, Livingston, Cook, LaSalle, and Kankakee Counties.

- The states with at least half a million Hispanic residents are the following: Arizona, California, Colorado, Florida, Georgia, **Illinois**, Nevada, New Jersey, New Mexico, New York, North Carolina, Texas and Washington.<sup>5</sup>
- These new residents will become a larger part of the state’s overall student population.
- They will need a visible, ongoing presence of bilingual college personnel and faculty to whom they can turn for credible guidance and leadership.

Due to immigration and natural increase, an influx of non-native speakers for whom Spanish is the primary language is occurring and will continue to do so over the next several years. Just over 35,000 residents of Will County currently indicate Spanish as their primary language representing 7.0% of the population.

Twenty-five percent of Hispanic students fall behind their classmates and are over-aged as they begin high school. This relates to poor academic performance and a 45% to 50% dropout rate. New residents will become a larger part of the JJC student and public communities. They will need a visible, ongoing presence of bilingual college personnel and faculty to whom they can turn for credible guidance and leadership.<sup>6</sup>

<sup>3</sup> Joliet Junior College and Illinois Population Projections by Age, Race, & Gender, 2005-2015  
[http://www.jjc.edu/admin/ie/Information/Projections/JJC\\_County\\_Demographics\\_2005\\_15.pdf](http://www.jjc.edu/admin/ie/Information/Projections/JJC_County_Demographics_2005_15.pdf)  
 U.S. Census Bureau: <http://www.census.gov/>

<sup>4</sup> Joliet Junior College and Illinois Population Projections by Age, Race, & Gender, 2005-2015  
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<sup>5</sup> Hispanic Americans Census Facts: <http://www.infoplease.com/spot/hhmcensus1.html>

<sup>6</sup> Hispanic Americans Census Facts: <http://www.infoplease.com/spot/hhmcensus1.html>

***Implications to the Community and Joliet Junior College:***

The demographic characteristics of the District 525 populations must be studied more in-depth to better understand and prepare students for college; campus leaders must study demographic and characteristic trends of pre-admits (P-12 group) to get an understanding for what is important and necessary for them to succeed. Ignoring the trends will cause strains on all services at the College in both the academic and student service areas. Although, for the most part, the increased population may be welcomed some implications to the community and the college may include:

- Increased congestion
- Infrastructure problems
- Overcrowded school districts with under-prepared students for college
- Lag in tax base revenue due to constant changes in new and existing housing market
- Most of the predicted growth is in Asian and Latino populations
- Relatively flat growth in White Non-Hispanic and African-American populations
- Significant increase in linguistic minorities and multilingual populations
- More market business and industry response to the more diverse population
- Increased impact of globalization in the district
- Increased emphasis in religious diversity, particularly Muslim populations
- JJC District becoming a melting pot
- Increased need for services and programs that enhance access to college, including increased awareness of financial aid
- Increased need for services such as ESL for students and parents
- Greater need for bilingual staff and faculty
- Need for new academic programs responsive to residents needs
- Systems and applications will need to be available in multiple languages
- Need to present brochures and training programs in multiple languages
- Continued need to promote cultural diversity
- Need to address a technology gap and technology accessibility issues
- Increased need for services in multiple languages
- Realign organizational structures designed to serve a traditional population toward a more racially, ethnically, and linguistically diverse society

**Environmental Analysis - Rapid Enrollment Growth**

Changes in the external environment to JJC will have a significant impact on the college. JJC will likely experience a very rapid and large enrollment growth over the next 10-20 years; this predication is based mainly on the explosive growth of the K-12 sector within the JJC district. As a whole, the State of Illinois is projected to witness almost no enrollment growth in K-12 education in the next seven years. This is in stark contrast to the JJC district. In the next seven years, K-12 enrollment in Grundy County is projected to grow by 35%, 68% in Will County, and more than double in Kendall County at 127% (see Table 1.5).

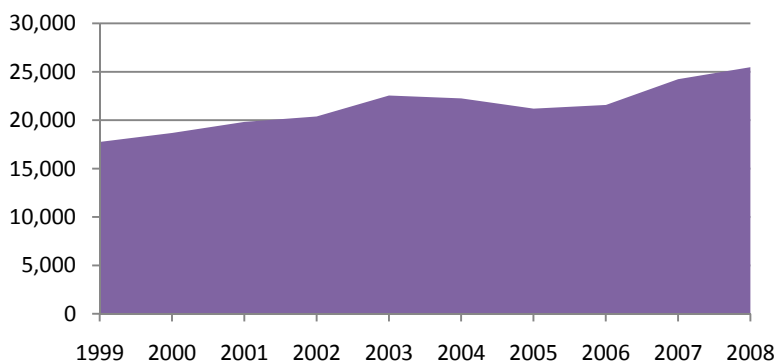
*Table 1.5. Fast Growing Counties in K-12 Enrollment in Illinois by Rank<sup>7</sup>*

Rank	County	2004-2013% change
1	Kendall	127%
2	Will	68%
3	Boone	44%
4	McHenry	38%
5	Grundy	35%
All Illinois		0.6%

Three of these counties are in JJC’s district: Will, Grundy, and Kendall. Nearly all Illinois counties are projected to witness decreases in K-12 enrollment growth. As a result, nearly all of the K-12 enrollment growth in the state of Illinois over the next three to five years will be in the JJC district.

The district is and will continue to see enrollment growth based on significant increased demand of online classes, the addition of high school dual credit enrollment, general shift from noncredit to credit course offerings, and the rapid K-12 enrollment growth. These factors are pushing enrollment at JJC to new highs from 1999-2008 and can be seen on Figure 1.2.

*Figure 1.2. JJC Annual Credit Enrollment by Fiscal Year (1999-2008)*



1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
17,661	18,690	19,826	20,385	22,558	22,254	21,198	21,578	24,237	25,485

<sup>7</sup> Illinois State Board of Education. (2004, February). Illinois Public School Enrollment Projects: 2004-5 to 2012-13. Online: [http://www.isbe.net/research/pdfs/public\\_school\\_enrollment.pdf](http://www.isbe.net/research/pdfs/public_school_enrollment.pdf)

***Implications for the Community and Joliet Junior College:***

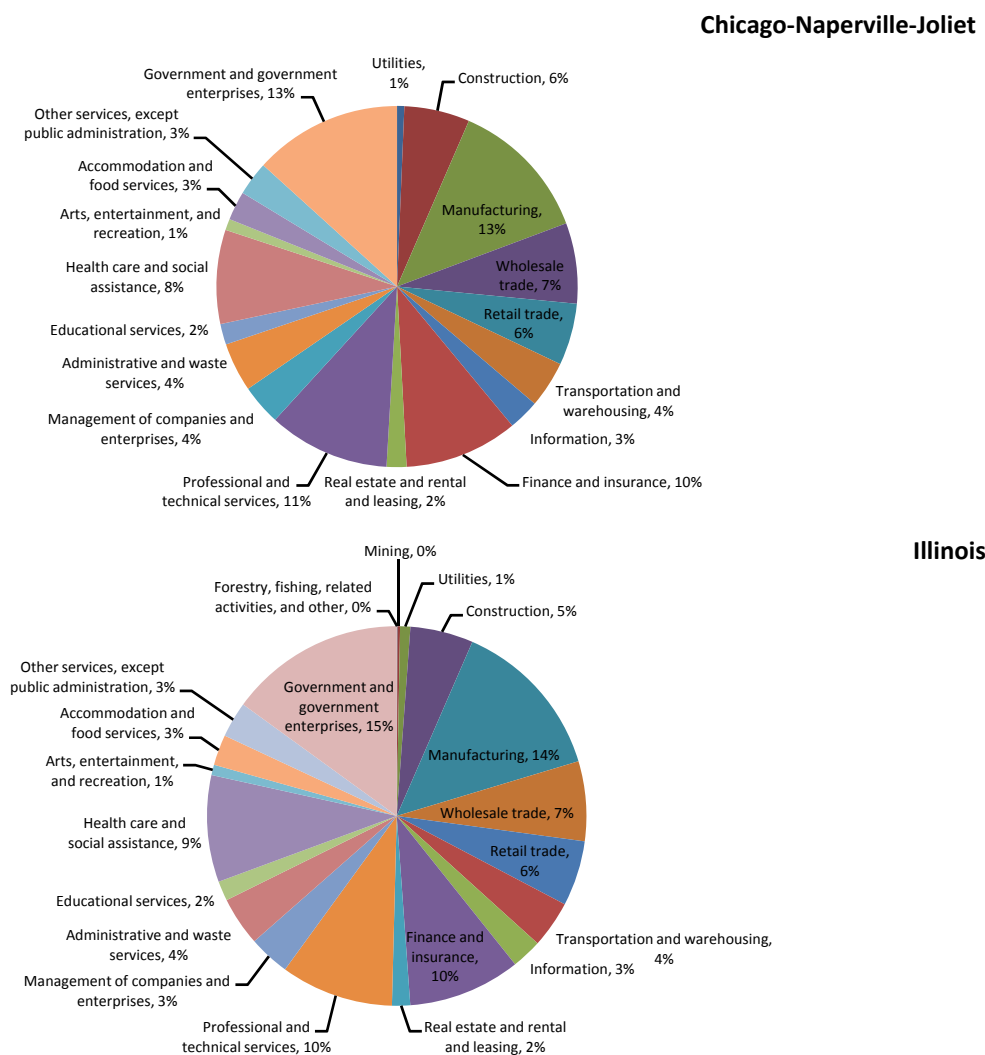
- Increase to number of high schools in the area
- More need for education funding
- Need programs to bring students to acceptable levels of education
- Under prepared K-12 students
- Workplace soft skills are lacking
- Need quality faculty, more difficult to sustain and retain quality faculty
- Parents may be less involved in their child's education
- Potential increase to enrollment
- Possible increase to traditional age student
- Dual credit/enrollment opportunities
- Increase to developmental courses
- Physical space issues
- Possible or potential increase to full-time and part-time faculty
- Increase to distance education due to needs and lack of space
- More sites – accessibility
- Greater connections between pre-elementary, elementary, secondary and post-secondary education
- Inter-departmental collaboration/systematic approach to learning
- Increased attention paid to removing barriers between high school and college
- Potential increase to workforce development
- Tech/occupational/applied science demands
- Expanded tutoring needs or services More public awareness/visibility for both traditional and non-traditional aged students
- Bigger pool of candidates for future jobs
- Outreach to traditional and nontraditional age
- Work force development
- Increased potential for more partnership opportunities

***Environmental Analysis - Labor Force, Business, & Industry Trends***

A large variety of employers contribute to the local economy and the JJC district must be in tune with current and projected workforce trends to not only maintain but increase the variety of services it offers to support the local economy and its training needs. The overall vastness of the JJC district makes this task difficult. The college realizes there are critical needs to expand services, through the utilization of not only increased physical space but through the use of technology to allow greater access to JJC throughout the region. Changes in the workplace and globalization itself will compel JJC to partner with the community to take the entire district to a new level.

Although globalization affects the manufacturing industry this sector stills plays a major role in the JJC region as well as Illinois, this can be seen in Figure 1.3; 13% of the wages in the Chicago-Naperville-Joliet region are distributed to this sector and 14% in Illinois overall.

Figure 1.3. Compensation Distribution by NAICS Industry for Chicago-Naperville-Joliet and Illinois<sup>8</sup>

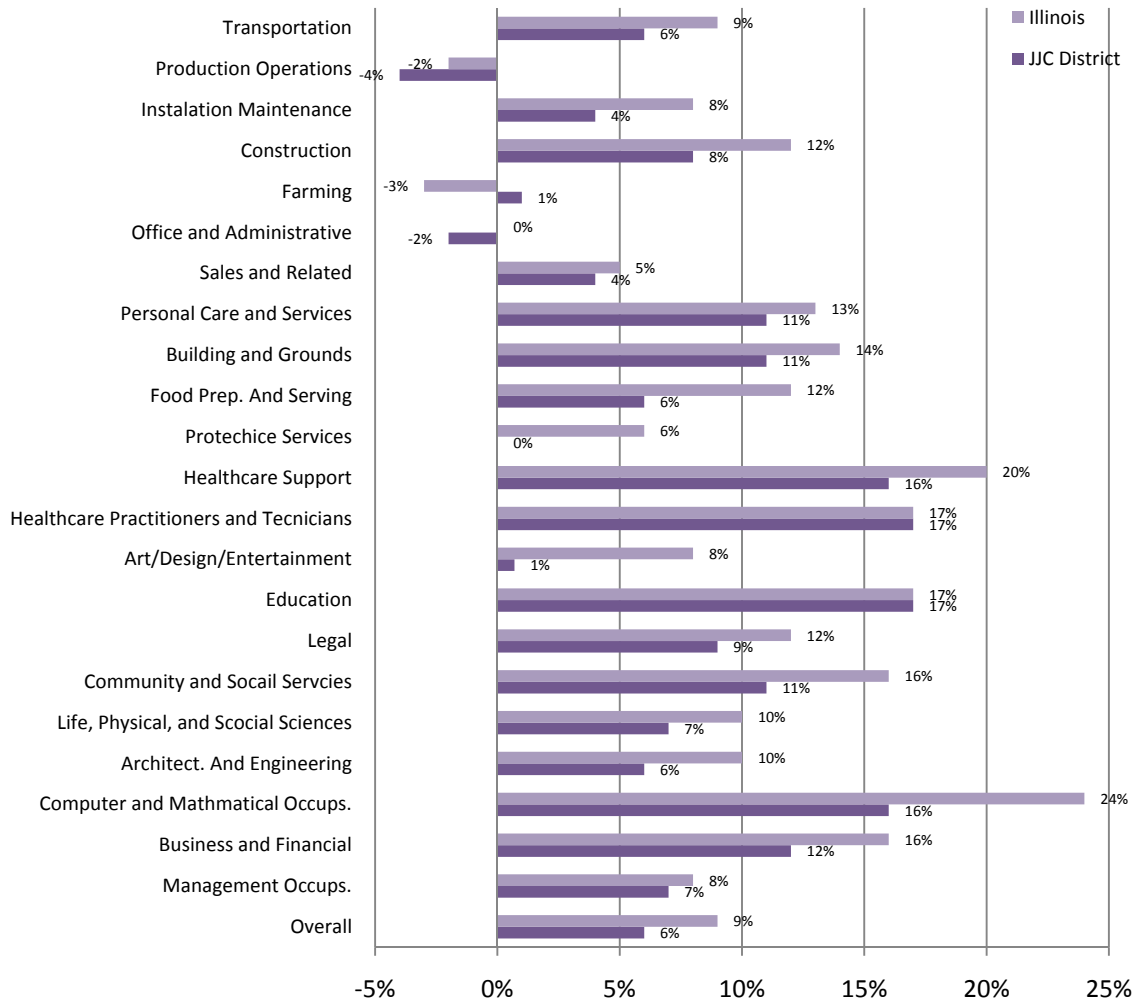


<sup>8</sup> Source: Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce: <http://www.bea.gov/regional/spi/SA06Nfn.cfm>

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Figure 1.4 projects the change in employment by sector between 2004 and 2014. The State of Illinois Department of Employment Security (IDES) projects the fastest growing occupational areas in the JJC district will be in the areas of computer networking and database administration; health care; education; business and financial services; and construction.

