Board of Directors Meeting Minutes

1-10-1977

Board of Directors Meeting Minutes (January 10, 1977)

DMACC

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The regular monthly meeting of the Des Moines Area Community College Board of Directors was held on January 10, 1977 at the Urban Center, 5th & College, Des Moines, Iowa. The meeting was called to order by Board President, Walter Hetzel, at 5:30 p.m.

Members present: Harry Bloomquist
Maurice Campbell
Walter Hetzel
Max Kreager
Eldon Leonard
Don Rowen
Walter Stover
Harold Welin

Members absent: Murray Goodman

Others present: Paul Lowery, Superintendent
Irv Steinberg, Board Secretary/Controller
Various other DMACC staff and students and interested community residents and news media staff

It was moved by W. Stover, seconded by H. Welin, that the minutes of the regular board meeting held December 13, 1976 be approved as presented. Motion passed.

Urban Center students David Pickett, Fran Bobzin, and E. Benny and instructor David Palmer expressed to the Board their concern over the need for an improved facility for the Urban Center.

It was moved by M. Kreager, seconded by D. Rowen, that the meeting be recessed for a dinner break. Motion passed and the meeting recessed at 6:45 p.m.

The regular board meeting for January was reconvened at 8:25 p.m. at the same location as previously held. All those present prior to the recess were again present at this time, in addition to other interested students and local residents.

The Board listened to additional comments from various individuals present, who supported action being taken to acquire an improved physical facility for the Urban Center. Chief spokeswoman for the group was Sister Margaret Toomey, who also was assisted in the presentation by Rev. George Cottay, Rev. James Kiernan, Ray Wessel, Ethelene McCarrell, Jan Lyle, Bill Brownell, Doris Tucker, and Clive DePatten. The discussion on this subject was ended with each Board member present commenting as to their personal concerns toward an improved Urban Center facility.
It was moved by D. Rowen, seconded by M. Kreager, that the twenty-three (23) proposed College Objectives for FY78, as shown on the listing attached hereto and made a part of these minutes, be approved as presented. It was further moved by H. Bloomquist, seconded by D. Rowen, that Objective #24 be added, stating that an improved system of inventory control be devised. An additional motion was made by E. Leonard, seconded by M. Kreager, that Objective #25 also be added stating that the college will place an average of 90% of the career education graduates responding to a placement survey. All three of the above listed motions passed.

It was moved by D. Rowen, seconded by W. Stover, that employment be offered to the following personnel as indicated:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Salary</th>
<th>Eff. Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard A. Silver</td>
<td>Machine Shop, CIVEC</td>
<td>$15,376</td>
<td>12-28-76</td>
</tr>
<tr>
<td>Nora Sisson</td>
<td>ADN, Ankeny</td>
<td>10,400</td>
<td>12-13-76</td>
</tr>
</tbody>
</table>

Motion passed.

It was moved by E. Leonard, seconded by D. Rowen, that the following leaves of absence without pay be approved:

- Barbara Stennes, Secretarial Instr., 1 yr., commencing Nov. 18, 1976.
- Raetta Kopaska, Duplicating Room Supvr., 10 days, Nov. 24-30 and December 1, 2, 3, 9 and 10, 1976.
- Rosemary Devine, Business Occupations, CIVEC, 1 day, December 30, 1976.
- Richard Byerly, Research & Development, commencing January 10, 1977 for the duration of the legislative session.

Motion passed.

It was moved by M. Kreager, seconded by M. Campbell, that Phase IIB, Part 7, Parking Lot J and miscellaneous work, Contract 2—Lighting, be accepted as final and that final payment of $851.20 be paid to the contractor, Baker Electric, Inc., thirty days from this date, subject to the completion of the punch list and other requirements as stated in letter dated December 16, 1976 from Veenstra & Kimm, a copy of which is attached hereto and made a part of these minutes. Motion passed.

It was moved by M. Kreager, seconded by E. Leonard, that approval be given to employment of Davidson Associates as consultants for developing a base salary program for approximately forty (40) auxiliary services employees and integrating the program with existing college programs for other type staff personnel, with cost of such services not to exceed $8,900 plus any out-of-pocket expenses, with specific details of proposed services and expenses enumerated in a letter of agreement dated November 30, 1976, a copy of which is attached hereto and made a part of these minutes; and that Supt. Lowery be authorized to sign said letter of agreement. Motion passed.
It was moved by D. Rowen, seconded by M. Campbell, that the student constructed house, located at 906 SE Wanda Drive, Ankeny, heretofore authorized by resolution during the regular board meeting on September 13, 1976 to be sold to the highest bidder, and again restated to be so offered for a second time by motion made at the regular board meeting held December 13, 1976, be again offered for sale on the same basis, with sealed bids to be received on February 11, 1977, no later than 2:00 p.m., at which time they will be opened publicly and read aloud in the office of Lundstrom Realty, located at 104 E. First Street, Ankeny, Iowa. The Secretary of the Board of Directors is further directed to give notice of said bid letting as required by law. Motion passed.

It was moved by M. Campbell, seconded by M. Kreager, that members be appointed and/or reappointed to advisory committees as indicated on the listings attached hereto and made a part of these minutes, with the exception of Russ Friedrich to be deleted from the Criminal Justice Advisory Committee. Motion passed.

It was moved by M. Campbell, seconded by E. Leonard, that any consideration to a revision of the existing board policy concerning the use of alcohol on campus be deferred until the regular meeting in February. Motion passed.

It was moved by D. Rowen, seconded by M. Campbell, that time be allocated at regular board meetings from 5:30 till 6:30 p.m., as needed, for public comments. Motion passed.

Board President Walter Hetzel set Monday, January 24, 1977, Building #25, Room 2503A, Ankeny campus, 7:00 p.m., as the time and place for the special board meeting previously scheduled for December 20, 1976 and which was cancelled due to lack of a quorum. The meeting will be for informational purposes concerning the administrative structure and business operations.

A special meeting for the purpose of considering a tentative budget for FY78 and setting a date for a public hearing on said budget was scheduled for 5:30 p.m., Building #31, Room 3115, Ankeny campus, on Monday, February 28, 1977.