Figure 1.4. Projected Change in Labor Market by SOC Code for JJC District and Illinois 2004-2014



Source: Illinois Department of Employment Security, <http://mi.ides.state.il.us/projections/employproj.htm>  
 SOC Definitions: [http://mi.ides.state.il.us/PDFs/soc\\_definitions.PDF](http://mi.ides.state.il.us/PDFs/soc_definitions.PDF)

***Implications for the Community and Joliet Junior College:***

- Ability to retain high-skilled labor in the JJC district
- Changing work structures to acknowledge more shared responsibilities for work and family
- Creation of an underground economy with workers being paid by cash
- Decreased presence and academic success of males in all levels of school
- Focus on credentials and skills
- Focus on increase attention on “soft” skills needed in the workplace (leadership, teamwork, time management, etc.)
- Increased attention paid to revitalization of existing areas
- Increased employment in labor force areas traditionally held by international immigrants
- Increased need to engage retirees
- Increased need to understand what it means to be college and work ready
- Lack of high-skilled workers
- Long-term impact for males is not positive in the human capital economy
- Potential to lose high-skilled workers to areas outside of the JJC district
- More training and development tied to transportation, warehousing and logistics
- Most of the job loss in manufacturing is in low-skill, low-wage jobs
- Need for culturally based services
- Preparing younger workers to replace retiring workers
- Revise work policies
- State and Federal governments will continue to hold education accountable for preparing students for college and work
- There will possibly be a creation of underclass that do not meet labor force skill needs

This analysis was conducted as a basis for the [Joliet Junior College Strategic Plan 2008-2011](#) through the use of environmental scanning or “trend spotting” at the local, state, and federal level.<sup>9</sup> The overall study of core environmental trends may be viewed at the following link:

[http://www.jjc.edu/admin/ie/quality/Internal/strategic\\_plan/strategic\\_plan.htm](http://www.jjc.edu/admin/ie/quality/Internal/strategic_plan/strategic_plan.htm)

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<sup>9</sup> Lapin, J. (2004) *Using External Environmental Scanning and Forecasting to Improve Strategic Planning*  
[http://www.jjc.edu/admin/ie/quality/Internal/strategic\\_plan/JAR%20112%20Lapin.pdf](http://www.jjc.edu/admin/ie/quality/Internal/strategic_plan/JAR%20112%20Lapin.pdf)

***Affordability Goal: Help insure that college is affordable to all Illinoisans.***

**Part 1. Fiscal Year 2008 Accomplishments – Affordability Goal**

With college tuition and fees on the rise across the country, JJC continues to be an affordable option when it comes to obtaining a quality education. The mission of JJC has remained constant since it was founded in 1901--to provide quality, accessible and affordable education to students. That's why the cost of one year at Joliet Junior College is \$2,280--still less than the average cost of one year at an Illinois community college at \$2,392.

According to an Associated Press report published in October 2007, average tuition and fees at four-year public colleges rose 6.6 percent, exceeding increases in financial aid.

Tuition at JJC (\$2,280) is considerably less than:

- the average cost of one year at an Illinois public university at \$8,196
- the average cost of one year at an Illinois private university at \$19,132

There is much more to Joliet Junior College than its affordable education, quality is not ignored.

JJC offers a superior teaching and learning environment with over 100 degree and certificate programs. JJC has 206 full-time faculty members--the second most full-time instructors for community colleges in Illinois--and more than 80 percent of JJC professors have a master's degree or higher.

With high quality programs and low tuition it should come as no surprise that, year after year, JJC is the college of choice for thousands of district residents.

JJC became the first community college in the state to offer students the newest, most efficient way to apply for scholarships: online. In just a few minutes and with a few clicks, students can apply for many scholarships online through the Scholarship Tracking and Review System (STARS).

The Office of Institutional Advancement held its 4th Annual JJC is Good for Us employee giving campaign to encourage employees to invest in increasing the success of JJC students. This year, Joliet Junior College employees gave \$30,196 as part of the *JJC is Good for Us* fund raising campaign. This represents a 3.9% increase over the previous fiscal year. The funds will be given back to the students in the form of scholarships, the Student Emergency Fund, and other projects.

JJC has partnered with Western Illinois University (WIU) to provide its graduates the opportunity to earn a Bachelor of Arts degree without having to leave the district. Through the WIU Board of Trustees Bachelor of Arts (BOT/BA) degree program, place-bound students within the JJC District 525 can now earn a bachelor's degree from WIU without having to relocate. Students can transfer up to 80 semester hours of credit from JJC to the BOT/BA degree program and complete BOT/BA degree requirements through online and independent study courses. The WIU partnership also maintains JJC's tradition of providing access to quality, affordable education. Through a cost guarantee program implemented by WIU, all transfer undergraduate students who will earn or have earned an associate's degree and transfer following the completion of their degree will receive a fixed tuition and fee rate for a four-year period. This remains in effect as long as the student maintains continuous enrollment in the university as an undergraduate.

The Joliet Junior College Foundation held its only fundraising event of the year, the 18<sup>th</sup> annual golf outing, on June 16 at the Joliet Country Club. Since 1989, the Foundation has planned the event to raise money for student scholarships. Last year's outing raised \$32,000 in scholarship money, contributing to the general scholarship fund to provide 794 scholarships to students that totaled \$680,041. The golf outing is held in a different community within the JJC district every two years. In addition to the raffle prizes, the Foundation has for the last three years presented a \$1,000 mayoral scholarship to the mayor of the town the golf outing is held in. The event is located throughout the college's district, mayors of each town are invited to attend and accept a \$1,000 scholarship for a local student that will be attending JJC. It allows a way to work hand in hand with public officials and provide scholarships for JJC area high school students. Since 1973, the Foundation has supported the college's students and faculty, as well as its mission to provide quality educational experiences through equipment, projects and programs.

The JJC Nursing Education program offered multiple information sessions for those interested about the nursing program. Sessions dates: Tuesday, June 3, at 11 a.m. and 1 p.m., Tuesday, June 10, at noon, Wednesday, June 25, at 3 p.m., and Wednesday, August 6, at 2 p.m. All sessions were or will be held on the Main Campus in C-2008. JJC had the second largest number of nursing graduates in the state in 2007 and admits more students on an annual basis than any other associate degree program in Illinois. The JJC nursing program is fully accredited by the National League for Nursing Accreditation Commission and approved by the Illinois Department of Financial and Professional Regulation.

Silver Cross hospital and JJC partnered to offer scholarships to area students for the Certified Nurse Assistant program. Silver Cross will select 12 students, eight students from JJC and four from the community to receive assistance. The assistance will include full tuition, in addition to books, uniforms, test fees, and all CPR trainings.

Over 100 colleges and universities were on hand for Joliet Junior College's *Annual College Night* in October. The annual event offered area high school students the opportunity to examine not only enrollment and transfer options, but also participate in financial aid seminars held by the Office of Student Financial Aid. The seminars gave parents and students the chance to ask questions about applying for financial aid and complete the FAFSA application.

The JJC Technical department held its annual College Night event in November 2007; over 30 colleges had representatives from their institutions present. Programs highlighted included: Architecture, Construction and Construction Management, Computer Aided Design & Drafting, Engineering & Engineering Technology, Industrial Technology, and Civil, Construction & Environmental Engineering. 2007 Attending Colleges List: <http://www.jjc.edu/Dept/Tech/CADD/CollegeNight/AttendeeLinks.html>

The JJC Tech Prep program offered a savings of \$63,998 to the parents of students attending the Grundy Area Vocational Center (GAVC) during the 2007-2008 Academic year. GAVC partners with JJC through the Tech Prep Dual Credit program; the program offers high school students who attend GAVC the opportunity to earn college credit, with no cost to the student or parent. Nine out of the 10 GAVC programs have articulation agreements with JJC – Auto Technology, Building Trades, Computer Maintenance Technology, Computer Applications, Criminal Justice, Early Childhood Education, Electricity/Robotics, Health Occupations, and Welding.

JJC hosted a weekend meeting of the Illinois Board of Higher Education Student Advisory Committee (IBHE-SAC), where student leaders from across the state met to discuss textbook prices, higher education affordability, the higher education budget, and academic programs. IBHE-SAC is a group of student leaders from both two- and four-year colleges and universities who work to represent the best interests of Illinois students.

JJC developed a the next level with a bachelor of business administration degree through JJC's new partnership with McKendree University. In this partnership, blended classes comprise a face-to-face instruction and an e-learning format. The degree can be completed in as little as 24 months when two courses are completed every eight weeks. Classes are affordable and conveniently held one evening per week. Financial aid is available to those who qualify in the form of Pell grants, MAP grants and student loans.

Joliet Junior College's Career Seekers Program was recently awarded a \$481,150 grant from the Workforce Investment Board of Will County and the County of Will for this fiscal year. Career Seekers, part of the college's Workforce Development office, is a program to provide academic and employment assistance to out-of-school youth. It provides members with assistance in achieving academic and employment success through skill-building activities, effective connections with employers, and ongoing support. Members develop leadership skills, learn how to make good decisions and grow as citizens. The Workforce Development office is part of Joliet Junior College's Community and Economic Development division.

JJC was recently awarded an \$11,000 grant through the Illinois Board of Higher Education's (IBHE) Illinois Cooperative Work Study Program. The state-funded program is designed to create internship opportunities in the community and develop partnerships with area businesses by using grant monies to match employer wages.

JJC Grundy County Workforce Services is now offering a new program to assist dislocated workers throughout the county, thanks to a \$41,090 grant from the Grundy Livingston Kankakee Workforce Board. The program helps people who have lost their job due to no fault of their own that may have difficulty obtaining new employment with their current skill set. With companies throughout the state performing layoffs or outsourcing their work, this grant program offers affected workers the chance to go through short-term training in order to update their skills in their current occupation, or to learn a new skill/trade altogether

**Part 2. Fiscal Year 2009 Plans – Affordability Goal**

Joliet Junior College currently utilizes seven types of institutional planning methods: strategic, operational, academic, master (or capital improvement), technology, financial, and enrollment management, and marketing planning. The Strategic Plan identifies institutional priorities and drives institutional planning and budgeting activities. Through these processes JJC is able to focus on what matters to the community and the college.

Affordability in community colleges can be best achieved when institutions and governments work together to develop a consensus for enhancing public policy goals, including equity, access, and the development of human capital.<sup>10</sup> Foreseeable challenges will come in assisting the community to understand the economic value of a JJC education particularly by viewing tuition and tax support to the college as investments as opposed to costs.

Performance will be evaluated on the basis of the following key performance indicators KPIs for this strategic goal.

- The net price paid by first-time, full-time JJC students in the two lowest income quintiles will cover the price of tuition, fees, and books
- JJC tuition and fees will be equal to or lower than the ICCB peer group average
- The average MAP Grant award amounts for JJC recipients will be higher than the ICCB peer group average
- The average IIA Grant award amounts for JJC recipients will be higher than the ICCB peer group average
- The average Pell Grant award amounts for JJC recipients will be higher than the ICCB peer group average
- The percent of JJC students receiving federal, state, and institutional aid will be higher than the ICCB peer group average
- JJC student loan default rates will be lower than the ICCB peer group average
- JJC will increase the number of students who apply for financial aid

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<sup>10</sup> *The New Liberal Approach to Community College Finance*: <http://www.jjc.edu/staff/rsmith/smith-wall-text-draft-4-2-07-pdf.pdf>

**Part 3. Common Institutional Indicators – Affordability Goal**

The net price is the price students actually pay for college (not the price charged by the college as publicized tuition and fees) - for a majority of JJC students the price is \$0. This is particularly the case for low income and middle income students at JJC, who may often receive a refund beyond tuition, fees, and books for other college expenses. Table 2.1 summarizes the net price paid by JJC first-time/full-time/degree-seeking students by quintile (please reference pages 15-17 for more detailed breakdowns by income quintiles); assuming a low-income student applies for financial aid and is enrolled in a degree-seeking program, they will pay nothing for tuition, fees, and books, with money left for other college expenses.