It was moved by E. Leonard, seconded by M. Campbell, that the claims and accounts as presented be approved for payment. Motion passed.

Representatives from three local sign companies: (Beryl Coulson, owner of Coulson Sign Company, Ankeny; Mark Baty, owner of Baty Art & Sign Company, Des Moines; and Ted Dyer, General Manager of Quick Sign Company, Des Moines) presented their concerns to the Board in what they felt were possible improprieties in bids received for a signage project, suggesting possible collusion and/or price fixing between the two companies who submitted bids for this project, which might have resulted in the Board innocently awarding a contract for an amount in excess of what might otherwise been possible.
A motion was made by D. Rowen, seconded by E. Leonard, that the legal counsel of the college be requested to investigate the allegations and recommend to the Board any further appropriate action which should be taken in this matter. Motion passed.

EXECUTIVE SESSION

It was moved by E. Leonard, seconded by M. Campbell, that the Board go into executive session for a strategy meeting of a public employer to discuss confidential reports relating to employee negotiations which, if released, would give advantage to others and serve no public purpose, and for exceptional reasons so compelling as to override the general public policy in favor of open meetings. Motion passed unanimously and the Board went into executive session at 11:25 p.m.

RECONVENE OF REGULAR MEETING

The regular board meeting reconvened at 12:50 p.m. at the same location as previously held. All board members present prior to the executive session were again present in addition to Supt. Lowery, Don Rhead, Jordan Ball, and Eugene Snyders.

ADJOURNMENT

It was moved by E. Leonard, seconded by D. Rowen, that the meeting be adjourned. Motion passed and the meeting adjourned at 1:00 a.m. Board members were reminded of the special meeting set for January 24, 1977, with a regular meeting on February 14, and a special meeting on February 28.
COMMUNITY'S WANTS

1) WE WANT A COMMITMENT TO A NEW URBAN CAMPUS WITH PLENTY OF SPACE so as not to limit the programs intended for our community.

2) WE WANT A COMMITMENT TO KEEP THE URBAN CAMPUS WITHIN THE NEAR-NORTH SIDE. The emphasis of the Urban Campus is towards the non-traditional minority low-income student. The near-north side location will continue to keep the emphasis toward its cross-cultural intention plus give the community that has been involved the most access to the Urban Center.

3) WE WANT A COMMITMENT FROM THE BOARD FOR A DECISION NOW TO SUPPORT in principle, the previous two demands.
NOTICE OF SPECIAL BOARD MEETING

DATE: January 24, 1977
TIME: 7:00 P.M.
PLACE: Building 25 - Room 2503A - Ankeny Campus

2. Presentation of Administrative and Business Functions by college staff.
SPECIAL BOARD MEETING
REPORTS ON COLLEGE OPERATIONS

Purpose
To introduce board members to and develop board understanding of the administrative organization and business operations of Des Moines Area Community College

SPECIAL MEETING
Date
Monday, January 24, 1977, 7:00 p.m., Room 2503A

Topics
I. Administrative Structure
   a. Overview of organizational chart and administrative personnel - Paul Lowery
   b. Personnel Functions - Don Rhead
   c. College Relations Office - Tom Clarkson
      1. News Services
      2. Publications
   d. Research and Development - Ron McClurg
      1. Grants
      2. Foundation
      3. Alumni Association
   e. Management Information Systems - Larry Wood

II. Business Operations
   a. Introduction - Gene Snyders
   b. Accounting, Payroll and Budgeting Functions - Irv Steinberg
   c. Bookstore - Joe Morr
   d. Purchasing, Receiving, Mail Delivery and Inventory - Leo Michels and Bob Mann
   e. Food Service, Duplicating and Word Processing - Gene Snyders
   f. Physical Plant - Don Zuck
   g. Summary/Observations/Questions - Gene Snyders
DES MOINES AREA COMMUNITY COLLEGE
Regular Board Meeting
Monday, January 10, 1976 - 5:30 P.M.
Urban Center

5:30 P.M. TOUR OF URBAN CENTER

6:00 P.M. PRESENTATIONS AND DISCUSSIONS CONCERNING URBAN CENTER

6:45 P.M. DINNER - HOLIDAY INN DOWNTOWN

7:45 P.M. CALL TO ORDER OF REGULAR MEETING AT URBAN CENTER

1. APPROVAL OF MINUTES - December 13 regular meeting

2. REPORTS
   a. ICASB - Kreager
   b. Mid-Iowa Computer Center - Hetzel
   c. Area Superintendents - Lowery
   d. Legislation (breakfast)
   e. Registration status - Winter Quarter 1976-77 - Ankeny & Urban
   f. Joint Conference on Labor Education - Rowen
   g. Monthly Financial
   h. Negotiations for School Year 77-78

3. COMMUNICATIONS
   a. An appraisal of the Bishop Drumm Home located at 14th and Clark, Des Moines, was presented and suggested as a possible new location for the Urban Center by an Urban Community Group.

4. UNFINISHED BUSINESS
   a. Consideration of Management by Objectives for FY78

5. NEW BUSINESS
   a. New Personnel
      (1) Richard Adrian Silver, Machine Shop instructor, CIVEC
      (2) Nora Sisson, ADN instructor, Ankeny.
   b. Leave of Absence Without Pay
      (1) Barbara Stennes, Secretarial Instructor, 1 yr. commencing Nov. 18, 1976
      (2) Raetta Kopaska, Duplicating Room Supvr., 10 days, Nov. 24-30
      (3) Rosemary Devine, Business Occupations, CIVEC, 1 day, Dec. 30, 1976
      (4) Richard Byerly, Research & Development, commencing January 10, 1977 for duration of legislative session.
   c. Final acceptance of Contract 2 - Lighting, Parking Lot J, Phase IIB, Part 7, with Baker Electric, Inc. The amount of $851.20 is to be paid within 30 days, subject to the completion of the punch list.
   d. Consideration of employment of consultant for the purpose of completing the salary administration plan for the Auxiliary Services group and integrating this group with the plan already completed by Ernst & Ernst for the administrative group and secretarial/clerical group.
   e. Consideration of bids on student built house located at 906 SE Wanda Drive, Ankeny.
5. NEW BUSINESS (continued)
f. Appointment of members to advisory committees.
   see appointment per listing attached later.
g. Consideration of revising the existing board policy concerning the use of alcohol on campus to permit the consumption of beverages of alcoholic content in connection with the instruction program only. This would permit the use of alcoholic beverages in bartending classes and the serving of same with the gourmet meals prepared by our students in the Food Service program.