Table 2.1. Net Price Students Who Receive Financial Aid for Tuition, Fees, and Books Fall 2004-2006

Semester	Lowest Quintile	2 <sup>nd</sup> Quintile	3 <sup>rd</sup> Quintile	3 <sup>rd</sup> Quintile	Highest Quintile
Fall 2004	-\$2,109	-\$1,191	-\$235	-\$31	-\$169
Fall 2005	-\$2,581	-\$1,151	-\$516	-\$163	\$291
Fall 2006	-\$2,175	-\$1,397	-\$446	-\$227	\$7

JJC students are probably less likely to apply for financial aid than students at other colleges, although this is increasing. As a result, JJC students are more likely to rely on personal resources, instead of available financial aid, than students at other community colleges. Because students at 2-year colleges tend to come from lower-income and first-generation families, in general they are less likely to apply for financial aid and more likely to operate under the mistaken assumption that posted tuition accurately reflects what students really pay for college. An analysis by the American Council on Education (ACE), for instance, found that in one year, an estimated one million eligible students did not receive a Pell Grant simply because they did not apply for financial aid.<sup>11</sup> A probable reason for lower numbers of financial aid applicants at community colleges may have to do with difficulties low-income have in navigating complex financial aid procedures and forms, since a large number of which are first-generation college students.

Joliet Junior College will seek to increase the number of students applying for financial aid in the coming fiscal year as one of its Mission specific indicators. In turn the institution hopes to see and increase to the number of students also receiving financial aid. This will be measured through the percentage of full-time, first-time degree/certificate-seeking undergraduates who received any financial aid during the full academic year. The Fall 2006 cohort included 1,326 students; thirty-six percent (36%) or 482 students out of the Fall 2006 cohort received financial aid. The major challenge will be to make sure Joliet Junior College students receive financial assistance that is appropriate to meet their needs to attend JJC.

<sup>11</sup> American Council on Education, 2006, *Missed Opportunities Revisited. New Information on Students Who Do Not Apply for Financial Aid.*

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Table 2.2. Net Price Paid by First-Time, Full-Time, Degree-Seeking Students Fall 2006

Student/Family Income	Total #	Federal Programs				State Programs				Institutional Programs				Total	
		PELL		FSEOG		MAP		IIA		Scholarships, Grants, Fellowships, Traineeships		Tuition Waivers		Any Financial Aid	
		#	\$	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
\$0-28,599	166	160	\$1,651	7	\$300	139	\$803	90	\$250	25	\$728	0	\$0	166	\$3,745
\$28,600-50,001	109	97	\$1,162	1	\$300	80	\$602	15	\$250	23	\$657	0	\$0	109	\$2,967
\$50,002-74,437	67	19	\$747	0	\$0	22	\$533	0	\$0	28	\$827	0	\$0	67	\$2,016
\$74,438-106,220	54	3	\$233	0	\$0	2	\$250	0	\$0	25	\$639	0	\$0	54	\$1,343
\$106,221 & Up	22	0	\$0	0	\$0	1	\$250	0	\$0	11	\$659	0	\$0	22	\$1,563
Unknown	47	0	\$0	0	\$0	0	\$0	0	\$0	47	\$975	0	\$0	47	\$1,193
<b>Total</b>	<b>465</b>	<b>279</b>	<b>\$1,404</b>	<b>8</b>	<b>\$300</b>	<b>244</b>	<b>\$706</b>	<b>0</b>	<b>\$0</b>	<b>159</b>	<b>\$790</b>	<b>0</b>	<b>\$0</b>	<b>465</b>	<b>\$2,670</b>

Table 2.3. Net Price, Tuition Fees, and Books After Removing Financial Aid Fall 2006

Student/Family Income	Tuition & Books	Financial Aid	Net Price
\$0-28,599	\$1,570	\$3,745	-\$2,175
\$28,600-50,001	\$1,570	\$2,967	-\$1,397
\$50,002-74,437	\$1,570	\$2,016	-\$446
\$74,438-106,220	\$1,570	\$1,343	-\$227
\$106,221 & Up	\$1,570	\$1,563	\$7
Unknown	\$1,570	\$1,193	\$377
<b>Total</b>	<b>\$1,570</b>	<b>\$2,670</b>	<b>-\$1,100</b>

Table 2.4. Net Price of Attendance After Financial Aid Fall 2006

Student/Family Income	Cost of Attendance*	Financial Aid	Net Price
\$0-28,599	\$3,215	\$3,745	-\$530
\$28,600-50,001	\$3,215	\$2,967	\$248
\$50,002-74,437	\$3,215	\$2,016	\$1,199
\$74,438-106,220	\$3,215	\$1,343	\$1,872
\$106,221 & Up	\$3,215	\$1,563	\$1,652
Unknown	\$3,215	\$1,193	\$2,022
<b>Total</b>	<b>\$3,215</b>	<b>\$2,670</b>	<b>\$545</b>

\* Cost of Attendance is the price of tuition, fees, books, supplies, travel, and living expenses incurred while enrolled in college for dependent student living at home.

Assumes student enrolled for 15 credit hours in the fall 2006 term.

Source for estimated expenses: College Opportunities Online Locator-COOL

**Part 4. Mission-Specific Indicators – Affordability Goal**

Performance will be evaluated on the basis of the following key performance indicators KPIs for this strategic goal.

- The net price paid by first-time, full-time JJC students in the two lowest income quintiles will cover the price of tuition, fees, and books (*See Common Institutional Indicators*)
- JJC tuition and fees will be equal to or lower than the ICCB peer group average
- The average MAP Grant award amounts for JJC recipients will be higher than the ICCB peer group average
- The average IIA Grant award amounts for JJC recipients will be higher than the ICCB peer group average
- The average Pell Grant award amounts for JJC recipients will be higher than the ICCB peer group average
- The percent of JJC students receiving federal, state, and institutional aid will be higher than the ICCB peer group average
- JJC student loan default rates will be lower than the ICCB peer group average
- JJC will increase the number of students who apply for financial aid

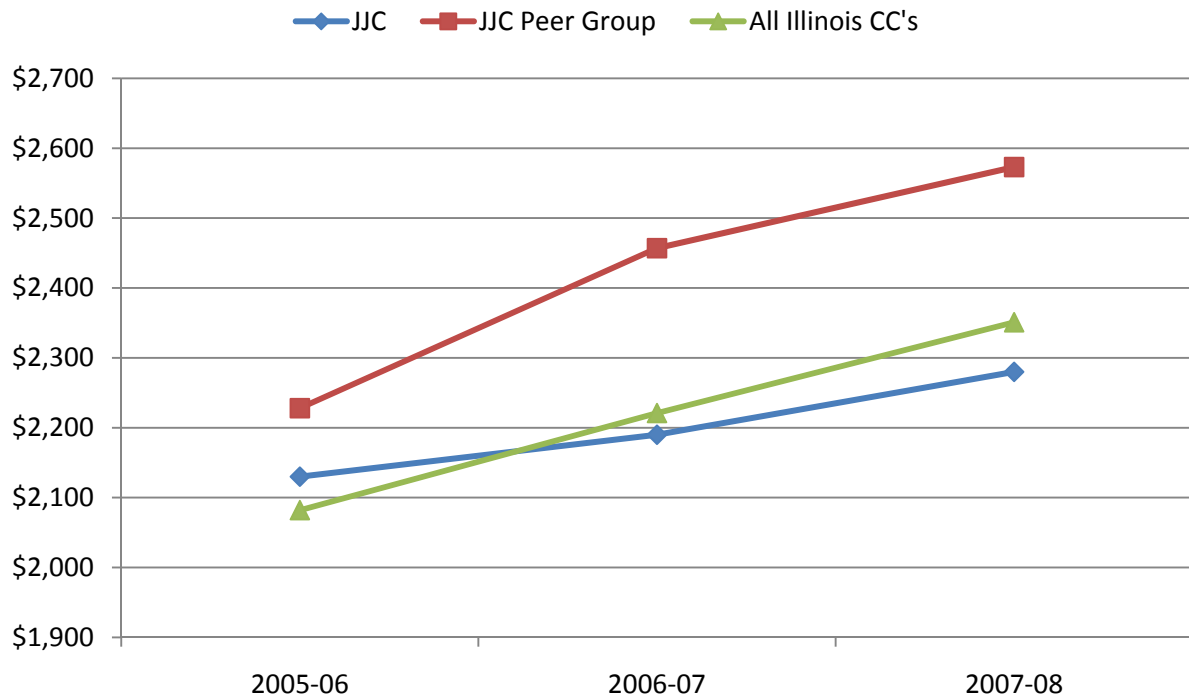
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**JJC Goal: JJC tuition and fees will be equal to or lower than the ICCB peer group average**

Table 2.5. Tuition and Fees at JJC, Peer Group<sup>12</sup>, and Illinois Community Colleges (ICCB 3M1)

College	2005-06	2006-07	2007-08	2005-08 %Change
JJC	\$2,130	\$2,190	\$2,280	7.0%
JJC Peer Group	\$2,228	\$2,457	\$2,573	15.5%
All Illinois CC's	\$2,082	\$2,221	\$2,351	12.9%

Figure 2.1. Tuition and Fees at JJC, Peer Group, and Illinois Community Colleges Graph



<sup>12</sup> JJC Peer Group: DuPage, Lake County, Triton, Moraine Valley, Oakton, and Harper  
 Calculations Assume 30 Credit Hours

**JJC Goal: The average MAP<sup>13</sup> Grant award amounts for JJC recipients will be higher than the ICCB peer group average**

Figure 2.2. MAP Grant Recipients as Percentage of All Students at JJC, Peer Group<sup>14</sup>, and Illinois Community Colleges 2003-2007 (ICCB 3M2)

Description	2003	2004	2005	2006	2007
% at JJC Receiving Map Grants	5.2%	5.3%	6.3%	6.4%	5.9%
% at JJC Peer Group Receiving Map Grants	4.4%	5.0%	5.8%	5.9%	5.8%
% at All Illinois CC's Receiving Map Grants	7.0%	7.4%	8.4%	8.5%	8.4%

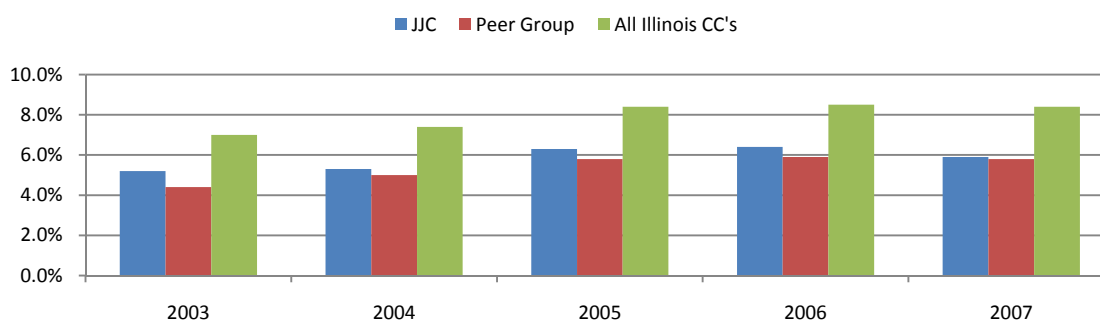
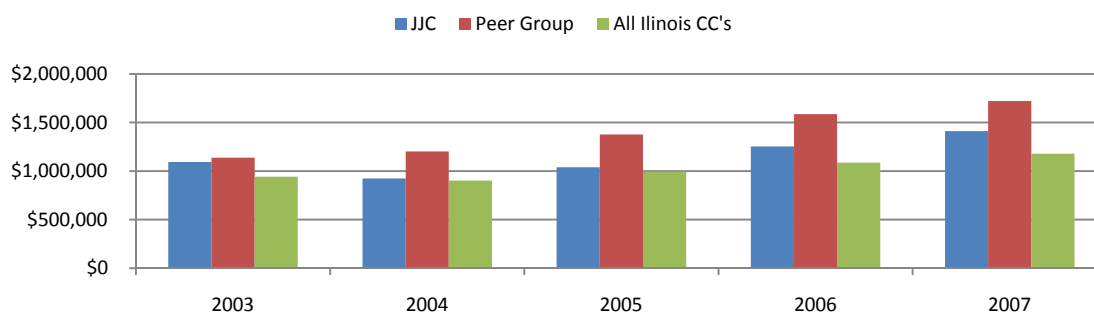


Figure 2.3. Average Map Grant Dollars Received at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 3M2)

Description	2003	2004	2005	2006	2007
JJC	\$ 1,093,350	\$ 924,078	\$ 1,040,289	\$ 1,253,506	\$ 1,412,230
JJC Peer Group Average	\$ 1,138,917	\$ 1,202,841	\$ 1,378,045	\$ 1,585,714	\$ 1,721,585
Illinois Average	\$942,818	\$902,104	\$994,936	\$1,087,664	\$1,179,065



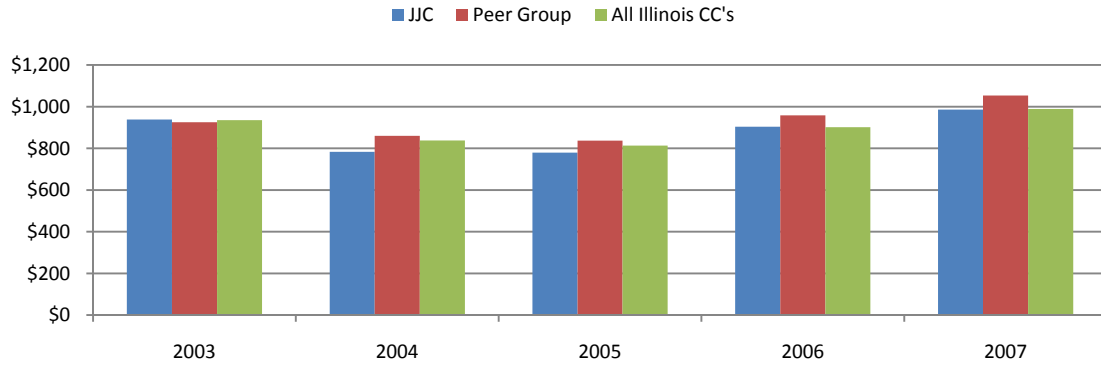
<sup>13</sup> The Monetary Access Program (MAP) Grant award is a state need-based aid award. It is generally awarded to low-income and lower-middle income students. Number of MAO recipients t at JJC FY 2003-2007: 1,166, 1,180, 1,335 1,386 and 1,432