6. OTHER
   a. Consideration of period of time to be set aside at each regular board meeting for public comments.

   b. Consideration of trip to visit some existing community colleges in Illinois.

   c. Rescheduling of three special meetings.

7. PRESENTATION OF CLAIMS AND ACCOUNTS

8. ADJOURNMENT
November 30, 1976

Mr. Paul Lowery, Superintendent
Des Moines Area Community College
2006 Ankeny Boulevard
Ankeny, Iowa 50021

Dear Mr. Lowery:

The purpose of this letter is to outline the Davidson Associates proposal for developing a Base Salary Program for approximately 40 Auxiliary Services employees at the College and integrating the program with existing College programs for Administrative, Professional Services, Secretarial/Clerical and Physical Plant employees.

We propose to carry out all steps listed under "Specific Responsibilities" in your Request for Proposal, and in addition, since all salaries should be competitive externally as well as equitable internally, we would conduct a survey, both locally and at least regionally, to determine current rates for similar positions in other institutions and in other communities. We see no problem with completing the project by June 1, 1977 as outlined in the RFP; our schedule below indicates completion by April 30, 1977, but we expect to be finished even before that date.

1. Professional capabilities of Davidson Associates to successfully complete the project:

While we will no doubt be calling upon other associates to provide support services, the primary work on this project would be conducted by two senior members of our staff: George F. McCormick and myself. Mr. McCormick was an officer and director of personnel and training for Dial Financial Corporation until he elected early retirement to engage in consulting activities. He had spent 38 years with Dial, joining its management training program right from Drake University. For seven of those years, he reported to me in my capacity as Vice President and Director of Operations, so we have worked together for a total of 14 years. Together we have been responsible for installing numerous salary programs for Dial's 2,000 employees. The most sophisticated, which Dial continues to use, is a plan based on the Edward N. Hay system of point totals. For the past three years, as executive assistant to the General Manager of Northwestern Bell Telephone Company's Iowa operations, I was active in reviewing and making recommendations regarding that firm's salary program for 8,000 Iowa employees. My consulting activities have involved me in other salary programs for educational and service institutions. Thus, we are familiar with a broad range of salary plans and have in-depth knowledge of the most sophisticated of them.

2. Specific procedures and instruments to be used.

While we intend to use a job analysis questionnaire for Auxiliary Services employees to complete, we would like to spend some interviewing (more)
time with at least one representative of each position. Though this is more arduous and time-consuming than relying on the questionnaires, we have found that interviewing is more desirable for accurate job descriptions. Also, we propose to conduct a survey of salaries paid for similar positions elsewhere. We would be pleased to use sources the College has already developed along with our own national, regional and local sources. The selection of a measurement instrument is a complex consideration in this case because the College has developed its other salary plans with certain systems. We would prefer an all-embracing, sophisticated system because it provides expandability for the future and flexibility for contingencies (even as input for appropriate assignment of personnel and for evaluation of potential).

However, because all other salary groups have already been evaluated, it would seem more practical to use the same or very similar measurement instrument on this project and we are willing to do so. This has the added advantage of reducing the amount of time we would need to spend and thus the cost to you.

3. Schedule of milestone activities.

We would be ready to begin the project on January 3, 1977 or perhaps earlier.

<table>
<thead>
<tr>
<th>Project Phase</th>
<th>Beginning Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defining and planning project</td>
<td>January 3, 1977</td>
</tr>
<tr>
<td>Administering job analysis questionnaires and personal interviews</td>
<td>January 10</td>
</tr>
<tr>
<td>Development of uniform job descriptions</td>
<td>February 1</td>
</tr>
<tr>
<td>Conducting outside survey</td>
<td>February 1</td>
</tr>
<tr>
<td>Development of base salary schedule</td>
<td>March 1</td>
</tr>
<tr>
<td>Evaluation Auxiliary Services positions</td>
<td>March 15</td>
</tr>
<tr>
<td>Analyzing other base salary schedules</td>
<td>April 1</td>
</tr>
<tr>
<td>Development of uniform salary schedule</td>
<td>April 15</td>
</tr>
<tr>
<td>Reviewing and editing Policy Manual</td>
<td>April 25</td>
</tr>
</tbody>
</table>

Target date for completion of the project: April 30, 1977.

4. Budget and fee payment schedule.

Our fees are based on the amount of time spent multiplied by the daily or hourly rate of the staff member doing the work, ranging from $25 to $50 per hour. Phase 1 of the project (preparing the schedule for 40 Auxiliary Services employees) is predictable and therefore no problem to estimate costs. Phase 2 (the possible consolidation into a uniform salary schedule for the College) depends upon the need for changes in your current schedules to make integration feasible. If we assume only moderate changes necessary, we estimate Phase 2 can be completed in no more than 17½ working days. Using this assumption and also assuming your people will handle the coordination of appointments so there will be no "waiting time," and will provide timely data and information as needed so as to facilitate the smooth completion of this project, we estimate that within the parameters outlined in this letter of proposal, Davidson Associates could complete the entire project for a cost of no more than $8900, plus any out-of-pocket expenses. (Other than cost of (more)
printing any reports, forms or schedules, we do not foresee any additional expenses.) If it takes us fewer working days than estimated, the fee quoted above will be reduced to the exact amount of time spent. While other payment options can be arranged, we suggest that we bill the College for one-third of the fee at February 15, one-third at April 1 and the final third at the conclusion of the project.

We should state our firm's self-imposed philosophy: we like to leave "tracks" behind us by training the client's own personnel to carry on after the installation stage without having to go to outsiders constantly. This training does take additional time as the project is being carried out, but we believe it is time well-spent for the long-range advantage of the client.

Because we believe the College is one of Iowa's finest institutions, we look forward to making whatever contribution we can toward its improvement; we also look forward to the possibility of working with you.

Most sincerely,

[Signature]
Sol M. Davidson
President

Upon fourteen (14) days written notice, either party to this agreement may terminate all services, with payment to be made through the final day of the notice period.

AGreed to this _____ day of ____________, 19___

______________________________  ________________________________
PAUL LOWERY, Superintendent SOL M. DAVIDSON, President
Des Moines Area Community College Davidson Associates
Memorandum

des moines area community college
2006 ANKENY BLVD., ANKENY, IOWA 50021
PHONE 964-0651

DATE December 8, 1976
TO Paul Lowery
FROM Eldon Bergstrom
RE: Sol Davidson - Reference Contacts

Mr. Ed Glazer - Chairman of the Board, Dial Finance

Mr. Glazer confirmed that Mr. Davidson had been employed by Dial Finance for about 10 years. He left the company 3 or 4 years ago.

His work was primarily in Personnel Training. He developed most of the training manuals the company is using. During this time he worked with the Edward N. Hay & Associates from Chicago in implementing the salary schedule they developed for Dial. The actual development work was done by Hay & Associates.

Mr. Glazer felt that Mr. Davidson would work hard at this proposal and give full measure to the task before him. He did not feel he could give an opinion as to quality of work to expect since he had never seen his work in this specific area.

Mr. William Stauffer - Vice President & Chief Executive Officer - State of Iowa, Northwestern Bell Telephone Co.

Mr. Stauffer was very positive about the quality of work Mr. Davidson had produced for Bell Telephone. The work he had been involved with was development of basic training materials and instructor selection. He had not worked in the area of employer benefits but Mr. Stauffer knew of the contacts he had made with Edward N. Hay Associates and offered the opinion that he would be capable of working in this area.

Mr. Davidson was described as having the ability to carry through on what he starts, able to meet timelines he sets for himself, strong on his interpersonal relationships and innovative in handling new concepts.
Recommend the appointment and/or reappointment of members to serve on the Program Advisory Committees as follows:

<table>
<thead>
<tr>
<th>Advisory Committee</th>
<th>New</th>
<th>Reappointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Services</td>
<td>All members</td>
<td></td>
</tr>
<tr>
<td>Community Journalism</td>
<td>Vince Giannoble</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jackie King</td>
<td></td>
</tr>
<tr>
<td>Criminal Justice</td>
<td>Ben Yarrington</td>
<td></td>
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<tr>
<td></td>
<td>Russ Friedrich</td>
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<td></td>
<td>Jim Wacker</td>
<td></td>
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<tr>
<td></td>
<td>Trish MacRae Harlow</td>
<td></td>
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<tr>
<td></td>
<td>Jeff Hanover</td>
<td></td>
</tr>
<tr>
<td>Fire Science</td>
<td>Kenneth Danley</td>
<td></td>
</tr>
<tr>
<td>Pre-Teacher Associate</td>
<td>Judy Ross</td>
<td>Harland Hayek</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Richard Wiederholt</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gwendolyn Norris</td>
</tr>
<tr>
<td>Legal Assistant</td>
<td>All members</td>
<td></td>
</tr>
</tbody>
</table>
Three-Year Term

Elizabeth Turner
University of Iowa School of Social Work
2830 University
Des Moines, Iowa 50311  277-3410

Max Schott
Personnel Officer
Woodward State Hospital School
Woodward, Iowa 50276  438-2600

Barnett Devine
Day Treatment Center
Veterans Administration Hospital
30th and Euclid
Des Moines, Iowa 50310  255-2173

Two-Year Term

John Barber (DMACC Human Services Graduate)
Income Maintenance East District Office
Polk County Dept. of Social Services
Box 756
Des Moines, Iowa 50303

Ann Schrader
Mental Health Nurse Clinician
Iowa Lutheran Hospital
University at Penn
Des Moines, Iowa 50316  283-5720

Dr. Stan Haugland, Director
Alcoholism Treatment Program
Iowa Methodist Hospital
1200 Pleasant
Des Moines, Iowa 50308  283-6731

One-Year Term

Phil Chard
Social Services Department
Iowa Lutheran Hospital
University at Penn
Des Moines, Iowa 50316

Geneva Hawk
Division of Management & Planning
Iowa Dept. of Social Services
Farm Bureau Building, 8th Floor
Des Moines, Iowa 50309  247-4355

DPI Consultant:
Sally Ihne, Area Schools
Department of Public Instruction
Grimes State Office Building
Des Moines, Iowa 50316
DES MOINES AREA COMMUNITY COLLEGE
COMMUNITY JOURNALISM ADVISORY COMMITTEE
Fall, 1976

Three-Year Term

Marilyn Sealine, Promotion Manager
Iowa State University Press
South State Avenue
Ames, Iowa 50010

James Wilson
General Manager
Herald Publishing Company
515 North Main Street
Carroll, Iowa 51401

New - Vince Giannoble
Metro Shopper
Highway 69
Des Moines, Iowa

Two-Year Term

William Wilcox
The Madrid Register-News
102 South Main
Madrid, Iowa 50156

Dick White
News Editor
Record-Herald & Indianola Tribune
Box 259
Indianola, Iowa 50125

New - Jackie King (DMACC Community Journalism Graduate)
KSO
3200 Broadway
Des Moines, Iowa 50317

One-Year Term

Gary Alban, Publisher
Ogden Reporter
Ogden, Iowa 50212

John Gorman
1122 Court Avenue
Winterset, Iowa 50273

Keith Hawk
News Editor
Box 272
Knoxville, Iowa 50138
Three-Year Term

Captain William Zinzer
Des Moines Police Department
East First & Court Avenue
Des Moines, Iowa
Phone: 283-4853

Sheriff John Stark
Story County Sheriff's Office
Nevada, Iowa 50201
Phone: 382-6566