<sup>14</sup> JJC Peer Group: DuPage, Lake County, Triton, Moraine Valley, Oakton, and Harper  
 Calculations Assume 30 Credit Hours

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Figure 2.4. Average Map Grant Award at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 3M2)

Description	2003	2004	2005	2006	2007
JJC Average	\$ 938	\$783	\$779	\$904	\$986
JJC Peer Group Average	\$925	\$860	\$837	\$958	\$1,053
Illinois Average	\$935	\$838	\$813	\$901	\$989



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**JJC Goal: The average IIA<sup>15</sup> Grant award amounts for JJC recipients will be higher than the ICCB peer group average**

Figure 2.5. IIA Grant Recipients as a Percent of All Students at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 3M3)

Description	2003	2004	2005	2006	2007
% Receiving IIA Grants at JJC	1.3%	1.4%	1.5%	1.5%	1.5%
% Receiving IIA Grants at Peer Colleges	0.9%	1.0%	1.0%	1.0%	1.2%
% Receiving IIA Grants a Illinois CC's	1.5%	1.7%	1.9%	1.9%	2.2%

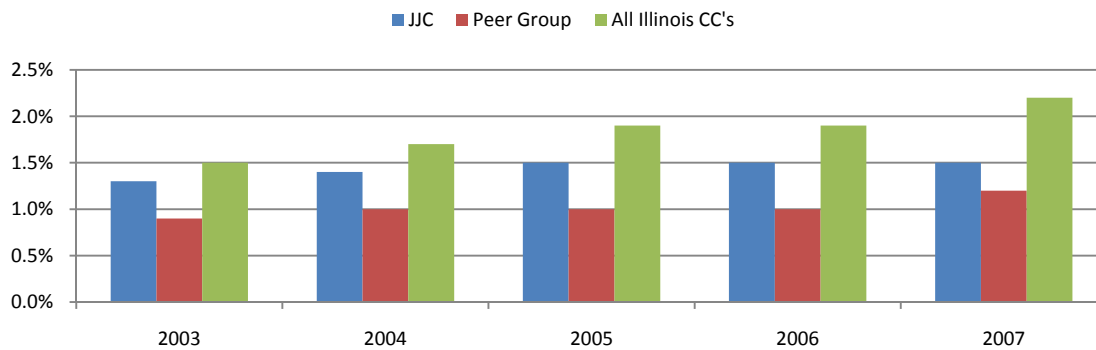
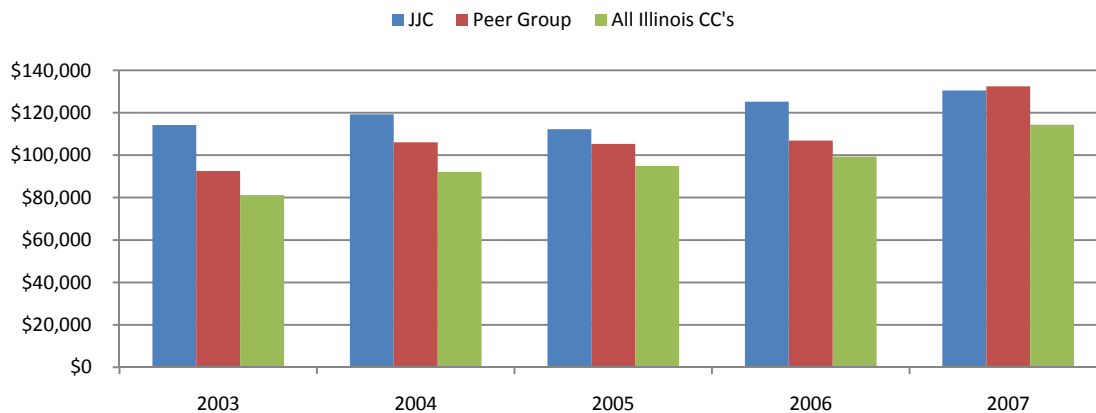


Figure 2.6. Total IIA Grant Dollars Received at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 3M3)

Description	2003	2004	2005	2006	2007	03-07 % Change
JJC	\$114,175	\$119,250	\$112,250	\$125,250	\$130,500	14.3%
Peer Group Average	\$92,534	\$106,083	\$105,292	\$106,917	\$132,458	43.1%
All Illinois CC's Average	\$81,128	\$92,125	\$94,917	\$99,365	\$114,349	41.0%

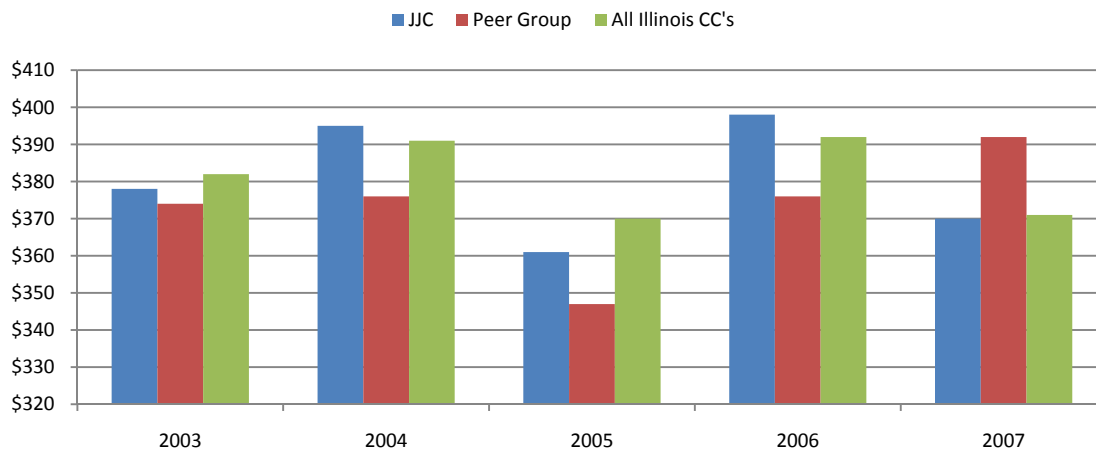


<sup>15</sup> The Illinois Incentive for Access Grant is based on the financial need of the student by the State of Illinois. It is a \$500 scholarship awarded to students in the lowest income quintile whose expected family contribution to the college is zero. IIA recipients at JJC FY 2003-2007: 302, 302, 312, 315, and 353

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Figure 2.7. Average IIA Grant Award at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 3M3)

Description	2003	2004	2005	2006	2007	03-07 % Change
JJC Average	\$378	\$395	\$361	\$398	\$370	-2.1%
JJC Peer Group Average	\$374	\$376	\$347	\$376	\$392	4.8%
Illinois Average	\$382	\$391	\$370	\$392	\$371	-2.9%



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**JJC Goal: The average Pell<sup>16</sup> Grant award amounts for JJC recipients will be higher than the ICCB peer group average**

Figure 2.8. Pell Grant Recipients as a Percentage of All Students at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 3M4)

Description	2003	2004	2005	2006	2007
% Receiving Pell Grants at JJC	7.0%	7.3%	8.2%	8.2%	8.2%
% Receiving Pell Grants at Peer Colleges	6.7%	7.5%	7.9%	8.2%	7.9%
% Receiving Pell Grants at Illinois CC's	10.7%	11.6%	12.1%	12.2%	11.9%

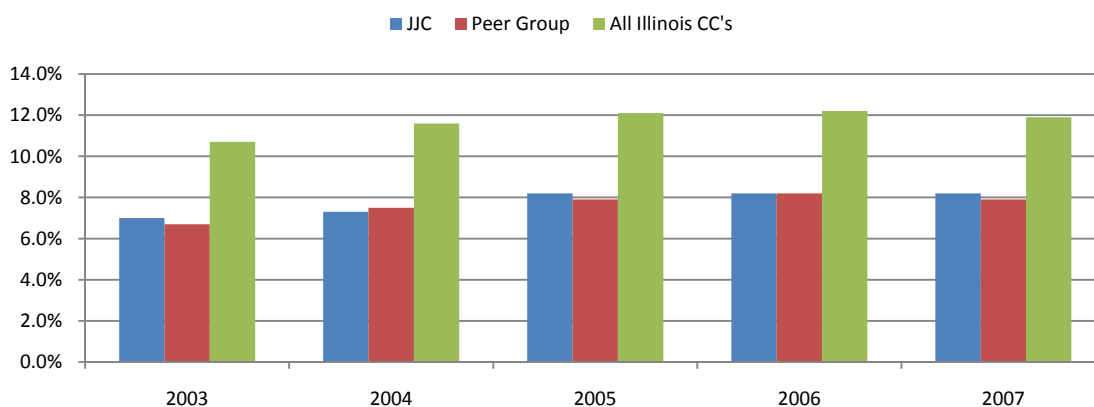
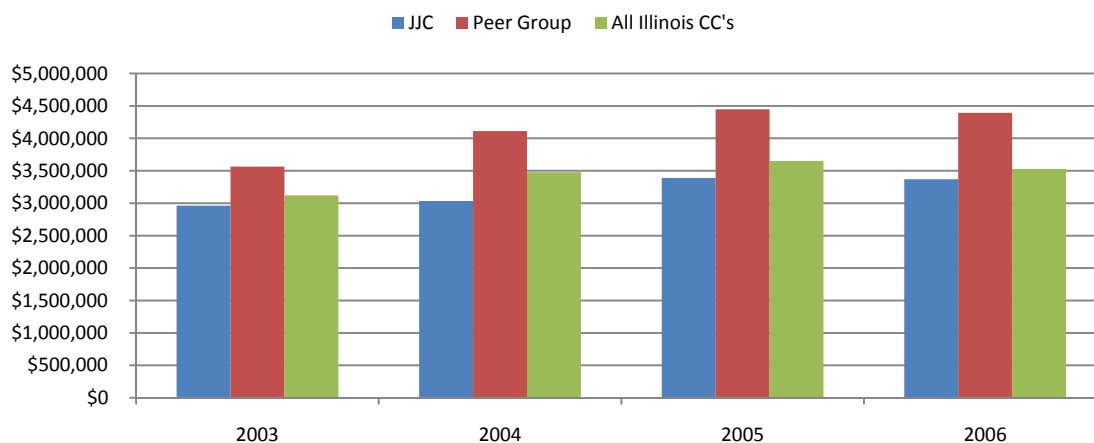


Figure 2.9. Average Pell Grant Dollars Received at JJC, Peer Group, and Illinois Community Colleges 2003-2006

Description	2003	2004	2005	2006	03-06 % Change
JJC	\$2,961,282	\$3,035,017	\$3,389,406	\$3,369,639	13.8%
JJC Peer Group Average	\$3,563,307	\$4,110,778	\$4,448,107	\$4,392,275	23.3%
Illinois Average	\$3,119,860	\$3,478,688	\$3,650,648	\$3,526,466	13.0%



<sup>16</sup> The Pell Grant is a federal need-based grant program administered by the U.S. Department of Education and is generally provided to low-income students. Pell Grant recipients at JJC FY 2003-2007: 1,568, 1,620, 1,737, 1,777 and 1,983.

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Figure 2.10. Average Pell Grant Award at JJC, Peer Group, and Illinois Community Colleges 2003-2006

Description	2003	2004	2005	2006	03-06 % Change
JJC Average	\$1,889	\$1,873	\$1,951	\$1,896	0.4%
JJC Peer Group Average	\$1,933	\$1,978	\$2,029	\$1,957	1.2%
Illinois Average	\$1,969	\$2,064	\$2,076	\$2,039	3.6%

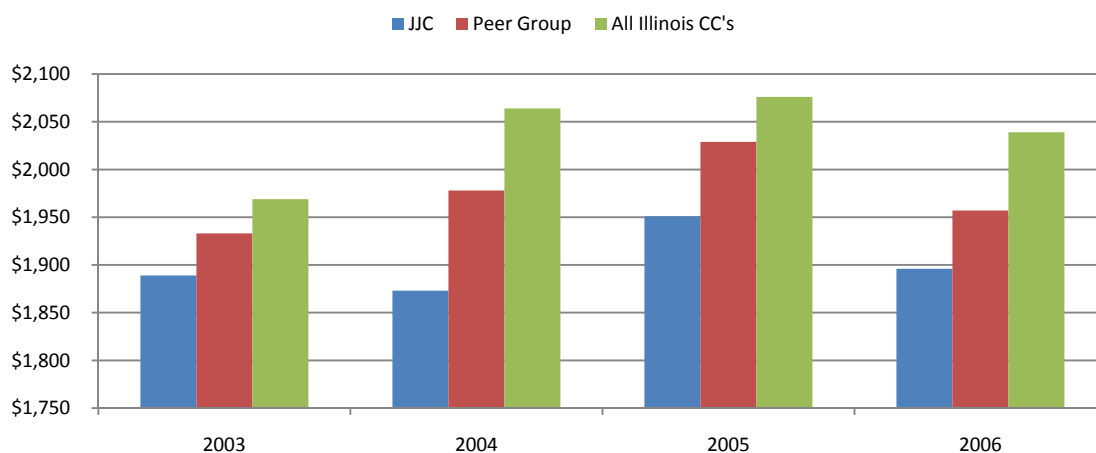


Table 2.6. Number of First-Generation Students<sup>17</sup> at JJC, Peer College, and Illinois Community Colleges 2003-2006 (ICCB 3M6)

Year	JJC		Peer Colleges		All Illinois CC's	
	Count	% of All Students	Count	% of All Students	Count	% of All Students
2004	2,258	61.7%	2,151	55.4%	74,439	60.3%
2005	2,535	60.0%	2,304	54.1%	79,600	58.6%
2006	2,551	59.5%	2,306	53.3%	78,408	57.5%
2007	2,583	58.1%	2,317	52.9%	77,877	56.9%
2008	2,236	55.6%	1,944	50.9%	63,042	55.3%

<sup>17</sup> First-generation students are defined as students whose parents did not attend college, data is derived from students who completed a Free Application for Federal Student Aid (FAFSA) and indicated their parent(s) have not completed a postsecondary degree.