Colonel Edward Dickinson
Director, Iowa Highway Patrol
Lucas State Office Building
Des Moines, Iowa
Phone: 281-5824
(Alternate - Major Frank Metzger)

CHIEF DENNIS BALLARD
Ankeny Police Department
Ankeny, Iowa 50021
Phone: 964-4550
(Alternate - Andrew Kasper)

Two-Year Term

Mr. Thomas Hopewell (Student in Program)
Assistant Director
Bureau of Criminal Investigation
Lucas State Office Building
Des Moines, Iowa
Phone: 281-5138

Gary Ventling
Chief Probation Officer
Polk County Juvenile Court
West 3rd & Court Avenue
Des Moines, Iowa
Phone: 284-6270

One-Year Term

Mr. Ben Yarri tong - New
Assistant Director
Iowa Law Enforcement Academy
Johnston, Iowa
Phone: 278-9357

New - Ross Friedrich, Director
Polk County Sheriff's Dept.
Special Operations
615 Cherry Street
Des Moines, Iowa
Phone: 284-6280

Jim Wacker, Assistant Director - New
YMCA Boys Home
Box 39
Johnston, Iowa
Phone: 276-3473

New - Trish MacRae Harlow
Central Iowa Area Crime Commission
1221 Center Street, Suite #2
Des Moines, Iowa 50309
Phone: 283-1521

New - Jeff Hanover, Clinical Psychologist
Girls State Training School
Box 181
Mitchellville, Iowa 50619
Phone: 967-4236

Alumni of Criminal Justice Program
DES MOINES AREA COMMUNITY COLLEGE

Fire Science Advisory Committee

Three-Year Term

New-Kenneth Danley (Student in Program)
2706 Tiffin
Des Moines, Iowa

Reynold Hentges
Assistant State Fire Marshall
9th & Mulberry
Des Moines, Iowa

Keith Royer (Ex officio member)
Supervisor
Fire Service Extension
Iowa State University
Ames, IA 50010

Edsel McMickle
Fire Chief
Cedar Rapids Fire Department
Cedar Rapids, Iowa

Two-Year Term

R. J. Ruby
Property Underwriting Manager
Employers Mutual Companies
717 Mulberry
Des Moines, Iowa

Lee Williams
Fire Chief
Des Moines Fire Department
9th and Mulberry
Des Moines, Iowa

One-Year Term

Clarence Martin, Superintendent
Northwest Iowa Technical College
Sheldon, Iowa

Jim Simmons
Training Officer
Marshalltown Fire Department
Marshalltown, Iowa

Gary Wilcox
Dean of Arts & Sciences
Des Moines Area Community College
Ankeny, Iowa 50021

Sally Ihne (Ex officio member)
Area School Consultant
Department of Public Instruction
Grimes State Office Building
Des Moines, Iowa

Roger Sweet (Ex officio member)
Field Instructor
Fire Service Extension
Iowa State University
Ames, Iowa 50010

Douglas Smith
Associate Dean
College of Continuing Education
Drake University
Des Moines, Iowa

Richard Oggero
Weitz Company
607 Locust
Des Moines, Iowa

John Connors
Secretary
Iowa Association of Firefighters
Fire Station #7, 3500 E. 12th
Des Moines, Iowa
Des Moines Area Community College
PRE-TEACHER ASSOCIATE ADVISORY COMMITTEE
Fall, 1976

Three-Year Term

Mrs. Karen Anderson
Norwalk High School
Norwalk, Iowa 50211

Mr. Frank Hildreth
Coordinator of Staff Development & Student Teaching
Des Moines Public Schools
1800 Grand Avenue
Des Moines, Iowa 50307

Dr. Bennett Litherland
Superintendent, Urbandale Schools
7101 Airline
Urbandale, Iowa 50322

Two-Year Term

Dr. Bill Clark
Assistant Superintendent
Heartland Educational Agency
1932 SW 3rd
Ankeny, Iowa 50021

Mrs. Mary Lou Fritsch
Central Junior High School
6th and Clark
Ames, Iowa 50010

Mr. Lloyd Nelson, Director
Elementary Education
Ankeny Community Schools
420 School Street
Ankeny, Iowa 50021

One-Year Term

Mr. Harland Hayek, Principal (Reappointment)
415-7th Street
West Des Moines, Iowa 50265

Mrs. Gwendolyn Norris (Reappointment)
Farrar Elementary School
Rural Route
Maxwell, Iowa 50161

Mr. Richard Wiederholt (Reappointment)
Principal, Saydel Schools
5810 NW 14th Street
Des Moines, Iowa 50313

Mrs. Judy Ross (Appointment)
(Graduate of DMACC Pre-Teacher Program)
318 NE 8th
Ankeny, Iowa 50021
DES MOINES AREA COMMUNITY COLLEGE

LEGAL ASSISTANT ADVISORY COMMITTEE
Fall 1976

Three-Year Term

New - Mr. Robert C. Oberbillig, Director
      Legal Aid Society of Polk Co.
      102 East Grand Avenue
      Des Moines, IA 50309
      Telephone: (515) 243-1193

New - Ms. Marcia Davis
      Legal Assistant
      1100 Savings & Loan Bldg.
      206 Sixth Avenue
      Des Moines, IA 50309
      Telephone: (515) 283-2241

Two-Year Term

New - Mr. W. K. Doran
      Attorney-at-Law
      Doran, Doran & Courter
      Security Bank Building
      809 8th Street
      Boone, IA 50036
      Telephone: (515) 432-1355

New - Mr. Richard Baskerville
      Attorney-at-Law
      Swift, Brown & Winick
      1200 Register & Tribune Bldg.
      Des Moines, IA 50309
      Telephone: (515) 283-2076

One-Year Term

New - Ms. Margie L. Byram
      Litigant Assistant
      Thoma Law Firm
      2300 Financial Center
      Des Moines, IA 50309
      Telephone: (515) 243-2300

New - Ms. Mary Weibel
      8511 NW 26th St.
      Ankeny, IA 50021
      Telephone: (515) 964-0993
      (Student in Program)

New - Ms. Georgia Davis
      4117 1st Street
      Des Moines, IA
      Telephone: (515) 280-1513
      (Student in Program)
### DES MOINES AREA COMMUNITY COLLEGE
#### CASH POSITION - FINANCIAL REPORT
December 31, 1976

**GENERAL & REVOLVING COMBINED FUNDS**

<table>
<thead>
<tr>
<th>Ankeny Natl.</th>
<th>BANKERS TRUST CO.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Special</strong></td>
<td><strong>Voted Tax &amp; Sinking</strong></td>
</tr>
<tr>
<td><strong>Plant</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### CASH IN BANK:

<table>
<thead>
<tr>
<th>Description</th>
<th>Ankeny Natl.</th>
<th>Special Plant</th>
<th>Voted Tax &amp; Sinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance Forward 12/1/76</td>
<td>$858.89</td>
<td>$913.80</td>
<td>$900,199.25</td>
</tr>
<tr>
<td>Plus Dec. Receipts</td>
<td>1,618,927.87</td>
<td>48,009.00</td>
<td>164,515.49</td>
</tr>
<tr>
<td>Less Dec. Disbursements</td>
<td>1,524,785.54</td>
<td>15,760.98</td>
<td>-</td>
</tr>
<tr>
<td>Less Journal Disb.</td>
<td>102,356.26</td>
<td>1,039,000.00</td>
<td>133,000.00</td>
</tr>
<tr>
<td>Plus Journal Receipts</td>
<td>-</td>
<td>998,076.46</td>
<td>2,840.09</td>
</tr>
<tr>
<td>Plus Void Checks</td>
<td>2,060.89</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cash Balance 12/31/76</td>
<td>($5,294.15)</td>
<td>($7,761.72)</td>
<td>$934,554.83</td>
</tr>
</tbody>
</table>

#### INVESTMENTS:

- **Savings Account (5%)**: $168,001.00
- **Total Investments**: $168,001.00

**TOTAL CASH & INVESTMENTS**: $162,706.85 ($7,761.72) $934,554.83

### NOTES:

1. Plant Fund owes General Fund - $650,000.00
2. Cash Balance shown in Voted Tax and Sinking Fund is in a 5% Savings Acct.
3. Annual loan payment made to Bankers Trust 12-31-76 of $1,039,000, shown as disbursement under Special Plant Fund. Final Loan Payment due 12-31-77 of $1,033,543.
### DES MOINES AREA COMMUNITY COLLEGE
#### BUDGET BALANCE REPORT
**DECEMBER 31, 1976**

<table>
<thead>
<tr>
<th>Budget</th>
<th>Current Amount</th>
<th>Current Expended</th>
<th>Amount Encumbered</th>
<th>Working Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund Expenditures:</td>
<td>$12,579,528</td>
<td>$6,351,593</td>
<td>$5,251,057</td>
<td>$2,976,878</td>
</tr>
<tr>
<td>Arts &amp; Sciences</td>
<td>$1,614,228</td>
<td>$565,759</td>
<td>$660,044</td>
<td>$388,425</td>
</tr>
<tr>
<td>Career Education</td>
<td>4,533,139</td>
<td>1,620,676</td>
<td>1,963,704</td>
<td>948,759</td>
</tr>
<tr>
<td>Adult Education</td>
<td>1,612,924</td>
<td>358,813</td>
<td>719,080</td>
<td>304,321</td>
</tr>
<tr>
<td>Administration</td>
<td>1,234,438</td>
<td>470,504</td>
<td>607,245</td>
<td>207,377</td>
</tr>
<tr>
<td>Student Life</td>
<td>1,285,126</td>
<td>358,813</td>
<td>719,080</td>
<td>304,321</td>
</tr>
<tr>
<td>Learning Resources</td>
<td>476,058</td>
<td>122,232</td>
<td>205,914</td>
<td>147,911</td>
</tr>
<tr>
<td>Physical Plant</td>
<td>1,123,732</td>
<td>189,389</td>
<td>489,289</td>
<td>445,054</td>
</tr>
<tr>
<td>State Loan Payback</td>
<td>699,883</td>
<td>699,883</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Totals --</td>
<td>$12,579,528</td>
<td>$4,351,593</td>
<td>$5,251,057</td>
<td>$2,976,878</td>
</tr>
</tbody>
</table>

### GENERAL FUND RECEIPTS:
- Student Fees: $135,000 | $73,553 | $61,447
- Tuition: 2,343,000 | 1,158,998 | 1,184,002
- General State Aid: 4,553,243 | 2,276,622 | 2,276,621
- Vocational State Aid: 894,000 | 315,880 | 578,120
- State Capital Outlay Approp.: 298,370 | 44,561 | 253,809
- Federal Aid: 1,669,516 | 452,197 | 1,217,319
- Sales & Service: 10,000 | 3,236 | 6,764
- Property Tax - Operations: 1,295,035 | 696,426 | 598,609
- Property Tax - Debt Service: 699,883 | 374,998 | 324,885
- Property Tax - Tort: 11,431 | 6,194 | 5,237
- Other Income: 97,000 | 24,126 | 72,874
- Unrestricted Fund Balance: 846,413 | 846,413 | -
| Totals -- | $12,852,891 | $6,273,204 | $6,579,687 |

### PLANT FUND EXPENDITURES:
- $2,409,831 | $961,510 | $1,448,321

### PLANT FUND RECEIPTS:
- $2,409,831 | - | $1,340,892 | $1,069,999

### FOOTNOTES:
- General Fund Expenditure Total Published Budget: $13,182,590
- General Fund Expenditure Total Working Budget 7-1-76: $12,602,037
- Plant Fund Expenditure Total Published Budget: $2,409,831
- Plant Fund Expenditure Total Working Budget 7-1-76: $2,409,831
### GENERAL FUND EXPENDITURES:

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<th>Current Amount</th>
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<td>Vocational State Aid</td>
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<td>315,880</td>
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<tr>
<td>State Capital Outlay Approp.</td>
<td>298,370</td>
<td></td>
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DES MOINES AREA COMMUNITY COLLEGE
CASH POSITION - FINANCIAL REPORT
December 31, 1976