**JJC Goal: JJC will increase the number of students who apply for financial aid<sup>18</sup>**

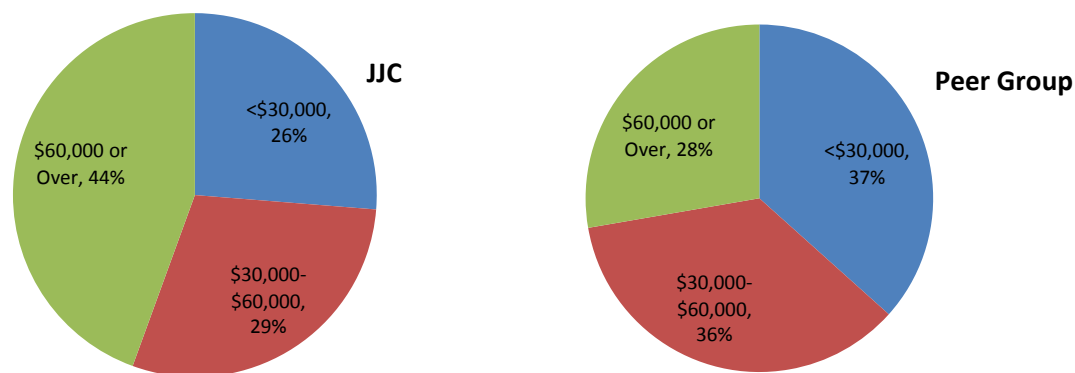
Table 2.7. Estimated Number and Percent of Students Who Applied and Enrolled for Financial Aid at JJC, Peer Group, and Illinois Community Colleges 2004-2006

Description	2004	2005	2006	04-06 % Change
JJC	3,389	3,592	3,945	16.4%
% of Total JJC Enrollment	15.2%	16.9%	18.3%	
Peer Group Average	4,404	4,715	4,760	8.1%
% of Peer Group Enrollment	14.3%	15.6%	17.3%	
All Illinois CC's Average	2,951	3,079	3,547	20.2%
% of All Illinois CC's Enrollment	20.3%	21.1%	24.9%	

Table 2.8. Estimated Numbers of Dependent Students Who Applied and Enrolled for Financial Aid by Income at JJC, Peer Group, and Illinois Community Colleges 2004-2006

Description	2004	2005	2006	04-06 % Change
JJC < \$30,000	405	438	530	30.8%
Peer Group < \$30,000	716	829	823	14.9%
All Illinois CC's < \$30,000	509	586	573	12.6%
JJC \$30,000-\$60,000	568	565	590	3.9%
Peer Group \$30,000-\$60,000	815	848	879	7.9%
All Illinois CC's \$30,000-\$60,000	505	528	526	4.2%
JJC \$60,000 or Over	647	718	897	38.6%
Peer Group \$60,000 or Over	664	731	781	17.6%
All Illinois CC's \$60,000 or Over	370	397	420	13.5%

Figure 2.11. Estimated Numbers of Dependent Students Who Applied and Enrolled for Financial Aid by Income at JJC and Peer Group 2006



<sup>18</sup> This data is downloaded from the Institute for College Access & Success Economic Diversity on-line, query based tool. Data is included as a reference since it estimated – Not a Performance Measured Goal.

***Attainment Goal: Improve attainment through a seamless P-20 system of high-quality teaching and learning, through an increased focus and outreach to nontraditional students, and through stronger emphasis on preparing graduates in high-demand workforce areas.***

**Part 1. Fiscal Year 2008 Accomplishments – Attainment**

***The ICCB did not require community colleges complete a narrative for this goal area this year.***

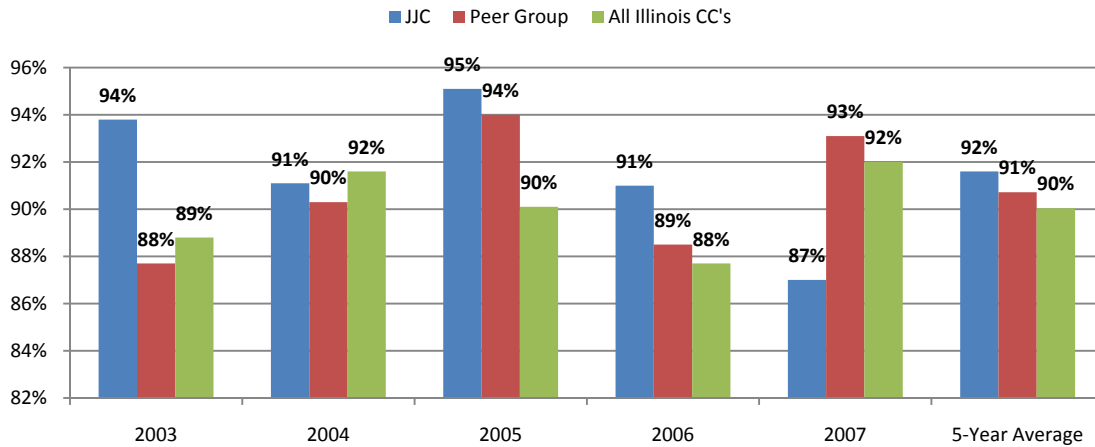
**Part 2. Fiscal Year 2009 Plans – Attainment Goal**

***The ICCB did not require community colleges complete a narrative for this policy area this year.***

**Part 3. Common Institutional Indicators – Attainment Goal**

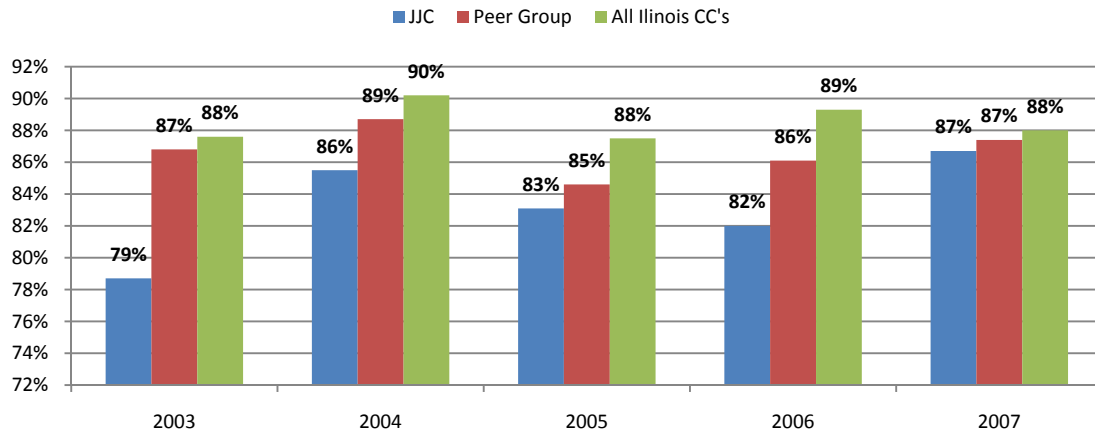
**JJC Goal: Over a five year period, at least 90% of JJC Occupational graduates will be placed in employment at least one year after graduation.**

Figure 2.12. Percent of Occupational Graduates Employed or Enrolled in Further Education One Year After Graduation at JJC, Peer Group and Illinois Community Colleges 2003-2007 (ICCB 1C1)



Four out of the past five years, occupational placement rates for JJC graduates/completers has been over 90% and generally above the peer group and state averages. This is based on the responsive programming and academic preparation for specific occupations.

Figure 2.13. Satisfaction Rates of Occupational Graduates at JJC, Peer Group and Illinois Community Colleges 2003-2007 (ICCB 5C1)



JJC has averaged an 83.2% satisfaction rating over the past five fiscal years, although this average is slightly below the peer average of 86.7% and State average of 88.5% for the same period 2003-2007 JJC has seen a significant improvement since 2003 to its satisfaction rating. Data reflect the need for better use of career support services.

Source: Annual ICCB Occupational Follow-Up Survey

**Part 4. Mission Specific Indicators – Attainment Goal**

Performance will be evaluated on the basis of the following key performance indicators KPIs for this strategic goal.

- Over a five year period, at least 90% of JJC Occupational graduates will be placed in employment at least one year after graduation (*See Common Institutional Indicators*)
- *JJC Licensure Rates for professional/occupational programs will be above national averages*
- JJC will respond to labor market demands for growth in Health Care and other high demand fields through the provision of degrees and certificates.
- Growth in the number of degrees awarded by JJC will be commiserating with state growth in the number of awarded degrees.
- JJC will continue to make significant contributions to the citizens of the JJC district and the individuals who complete courses and programs or engage in other services.

***JJC Goal: JJC Licensure Rates for professional/occupational programs will be above national averages***

Table 2.9. Pass Rates for Professional/Occupational Licensure Examinations Relative to National Averages 2005-2007

Description	2004			2005			2006			2007		
	#	JJC	U.S.	#	JJC	U.S.	#	JJC	U.S.	#	JJC	U.S.
ADN-RN	82	80%	85%	79	85%	87%	108	83%	88%	95	81%	85%
Cert. PN	65	95%	89%	81	99%	89%	86	99%	88%	89	94%	87%
Nurse Assistant	N/A	N/A	N/A	N/A	N/A	N/A	N/A	91%	88%	N/A	N/A	N/A
Rad. Tech.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
EMT	N/A	N/A	N/A	91	95%	73%	69	100%	69%	N/A	N/A	N/A
Vet. Tech.	N/A	N/A	N/A	N/A	100%	80%	28	100%	68%	32	N/A	68%

*All licensure rates not currently available for all program areas.*

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**JJC Goal: Growth in the number of degrees awarded by JJC will be commiserate with state growth in the number of awarded degrees<sup>19</sup>. Table 2.10.**

Discipline	2003	2004	2005	2006	2007	2003-07 % Change
Transfer - JJC	377	413	384	480	533	41.4%
Transfer - Peer Group Average	587	603	653	648	641	9.2%
Transfer - All Illinois CC's Average	299	308	320	328	328	9.7%
<i>Total Transfer - All Illinois CC's</i>	<i>14,359</i>	<i>14,791</i>	<i>15,340</i>	<i>15,731</i>	<i>15,726</i>	<i>9.5%</i>
Agriculture - JJC	40	42	41	63	37	-7.5%
Agriculture - Peer Group Average	18	14	23	21	22	22.2%
Agriculture - All Illinois CC's Average	15	14	17	18	28	86.7%
<i>Total Agriculture - All Illinois CC's</i>	<i>723</i>	<i>683</i>	<i>799</i>	<i>854</i>	<i>730</i>	<i>1.0%</i>
Business - JJC	119	131	99	111	127	6.7%
Business - Peer Group Average	248	227	157	178	150	-39.5%
Business - All Illinois CC's Average	130	127	86	84	80	-38.5%
<i>Total Business - All Illinois CC's</i>	<i>6,260</i>	<i>6,107</i>	<i>4,114</i>	<i>4,030</i>	<i>3,778</i>	<i>-39.6%</i>
Education & Child - JJC	9	14	13	25	19	111.1%
Education & Child - Peer Group Average	24	35	46	28	59	145.8%
Education & Child - All Illinois CC's Average	22	26	28	26	28	27.3%
<i>Total Education &amp; Child - All Illinois CC's Average</i>	<i>1,054</i>	<i>1,224</i>	<i>1,349</i>	<i>1,259</i>	<i>1,326</i>	<i>25.8%</i>
Engineering - JJC	26	22	39	20	39	50.0%
Engineering - Peer Group Average	37	36	40	38	46	24.3%
Engineering - All Illinois CC's Average	26	20	27	24	25	-3.8%
<i>Total Engineering - All Illinois CC's Average</i>	<i>1,243</i>	<i>968</i>	<i>1,288</i>	<i>1,137</i>	<i>1,081</i>	<i>-13.0%</i>
Health Science - JJC	214	217	246	297	294	37.4%
Health Science - Peer Group Average	393	432	498	539	589	49.9%
Health Science - All Illinois CC's Average	220	240	280	284	304	38.2%
<i>Total Health Science - All Illinois CC's Average</i>	<i>10,544</i>	<i>11,583</i>	<i>13,433</i>	<i>13,642</i>	<i>14,602</i>	<i>38.5%</i>
Public & Protective - JJC	24	38	57	68	25	4.2%
Public & Protective - Peer Group Average	41	48	66	62	68	65.9%
Public & Protective - All Illinois CC's Average	33	31	49	49	46	39.4%
<i>Total Public &amp; Protective - All Illinois CC's Average</i>	<i>1,585</i>	<i>1,498</i>	<i>2,350</i>	<i>2,337</i>	<i>2,080</i>	<i>31.2%</i>
Trade & Indus. - JJC	68	77	79	125	79	16.2%
Trade & Indus. - Peer Group Average	113	136	125	146	167	47.8%
Trade & Indus. - All Illinois CC's Average	118	149	153	122	157	33.1%
<i>Total Trade &amp; Indus. - All Illinois CC's Average</i>	<i>5,643</i>	<i>7,143</i>	<i>7,346</i>	<i>5,876</i>	<i>7,393</i>	<i>31.0%</i>

<sup>19</sup>Please note areas with low counts may result in high percent changes

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Discipline	2003	2004	2005	2006	2007	2003-07 % Change
All Other - JJC	65	52	87	102	80	23.1%
All Other - Peer Group Average	148	152	204	169	151	2.0%
All Other - All Illinois CC's Average	82	84	113	99	96	17.1%
<i>Total All Other - All Illinois CC's Average</i>	<i>3,918</i>	<i>4,034</i>	<i>5,425</i>	<i>4,761</i>	<i>4,606</i>	<i>17.6%</i>
Total - JJC	942	1,006	1,045	1,291	1,233	30.9%
Total - Peer Group Average	1,573	1,652	1,783	1,794	1,861	18.3%
Total - All Illinois CC's Average	944	1,000	1,072	1,034	1,069	13.2%
<i>Total - All Illinois CC's</i>	<i>45,329</i>	<i>47,986</i>	<i>51,444</i>	<i>49,627</i>	<i>51,322</i>	<i>13.2%</i>

JJC has awarded 5,517 degrees/certificates over the past 5 years, this averages out to 1,103 awards. The average annual rate of growth is 7.4% for JJC compared to 4.3% for JJC Peers and 3.2% for all Illinois Community Colleges.