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<td>COMBINED FUNDS</td>
<td>Special Plant &amp; Voted Tax</td>
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<td>Ankeny Natl.</td>
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**INVESTMENTS:**

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<tr>
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<tr>
<td>Savings Account (5%)</td>
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<tr>
<td>Total Investments</td>
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**NOTES:**

1. Plant Fund owes General Fund - $650,000.00

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3. Annual loan payment made to Bankers Trust 12-31-76 of $1,039,000, shown as disbursement under Special Plant Fund. Final Loan Payment due 12-31-77 of $1,033,543.
Please ask the board for a resolution of final acceptance of Contract 2 - Lighting, Parking Lot J, Phase IIB, Part 7, with Baker Electric, Inc. This contract was for the installation of lighting for the parking lot J. The Certificate for Completion by Veenstra & Kimm is attached. We have approved the 90% payment in the amount of $7660.80 and following board final acceptance of the project, will pay the final 10% of $851.20 30 days following board action in accordance with Veenstra & Kimm letter dated December 16, 1976.

If there are any questions, please give me a call.

Don Zuck
Des Moines Area Community College  
2006 Ankeny Boulevard  
Ankeny, Iowa 50021

Attn: Mr. Don Zuck, Director  
Plant Services

Gentlemen:

Enclosed are two copies of Partial Payment Estimate No. 1 (Final) for the above project. This estimate is for work in accordance with the contract between Baker Electric, Inc. and the Des Moines Area Community College, dated August 9, 1976.

The above estimate shows the lump sum quantity of the completed work. We recommend payment to the Contractor, now, in the amount of $7,660.80.

We hereby certify the work to be complete and in substantial accordance with the plans and specifications. We recommend that the Board of Directors, Des Moines Area Community College accept the work.

Forty days after the date of acceptance, the final 10% in the amount of $851.20 is due and payable, provided the Contractor furnishes the College with two copies of Iowa Department of Revenue Form ST-172, duly executed, to show taxes paid on

30 days completion  

[Signature]

RECEIVED  
DEC 17 1976  
PLANT SERVICES
Des Moines Area Community College  

December 16, 1976

Attn: Mr. Don Zuck

materials and equipment incorporated into the work. Also, provided that the Contractor furnishes the College with Waivers of Lien from all suppliers for materials and equipment incorporated in the work.

By copy of this letter, we hereby notify Baker Electric, Inc. of the above requirements.

Yours very truly,

VEENSTRA & KIMM

By R. F. Erickson

BGR:m
15214-2
Enclosures

cc: Baker Electric, Inc. w/l copy of enclosure
    Resident Inspector w/l copy of enclosure
Following is a brief unofficial summary of the matters discussed and the action taken at a regular meeting of the Board of Directors of the Des Moines Area Community College. The meeting was held Monday, January 10, 1977, Urban Center.

Please note that decisions are not final until the Board has approved the official minutes at its regular meeting.

Reports

Max Kreager reported on the monthly meeting of the Iowa Council of Area School Boards at which time Dr. Benton gave strong indication that the financial picture would be extremely tight during the next two years.

Supt. Lowery reported that twelve (12) legislators attended a breakfast on campus at which time lively discussion was engaged concerning the progress and needs of the area schools in general and Des Moines Area Community College in particular.

Don Rowen reported on a Labor/AACJC conference designed to enhance the offering of labor education in community colleges throughout the nation.

Business

Approved the College Objectives for FY78 with minor modification and addition of two objectives.

Approved the employment of the following personnel:
   a. Richard Adrian Silver, Machine Shop Instructor, CIVEC.
   b. Nora Sisson, ADN Instructor, Ankeny.

Approved the following Leaves of Absence Without Pay:
   a. Barbara Stennes, Secretarial, 1 yr.
   b. Raetta Kopaska, Duplicating Room Supvr., 10 days.
   c. Rosemary Devine, Business Occupations, CIVEC, 1 day.
   d. Richard Byerly, Research & Development, for duration of legislative session.

Accepted the lighting project (parking lot J) as having been completed and authorized the final payment in the sum of $851.20 to be paid within 30 days, subject to the completion of the punch list.

Approved the employment of Davidson Associates to complete the salary administration plan for the college.

Extended the agreement with Lundstrom Realty for the sale of the student built house located at 906 SE Wanda Drive, Ankeny.
Appointed advisory committee members to the following instructional programs:
  Human Services  Fire Science
  Community Journalism  Pre-Teacher Associate
  Criminal Justice  Legal Assistant.

Decided to set aside a portion of time at the beginning of each board meeting to hear comments and/or proposals from interested persons.

Decided to postpone any decision on the use of alcohol on campus until additional information was available.

**Other**

Indicated an interest in visiting comparable community colleges in the Chicago area.

Scheduled a meeting on January 24, 7:00 p.m., Room 3115, to hear the first of three presentations on the operation of the college.

Also scheduled a special meeting for February 28, 5:30 p.m., Room 3115, to discuss the budget for FY78.
OBJECTIVES

1. During FY 1978, the enrollment in all divisions and at all locations will be 7500 FTE. A specific FTE breakdown by functions is as follows:

   - Career Education (FT) 3165
   - Career Supplemental/Vets Ag 760
   - Adult Ed/HSE 810
   - Secondary Ed/CEC 150
   - Arts and Science 2455
   - CIVEC 160

   TOTAL 7500

2. During FY 1978, the college will seek to achieve the anticipated enrollment increase in the following ways:

   a. Encourage slot-ins and increased class enrollments in existing career, arts and science, and continuing education programs.
   b. Promote and encourage full and part-time student attendance at the Boone Campus and Urban Center.
   c. Expand opportunities for part-time students in regular career and extended day programs.
   d. Expand opportunities for the handicapped and/or disadvantaged student.
   e. Implement the following new and expanded programs:
      1. Auto Body
      2. Building Maintenance
      3. Copy Reproduction
      4. Machine Operator
      5. Mechanical Technology
      6. Safety Specialist
      7. Upholstery
      8. Financial Services
      9. Office Occupations
      10. Welding

3. During the FY 1978, the college will complete a feasibility study to determine the potential for expanding secondary vocational preparatory programs in the college district.
4. By October 1977, a minimum of three career programs for future implementation will be developed and placed on file with the DPI.