The largest percent growth areas for completers/graduates at JJC have been in Transfer, Education & Child Care, Engineering, and Health Sciences.

The State of Illinois Department of Employment Security (IDES) projects the fastest growing occupational areas in the JJC district will be in the areas of computer networking and database administration; health care; education; business and financial services; and construction. Considering this JJC does have room to improve and grow in these high demand areas.

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**JJC Goal: JJC will continue to make significant contributions to the citizens of the JJC district and the individuals who complete courses and programs or engage in other services.**

Table 2.11. Continuing Education and Economic Development 2003-2007<sup>20</sup>

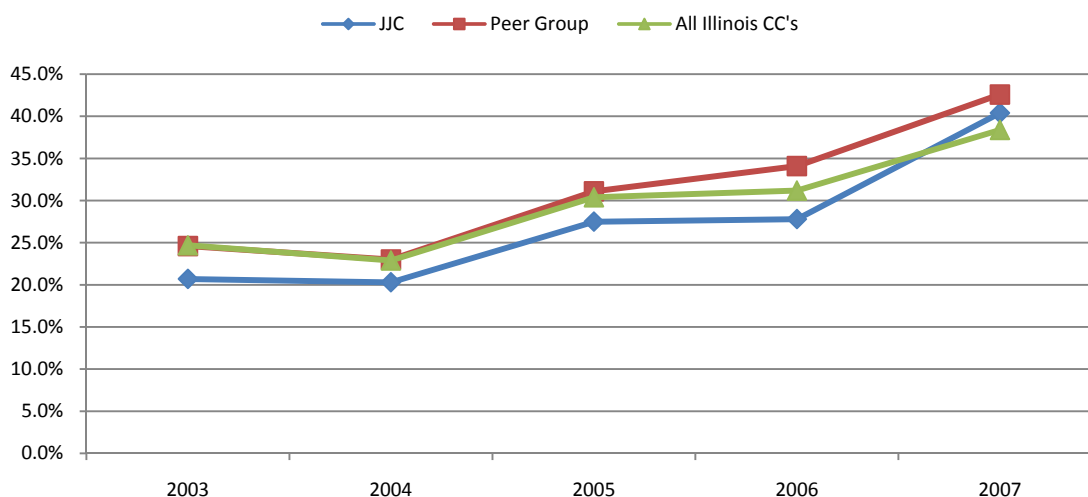
<b>Number of Businesses Provided with Technical Assistance through CED (ICCB 1M1)</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
JJC	655	460	513	1,125	1,178
Peer Group Average	82	99	99	102	48
All Illinois CC's Average	100	107	109	130	113
<b>Number of Individuals Receiving Customized Training through CED (ICCB 1M2)</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
JJC	595	8	0	2006	1935
Peer Group Average	2780	1893	2052	2079	1767
All Illinois CC's Average	1944	1874	2052	2275	2331
<b>Number of Current Workers Receiving Training through Workforce Training Centers (ICCB 1M3)</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
JJC	655	N/A	N/A	N/A	N/A
Peer Group Average	82	N/A	N/A	N/A	N/A
All Illinois CC's Average	100	N/A	N/A	N/A	N/A
<b>Number of Businesses Retained through CED (ICCB 1M4)</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
JJC	0	0	0	8	0
Peer Group Average	8	2	13	17	2
All Illinois CC's Average	17	18	19	12	9
<b>Number of CED Courses and Workshops Conducted (ICCB 1M6)</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
JJC	6924	6803	291	592	928
Peer Group Average	406	217	320	228	235
All Illinois CC's Average	440	414	281	376	312
<b>Number of CED Courses and Workshops Conducted in Computer Skills (ICCB 1M7)</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
JJC	655	N/A	N/A	N/A	N/A
Peer Group Average	82	N/A	N/A	N/A	N/A
All Illinois CC's Average	100	N/A	N/A	N/A	N/A
<b>Number of CED Courses and Workshops Conducted in Quality Process Improvement (ICCB 1M8)</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
JJC	N/A	N/A	N/A	N/A	N/A
Peer Group Average	N/A	N/A	N/A	N/A	N/A
All Illinois CC's Average	N/A	N/A	N/A	N/A	N/A

<sup>20</sup> Source: Business Industry Grant Report and FY 2004-2006 Development Grant Report, CED stands for Continuing Education and Economic Development. Comparative data for 1M3, 1M7, and 1M8 not available after FY2003. Data indicates the number of individuals and entities served through a specific grant, not necessarily the total number served by CED.

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Figure 2.14. Transfer Rates<sup>21</sup> for JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 5M3)

Year	Description	JJC	Peer Group Average	All Illinois CC's
2003	Fall 1997	1,307	1,486	30,596
	# Transferred to Senior Institution by Fall 2001 and Earned 12 Credits	271	366	7,564
	Transfer Rate	<b>20.7%</b>	<b>24.6%</b>	<b>24.7%</b>
2004	Fall 1998	1,285	1,497	29,804
	# Transferred to Senior Institution by Fall 2002 and Earned 12 Credits	261	345	6,815
	Transfer Rate	<b>20.3%</b>	<b>23.0%</b>	<b>22.9%</b>
2005	Fall 1999	1,077	1,758	29,786
	# Transferred to Senior Institution by Fall 2003 and Earned 12 Credits	296	547	9,050
	Transfer Rate	<b>27.5%</b>	<b>31.1%</b>	<b>30.4%</b>
2006	Fall 2000	1,048	1,362	29,573
	# Transferred to Senior Institution by Fall 2004 and Earned 12 Credits	291	465	9,216
	Transfer Rate	<b>27.8%</b>	<b>34.1%</b>	<b>31.2%</b>
2007	Fall 2001	1,129	1,478	30,949
	# Transferred to Senior Institution by Fall 2005 and Earned 12 Credits	456	630	11,873
	Transfer Rate	<b>40.4%</b>	<b>42.6%</b>	<b>38.4%</b>



<sup>21</sup> Transfer rates look at the number of Fall entrants who had completed 12 credits by Spring. The percent of those students who had transferred to a senior institution by the Fall semester four years later is then calculated. The percentage in the chart represents this amount. Data is from an ICCB analysis of four year transfer rates through the National Student Clearinghouse.

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Table 2.12. Average Class Size at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 5M4)

Description	2003	2004	2005	2006	2007
JJC	16.8	17.7	17.7	17.1	17.6
Peer Group Average	18.7	19.5	19.9	19.3	19.6
All Illinois CC's Average	17.5	18.5	18.4	17.9	18.0

Figure 2.15. Percent of JJC and Illinois Community College Full-Time Faculty That Teach College-Level Transfer Courses with a Master's Degree or Above 2003-2008 (ICCB 5M5)

Description	2003	2004	2005	2006	2007	2008
JJC	98.8%	99.0%	98.9%	99.0%	91.2%	95.5%
Peer Group Average	96.4%	96.6%	98.4%	96.6%	99.2%	98.8%
All Illinois CC's Average	96.5%	96.4%	97.2%	96.8%	97.0%	96.2%

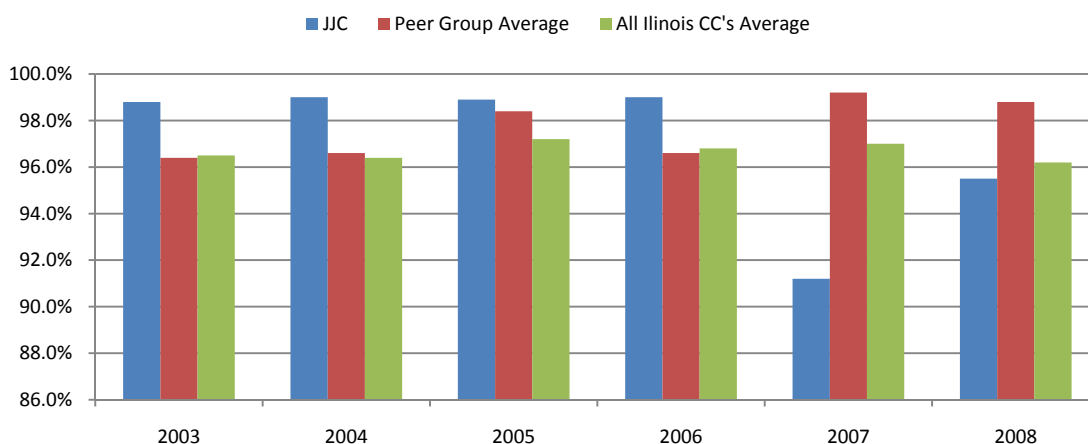


Table 2.13. Number of General Education Courses in the Illinois Articulation Initiative (IAI) at JJC, Peer Group, and Illinois Community Colleges 2003-2008 (ICCB 5M6)

Description	2003	2004	2005	2006	2007	2008	2003-08 % Change
JJC	82	83	83	91	93	93	13.4%
Peer Group Average	116	117	118	165	168	174	49.9%
All Illinois CC's Average	104	104	105	138	140	142	37.2%

Table 2.14. Number of Major Specific Courses Included in the Illinois Articulation Initiative (IAI) at JJC, Peer Group, and Illinois Community Colleges 2003-2008 (ICCB 5M7)

Description	2003	2004	2005	2006	2007	2008	2003-08 % Change
JJC	168	170	170	179	179	179	6.5%
Peer Group Average	196	194	202	271	271	273	39.3%
All Illinois CC's Average	160	162	166	205	205	207	29.3%

**Diversity Goal: Work to increase access and success in a more diverse college student body and faculty ranks, including those with disabilities.**

**(Related Illinois Commitment Area 4).**

**Promise Services for Student Success-Provide programs to assist students in their educational endeavors.**

**Promise Adult Education-Enhance Adult Education and Literacy programs necessary for individuals and families to have a high quality standard of living in Illinois.**

**Part 1. Fiscal Year 2008 Accomplishments – Diversity Goal**

***The ICCB did not require community colleges complete a narrative for this policy area this year.***

**Part 2. Fiscal Year 2009 Plans – Diversity Goal**

***The ICCB did not require community colleges complete a narrative for this policy area this year.***

***Part 3. Common Institutional Indicators – Diversity Goal***

Performance will be evaluated on the basis of the following key performance indicators KPIs for this strategic goal.

***JJC Goal: JJC will increase the number of degrees/certificates awarded to underrepresented groups.***

Table 2.15. Total Number of Associate Degree and Certificate Graduates at JJC, Peer Group, and Illinois Community Colleges Average by Ethnicity, Gender, and Disability Status 2003-2007 (ICCB 4C1)

Description	2003	2004	2005	2006	2007	2003-07 % Change
Asian - JJC	13	15	8	29	28	115.4%
Asian - Peer Group Average	130	149	154	164	188	44.6%
Asian - All Illinois CC's Average	47	57	54	50	58	23.4%
Native Amer. - JJC	3	2	0	4	3	0.0%
Native Amer. - Peer Group Average	4	4	5	4	4	0.0%
Native Amer. - All Illinois CC's Average	4	4	4	4	3	-25.0%
African Amer. - JJC	75	64	83	81	93	24.0%
African Amer. - Peer Group Average	90	101	101	114	111	23.3%
African Amer. - All Illinois CC's Average	140	151	156	148	162	15.7%
Latino - JJC	67	54	67	98	90	34.3%
Latino - Peer Group Average	131	135	163	177	200	52.7%
Latino - All Illinois CC's Average	61	68	73	75	80	31.1%
White - JJC	783	869	886	1,078	1,018	30.0%
White - Peer Group Average	1,183	1,231	1,324	1,285	1,303	10.1%
White - All Illinois CC's	670	699	760	732	739	10.3%
Minorities – JJC	159	137	159	213	215	35.2%
Minorities - Peer Group Average	391	421	459	509	558	42.7%
Minorities - All Illinois CC's Average	275	300	312	302	330	20.0%
Disabilities - JJC	28	31	33	30	40	42.9%
Disabilities - Peer Group Average	39	43	37	40	60	53.8%
Disabilities - All Illinois CC's Average	21	23	28	24	24	14.3%
Total - JJC	942	1,006	1,045	1,291	1,233	30.9%
Total - Peer Group Average	1,573	1,652	1,783	1,794	1,861	18.3%
Total - All Illinois CC's Average	944	1,000	1,072	1,034	1,069	13.2%

JJC has witnessed a 30.9% increase since 2003 in the number of degree/certificates awarded; this is above the peer group and state average of 18.3% and 13.2% respectively. JJC is still below the peer average in the number of certificates/degrees awarded. JJC is focused on increasing the number of degrees and certificates awarded especially in high demand areas such as health care and transfer areas. Most challenges occur as many colleges witness many students transfer prior to or are not retained through completion of a program certificate or degree. JJC has increased the number a awards to minority groups by 35.2% since 2003.

**Part 4. Mission Specific Indicators – Diversity Goal**

Performance will be evaluated on the basis of the following key mission specific performance indicators KPIs for this strategic goal.

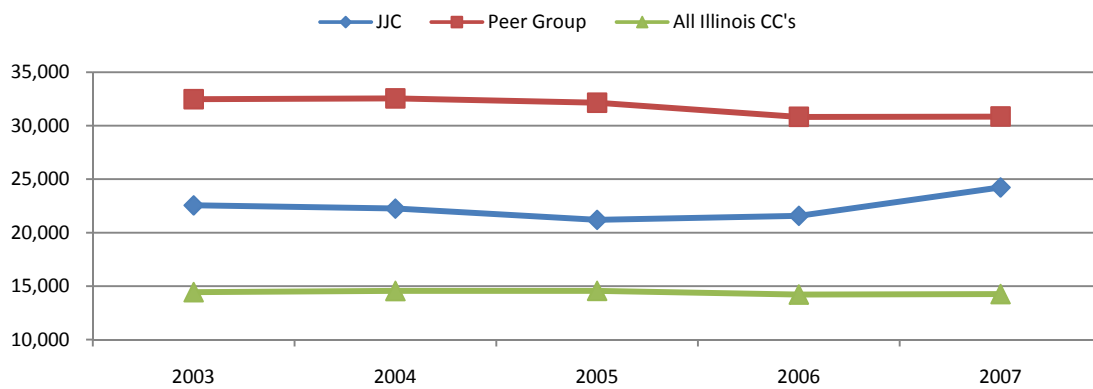
- Annual enrollment increase at JJC will be equal to or greater than state and peer group average.
- Annual enrollment increases in minority populations at JJC will be equal to overall student enrollment growth.
- The percent of minority students enrolled at JJC will be consistent with peer group and state averages.
- Annual enrollment increases in Distance Education enrollment at JJC will be equal to or greater than peer group and state averages.
- Increase in the addition of full-time faculty at JJC will be equal to or greater than peer group and state averages.
- The number of full-time minority faculty will be equal to or greater than peer group and state averages.

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**JJC Goal: Annual enrollment increase at JJC will be equal to or greater than state and peer group average.**

Figure 2.16. Annual Unduplicated Credit Student Headcount at JJC, Peer Group, and Illinois Community Colleges

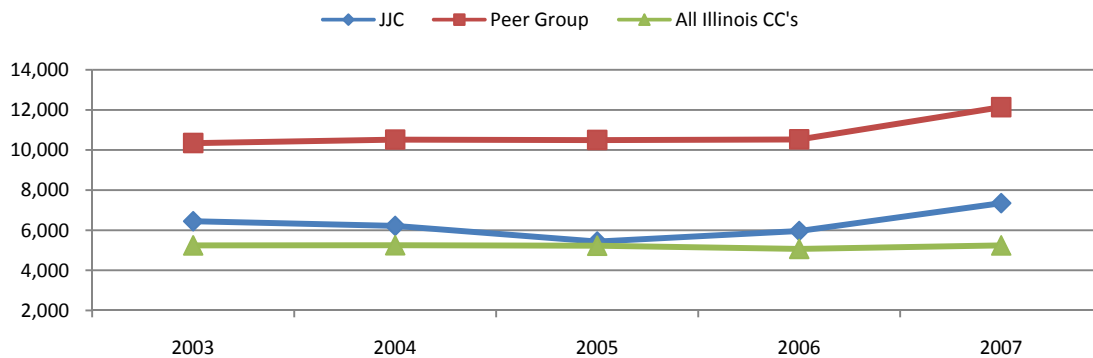
Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC	22,558	22,254	21,198	21,578	24,237	7.4%
Peer Group Average	32,480	32,561	32,156	30,832	30,867	-5.0%
All Illinois CC's Average	14,443	14,556	14,562	14,221	14,270	-1.2%



**JJC Goal: Annual enrollment increases in minority populations at JJC will be equal to overall student enrollment growth.**

Figure 2.17. Annual Unduplicated Credit Minority Student Headcount at JJC, Peer Group, and Illinois Community Colleges

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC	6,449	6,217	5,434	5,966	7,354	14.0%
Peer Group Average	10,348	10,523	10,503	10,531	12,140	17.3%
All Illinois CC's Average	5,246	5,254	5,230	5,073	5,244	0.0%



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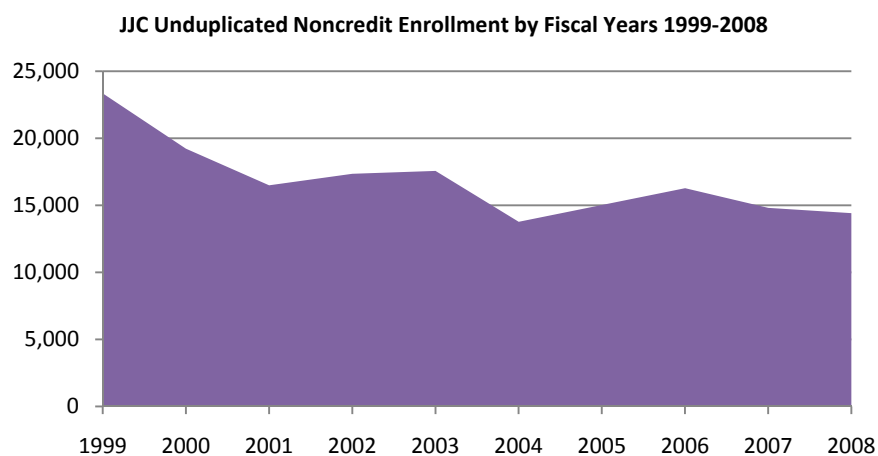
**JJC Goal: The percent of minority students enrolled at JJC will be consistent with peer group and state averages.**

Table 2.16. Annual Unduplicated Credit Student Enrollment by Race, Gender, and Disability Status at JJC, Peer Group, and Illinois Community Colleges 2003-2007

Description	2003	2004	2005	2006	2007	2003-07 % Change
Asian - JJC	379	430	438	518	618	63.1%
Asian - Peer Group Average	2,757	2,780	2,737	2,587	2,499	-9.4%
Asian - All Illinois CC's Average	642	650	635	612	609	-5.1%
Native Amer. - JJC	46	55	42	45	61	32.6%
Native Amer. - Peer Group Average	72	73	79	71	67	-6.9%
Native Amer. - All Illinois CC's Average	48	51	50	48	45	-6.3%
African Amer. - JJC	2,646	2,754	2,421	2,630	3,061	15.7%
African Amer. - Peer Group Average	2,248	2,250	2,300	2,345	2,331	3.7%
African Amer. - All Illinois CC's Average	2,070	2,114	2,148	2,073	2,026	-2.1%
Latino - JJC	3,333	2,940	2,499	2,744	3,584	7.5%
Latino - Peer Group Average	4,372	4,667	4,742	4,877	4,977	13.8%
Latino - All Illinois CC's Average	2,297	2,287	2,258	2,184	2,211	-3.7%
White - JJC	16,109	16,037	15,764	15,612	16,883	4.8%
White - Peer Group Average	22,132	22,038	21,653	20,302	18,727	-15.4%
White - All Illinois CC's	9,197	9,303	9,332	9,148	9,026	-1.9%
Minorities – JJC	6,449	6,217	5,434	5,966	7,354	14.0%
Minorities - Peer Group Average	10,348	10,523	10,503	10,531	12,140	17.3%
Minorities - All Illinois CC's Average	5,246	5,254	5,230	5,073	5,244	0.0%
Disabilities - JJC	371	422	989	424	388	4.6%
Disabilities - Peer Group Average	470	510	596	641	605	28.7%
Disabilities - All Illinois CC's Average	218	242	278	254	231	6.0%
Total - JJC	22,558	22,254	21,198	21,578	24,237	7.4%
Total - Peer Group Average	32,480	32,561	32,156	30,832	30,867	-5.0%
Total - All Illinois CC's Average	14,443	14,556	14,562	14,221	14,270	-1.2%

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Figure 2.18. Annual Noncredit Enrollment at JJC 1999-2008



1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
23,348	19,231	16,494	17,354	17,574	13,782	15,031	16,278	14,810	14,425

Table 2.17. Number of Students Served Through Adult Education & ESL Coursework at JJC, Peer Group, and Illinois Community Colleges

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC - Adult Ed.	1,468	1,097	741	713	645	-56.1%
Peer Group Adult Ed. Average	1,326	1,356	1,229	1,216	1,203	-9.3%
All Illinois CC's Adult Ed. Average	1,135	1,099	1,038	965	928	-18.2%
JJC - ESL	1,856	1,457	949	1,045	1,330	-28.3%
Peer Group ESL Average	4,244	4,907	5,331	4,626	4,611	8.6%
All Illinois CC's ESL Average	1,612	1,539	1,479	1,380	1,377	-14.6%

Table 2.18. Number of Level Advancements in Adult Education and ESL at JJC, Peer Group, and Illinois Community Colleges

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC - Adult Ed.	184	128	226	266	294	59.8%
Peer Group Adult Ed. Average	349	259	248	235	224	-35.8%
All Illinois CC's Adult Ed. Average	245	226	232	211	251	2.4%
JJC - ESL	469	387	273	364	888	89.3%
Peer Group ESL Average	874	692	1,541	1,302	1,446	65.4%
All Illinois CC's ESL Average	516	367	522	530	618	19.8%

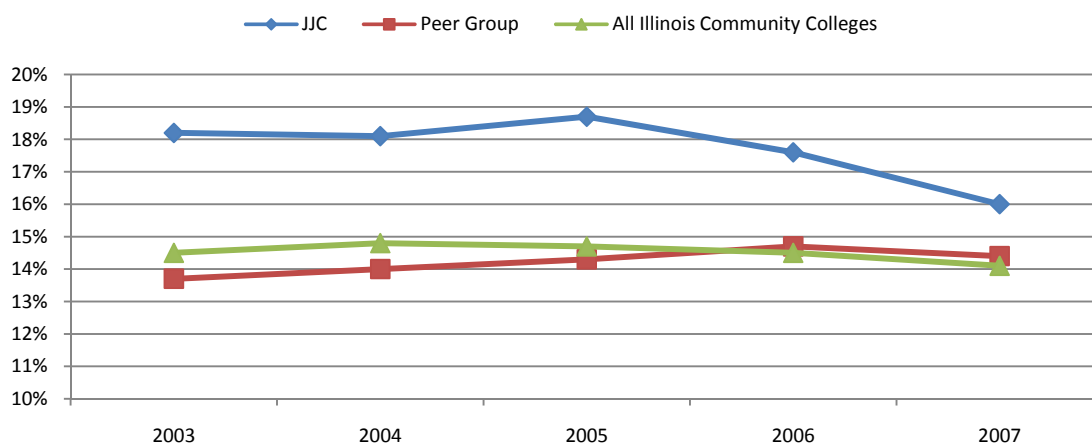
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Table 2.19. Unduplicated Head Count Enrollment in Remedial Courses at JJC, Peer Group, and Illinois Community Colleges 2003-2007

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC	4,104	4,019	3,966	3,807	3,886	-5.3%
Peer Average	4,450	4,547	4,604	4,544	4,447	-0.1%
State CC Average	2,096	2,157	2,137	2,087	2,015	-3.9%

Figure 2.19 Unduplicated Head Count Enrollment in Remedial Courses as a Percentage of All Enrollment at JJC, Peer Group, and Illinois Community College 2003-2007

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC	18.2%	18.1%	18.7%	17.6%	16.0%	-11.9%
Peer Average	13.7%	14.0%	14.3%	14.7%	14.4%	5.1%
State CC Average	14.5%	14.8%	14.7%	14.5%	14.1%	-2.7%



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**JJC Goal: Annual enrollment increases in Distance Education enrollment at JJC will be equal to or greater than peer group and state averages.**

Figure 2.20 Number of Distance Education Course Offered at JJ, Peer Group, and Illinois Community Colleges 2003-2007

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC	164	180	220	256	288	75.61%
Peer Average	497	474	536	468	475	-4.43%
State CC Average	497	474	536	468	475	-4.43%

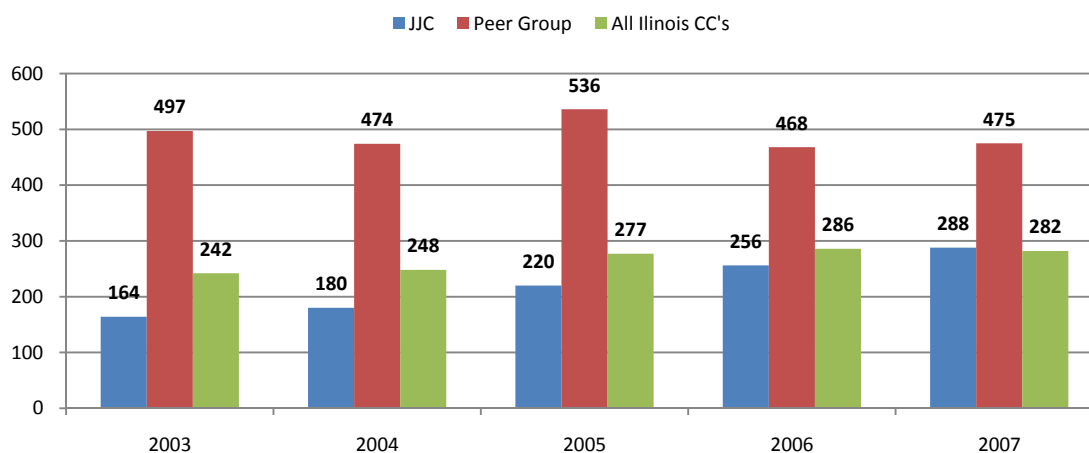


Table 2.20. Fall, Spring, and Summer Enrollment in Distance Education Courses at JJC, Peer Group, and Illinois Community College's 2003-2007

Term	Description	2003	2004	2005	2006	2007	2003-07 % Change
Summer	JJC	919	1,031	1,163	1,441	1,441	56.8%
	Peer Group Average	1,533	1,847	1,994	2,064	1,734	13.1%
	All Illinois CC's Average	661	752	812	883	834	26.1%
Fall	JJC	1,000	1,396	1,574	1,694	1,694	69.4%
	Peer Group Average	1,894	2,600	2,501	2,668	2,233	17.9%
	All Illinois CC's Average	1,006	1,154	1,240	1,282	1,205	19.8%
Spring	JJC	1,026	1,275	1,630	1,875	2,109	105.6%
	Peer Group Average	2,468	2,598	2,730	2,748	2,618	6.1%
	All Illinois CC's Average	1,057	1,179	1,300	1,345	1,360	28.7%

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**JJC Goal: Increase in the addition of full-time faculty at JJC will be equal to or greater than peer group and state averages.**

**JJC Goal: The number of full-time minority faculty will be equal to or greater than peer group and state averages.**

Table 2.21. Annual Number of Full-Time Faculty at JJC, Peer Group, and Illinois Community Colleges by Race 2003-2007

Description	2004	2005	2006	2007	2008	2004-08 % Change
Asian - JJC	7	6	6	7	7	0.0%
Asian - Peer Group Average	9	10	11	11	11	22.2%
Asian - All Illinois CC's Average	4	4	4	4	5	25.0%
Native Amer. - JJC	0	0	0	0	0	N/A
Native Amer. - Peer Group Average	0	0	0	0	0	N/A
Native Amer. - All Illinois CC's Average	0	0	0	0	0	N/A
African Amer. - JJC	5	6	9	10	11	120.0%
African Amer. - Peer Group Average	7	7	8	9	10	42.9%
African Amer. - All Illinois CC's Average	7	7	7	8	10	42.9%
Latino - JJC	4	4	5	6	6	50.0%
Latino - Peer Group Average	2	2	3	3	5	150.0%
Latino - All Illinois CC's Average	2	2	3	3	5	150.0%
White - JJC	157	158	166	166	177	12.7%
White - Peer Group Average	159	158	158	157	157	-1.3%
White - All Illinois CC's	79	79	79	80	81	2.5%
Minorities – JJC	16	16	20	23	24	50.0%
Minorities - Peer Group Average	13	15	18	18	20	53.8%
Minorities - All Illinois CC's Average	13	14	14	15	16	23.1%
Total - JJC	173	174	186	189	201	16.2%
Total - Peer Group Average	178	179	181	181	183	2.8%
Total - All Illinois CC's Average	92	92	93	95	97	5.4%

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Table 2.22. Annual Number of Full-Time Administrators at JJC, Peer Group, and Illinois Community Colleges by Race 2003-2007

Description	2004	2005	2006	2007	2008	2004-08 % Change
White - JJC	52	52	58	60	49	-5.8%
White - Peer Group Average	33	30	31	31	32	-3.0%
White - All Illinois CC's	23	21	21	21	22	-4.3%
Minorities – JJC	14	13	12	9	9	-35.7%
Minorities - Peer Group Average	6	6	7	7	7	16.7%
Minorities - All Illinois CC's Average	5	5	5	4	5	0.0%
Total - JJC	66	65	70	69	58	-12.1%
Total - Peer Group Average	39	36	38	38	39	0.0%
Total - All Illinois CC's Average	28	26	26	25	27	-3.6%

***Efficiency/Effective Transitions: Promote efficiency and accountability in higher education operations.***

**Part 1. Fiscal Year 2008 Accomplishments – Efficiency/Effective Transitions**

***The ICCB did not require community colleges complete a narrative for this policy area this year.***

**Part 2. Fiscal Year 2009 Plans – Efficiency/Effective Goal**

***The ICCB did not require community colleges complete a narrative for this policy area this year.***

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**Part 3. Common Institutional Indicators – Efficiency/Effective Goal**

Table 2.23 Cost of Instruction Per Credit Hour at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 6C1)

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC	\$208.86	\$207.22	\$211.63	\$226.18	\$219.95	5.3%
Peer Group Average	\$199.26	\$201.78	\$214.22	\$220.16	\$226.09	13.5%
All Illinois CC's Average	\$191.09	\$193.16	\$198.39	\$208.43	\$214.92	12.5%

**Part 4. Mission Specific Indicators – Efficiency/Effective Goal**

Table 2.24 Administrative Support Cost Per Credit Hour at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 6C2)

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC	\$75.16	\$ 75.20	\$73.03	\$78.04	\$75.97	1.1%
Peer Group Average	\$88.36	\$88.41	\$91.13	\$93.91	\$98.28	11.2%
All Illinois CC's Average	\$82.65	\$83.42	\$81.60	\$86.96	\$91.97	11.3%

Table 2.25 Instructional and Administrative Support Cost as a Percentage of Peer Group, and Illinois Community Colleges Averages 2003-2007 (ICCB 6C2)

Description	2003	2004	2005	2006	2007
Peer Group Average- Instructional	104.8%	102.7%	98.8%	102.7%	97.3%
All Illinois CC Average - Instructional	109.3%	107.3%	106.7%	108.5%	102.3%
Peer Group Average- Administrative	85.1%	85.1%	80.1%	83.1%	77.3%
All Illinois CC Average - Administrative	90.9%	90.1%	89.5%	89.7%	82.6%

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Table 2.26 Percent of Students Who Have Graduated, Transferred, or are Still Enrolled Fall 2000-2004 Cohorts (ICCB 6C3)

Cohort	Description	JJC	Peer Group Average	All Illinois CC's
Fall 2000	Entering 1st Time Fall 2000 Cohort	862	1,152	25,305
	Still Enrolled, Transferred, or Graduated	574	784	16,886
	% Enrolled, Transferred, or Graduated by 2003	66.6%	68.1%	66.7%
Fall 2001	Entering 1st Time Fall 2001 Cohort	886	1,095	24,822
	Still Enrolled, Transferred, or Graduated	614	805	17,534
	% Enrolled, Transferred, or Graduated by 2004	69.3%	73.5%	70.6%
Fall 2002	Entering 1st Time Fall 2002 Cohort	962	1,207	26,311
	Still Enrolled, Transferred, or Graduated	651	912	18,717
	% Enrolled, Transferred, or Graduated by 2005	67.7%	75.6%	71.1%
Fall 2003	Entering 1st Time Fall 2003 Cohort	1,127	1,262	26,311
	Still Enrolled, Transferred, or Graduated	776	958	18,717
	% Enrolled, Transferred, or Graduated by 2006	68.9%	75.9%	71.1%
Fall 2004	Entering 1st Time Fall 2004 Cohort	1,182	1,303	27,741
	Still Enrolled, Transferred, or Graduated	840	967	19,497
	% Enrolled, Transferred, or Graduated by 2007	71.1%	74.2%	70.3%

**Part 4. Mission Specific Indicators – Efficiency/Effective Goal**

Performance will be evaluated on the basis of the following key mission specific performance indicators KPIs for this strategic goal.

- The Percent of district residents who attend JJC will be the same as or higher than the state and peer group averages.
- The number of added dual enrollment courses will grow increase at a higher rate than the number for peer group.
- JJC endowment levels will be higher than the state average

***JJC Goal: The Percent of district residents who attend JJC will be the same as or higher than the state and peer group averages.***

Table 2.27 Penetration Rate for JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB6M1)

Year	Description	JJC	Peer Group Average	All Illinois CC's
2003	District Population	513,194	464,133	12,600,636
	Annual Credit and Non Credit Enrollment	40,132	39,570	970,574
	% Served - Penetration Rate	7.8%	8.5%	7.7%
2004	District Population	534,154	466,920	12,653,525
	Annual Credit and Non Credit Enrollment	36,036	39,574	959,081
	% Served - Penetration Rate	6.7%	8.5%	7.6%
2005	District Population	557,851	467,834	12,713,836
	Annual Credit and Non Credit Enrollment	36,229	39,015	957,015
	% Served - Penetration Rate	6.5%	8.3%	7.5%
2006	District Population	584,403	470,140	12,763,570
	Annual Credit and Non Credit Enrollment	37,856	38,674	936,903
	% Served - Penetration Rate	6.5%	8.2%	7.3%
2007	District Population	607,300	573,183	12,832,169
	Annual Credit and Non Credit Enrollment	39,047	44,712	932,388
	% Served - Penetration Rate	6.4%	7.8%	7.3%

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Table 2.28 Number of General Education Diplomas (GED) Awarded at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 6M2)

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC	367	150	124	222	150	-59.1%
Peer Group Average	254	143	158	192	141	-44.5%
All Illinois CC's Average	231	131	131	158	102	-55.8%

Table 2.29 Number of Recent General Education Diplomas (GED) Completers Advancing to College Level Coursework at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 6M8)

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC	32	29	15	30	28	-12.5%
Peer Group Average	30	32	26	25	26	-13.3%
All Illinois CC's Average	35	28	26	33	27	-22.9%

***JJC Goal: The number of added dual enrollment courses will grow increase at a higher rate than the number for peer group***

Table 2.30 Number of Dual Enrollment Students Served at JJC, Peer Group, and Illinois Community Colleges 2003-2007 (ICCB 6M9)

Description	2003	2004	2005	2006	2007	2003-07 % Change
JJC	282	228	360	432	1,857	558.5%
Peer Group Average	548	539	663	866	995	81.6%
All Illinois CC's Average	562	577	712	797	927	64.9%

## **Diversity Goal**

### ***Project Success***

**Project Success** gives high school seniors an opportunity to:

- Apply for early admission to Joliet Junior College,
- Enroll in GSD 100 (Orientation to the College Experience) each spring.
- Earn college credit.
- Be mentored by a Faculty/Staff or peer member who follows their academic progress while attending the college.
- Connect with tutoring and other college support services (Financial aid, etc.).
- Attend free educational leadership and cultural development experiences.

### ***Description of program elements***

This innovative program is geared for first-generation minority college students who are unfamiliar with the overall college process, but who have a minimum G.P.A of 2.5 on a 4.0 scale, have taken college prep classes and possess the desire and motivation to continue with a college education.

The program was developed by JJC Faculty Counselors in the spring of 2001 to support the retention efforts of minority students. Since its inception, retention numbers for minority students in this program are significantly above the general college numbers for its overall minority student population.

### ***Date of implementation***

Spring 2001

### ***Evidence of success***

- Project Success began in spring of 2001. The initial pilot group admitted 40 students.
- Project Success admits approximately 18-25 new minority high school students each spring into the program and to an early start Orientation to College experience course at JJC. Since its creation, 90% of students complete the Orientation to College course with a passing grade of "B" or better.
- 70-80% of these new students re-enroll as continuing full-time students at JJC.
- Project Success currently has 80 students enrolled at JJC.
- 50% of these students are enrolled as full-time students.
- GPA from fall 2007 indicated that 35% of Project Success students completed the semester with a GPA of 3.0 or higher.
- 50% of Project Success students completed the semester with a GPA of 2.5 or higher.
- In the past 6 years, Project Success has over 30 student participants to complete an Associate's degree at JJC or transfer to a 4 year institution with 37 plus hours of IAI transferable credits.
- We will have 5 more students graduating spring of 2008.

### **Efficiency/Effective Goal**

#### **Institutional Planning Processes**

JJC is implementing a new planning process to identify institutional priorities to ultimately tie the planning process with the institutional budget. The process will encompass the following activities.

#### **Proposed Team**

The Planning Team is the custodian of JJC's Strategic Plan and will consist of 10-12 individuals. The team will be advisory in nature to the Senior Leadership Team and Board of Trustees, will recommend the addition and deletion of components of the Strategic Plan, and report to the college community with updates about the Strategic Plan. The team will also work to ensure that committee and task force work is institutionalized through the operational plan. The team will follow a planning calendar and will engage in critical issue analysis, environmental scanning, communicating the strategic plan, and evaluation.

#### **Critical Issue Analysis**

Internal scanning identifies critical issues and examines JJC's culture, organizational structure, relevant data, and strengths, weaknesses, opportunities, and threats. The goals of critical issue analysis are 1) to identify critical internal issues and 2) present responses to critical issues and the implications of varied responses to JJC leaders. Critical issues will be identified through an analysis of the annual Personnel Assessment of the College Environment (PACE) Survey, analysis of student climate through the Fall Student Opinion Survey and Spring Community College Survey of Student Engagement (CCSSE), and an annual SWOT analysis. Data will be provided by and activities facilities by the Institutional Research Office.

#### **Environmental Scanning**

A set of trends affecting the JJC district was developed by the campus community in 2008. These trends will be updated every 2-3 years by Institutional Research. Additionally, surveys will be distributed to community leaders annually asking for their feedback about major trends affecting the district. Updates of the trends will be shared with the Planning Team for use in advancing the strategic plan. Trends will be organized around eight categories: politics, education, economics, social values and lifestyle, competition, demographics, labor force, and technology.

#### **Communication**

Communicating the Strategic Plan will be administered by two departments: 1) Marketing & Publications and 2) Communications & External Relations. These departments will provide the Planning Team with communications updates and strategies. The Marketing & Publications Department will develop a brochure with four components: core values, vision, mission, and strategic goals. Efforts will also be taken to ensure that strategic planning messages are reinforced in internal and external marketing publications and materials.

#### **Departmental Planning**

In 2008-09, JJC will pilot Departmental Planning. Each department will be asked to construct a Strategic Plan in anticipation for planning for the FY 2010 budget. The process for Departmental Planning will be developed by the Institutional Research Office in August, with communication and supporting materials provided to departments in September and October.