5. During FY 1978, the college will develop a master evaluation plan. Included will be a system for measuring overall college and program performance as well as an individual employee appraisal program.

6. During FY 1978, the financial accounting system will be re-designed to improve procedures in encumbrances, payroll, and regular periodic management reports and summaries.

7. During FY 1978, policies and procedures related to budget development, budget transfers and budget revisions will be developed that reflect sound financial administration and college objectives.

8. During FY 1978, budgeting procedures, reporting and approvals will be changed to include total revenue, expenditures, and fund balances of all college funds regardless of source and these budgets will reflect the current and accurate financial status of the college.

9. During FY 1978, purchasing policies and procedures will be modified to produce maximized cost savings and minimized turn around time in providing goods and services.

10. During FY 1978, a Master Plan will be developed which will identify and define the roles and functions of the Personnel Department and will recommend an appropriate organizational structure to carry out those functions.

11. During FY 1978, a Master Plan will be developed which will identify and define the roles and functions of Internal Research and Evaluation, Foundation, Alumni Affairs, Governmental Affairs, and College Relations and will recommend an appropriate organizational plan to carry out these functions.
12. During FY 1978, the college will begin construction of facilities planned as Phase III of the Master Plan including development and/or acquisition of a permanent Urban Center.

13. During FY 1978, the appointed developer will be encouraged to proceed with plans to provide student housing.

14. During FY 1978, there will be increased student participation in the internal governance structures of the college.

15. During FY 1978, a minimum of 40 major instructional development projects will be approved and completed under the Faculty Fellowship Program.

16. During FY 1978, a comprehensive staff development program for all employees will be designed and implemented.

17. During FY 1978, specific procedures and flow-charts will be developed for each major policy established and approved by the Board of Directors.

18. During FY 1978, development of the Management Information System will continue as determined in the MIS Master Plan.

19. During FY 1978, the college will fully implement the Management by Objectives System with all administrative personnel as defined in the MBO Policy and Procedures Manual.

20. During FY 1978, a Master Plan will be developed which will guide governmental affairs and legislative influencing activities of the college.

21. During FY 1978, a program to improve internal and external communication and information about the college will be designed and implemented.
### College Objectives

**FY 1978**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>UNIT RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>22. During fiscal 1978, there will be developed a coordinated system whereby student career goals are assessed at admission, career development assistance is provided during enrollment, and career entrance is facilitated upon completion.</td>
<td></td>
</tr>
<tr>
<td>23. During fiscal 1978, Student Life personnel will offer at least 10 different mini-courses or other group-oriented activities to students on the Ankeny Campus. Similar offerings will be made available at the Boone Campus and Urban Center to the extent possible with available personnel.</td>
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</tr>
<tr>
<td>24. During 1978, the college will establish and maintain a uniform system of inventory accountability for all school owned or managed capital outlay items, to include equipment buildings and site improvements. Permanent items above $10,000 value will be listed and those over $50,000 value will be marked or tagged.</td>
<td></td>
</tr>
<tr>
<td>25. During 1978, the college will place an average of 90% of the career education graduates responding to a placement survey.</td>
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</tbody>
</table>
College Objectives

FY 1978

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>UNIT RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. During FY 1978, the enrollment in all divisions and at all locations will be 7500 FTE. A specific FTE breakdown by functions is as follows:</td>
<td></td>
</tr>
<tr>
<td>Career Education (FT)</td>
<td>3165</td>
</tr>
<tr>
<td>Career Supplemental/Vets Ag</td>
<td>760</td>
</tr>
<tr>
<td>Adult Ed/HSE</td>
<td>810</td>
</tr>
<tr>
<td>Secondary Ed/CEC</td>
<td>150</td>
</tr>
<tr>
<td>Arts and Science</td>
<td>2455</td>
</tr>
<tr>
<td>CIVEC</td>
<td>160</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>7500</strong></td>
</tr>
</tbody>
</table>

2. During FY 1978, the college will seek to achieve the anticipated enrollment increase in the following ways:

   a. Encourage slot-ins and increased class enrollments in existing career, arts and science, and continuing education programs.
   b. Promote and encourage full and part-time student attendance at the Boone Campus and Urban Center.
   c. Expand opportunities for part-time students in regular career and extended day programs.
   d. Expand opportunities for the handicapped and/or disadvantaged student.
   e. Implement the following new and expanded programs:
      1. Auto Body
      2. Building Maintenance
      3. Copy Reproduction
      4. Machine Operator
      5. Mechanical Technology
      6. Safety Specialist
      7. Upholstery
      8. Financial Services
      9. Office Occupations
     10. Welding

3. During the FY 1978, the college will complete a feasibility study to determine the potential for expanding secondary vocational preparatory programs in the college district.
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<td>4. By October 1977, a minimum of three career programs for future implementation will be developed and placed on file with the DPI.</td>
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<td>5. During FY 1978, the college will develop a master evaluation plan. Included will be a system for measuring overall college and program performance as well as an individual employee appraisal program.</td>
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<td>6. During FY 1978, the financial accounting system will be redesigned to improve procedures in encumbrances, payroll, and regular periodic management reports and summaries.</td>
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<td>7. During FY 1978, policies and procedures related to budget development, budget transfers and budget revisions will be developed that reflect sound financial administration and college objectives.</td>
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<td>8. During FY 1978, budgeting procedures, reporting and approvals will be changed to include total revenue, expenditures, and fund balances of all college funds regardless of source and these budgets will reflect the current and accurate financial status of the college.</td>
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<tr>
<td>9. During FY 1978, purchasing policies and procedures will be modified to produce maximized cost savings and minimized turn around time in providing goods and services.</td>
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<td>10. During FY 1978, a Master Plan will be developed which will identify and define the roles and functions of the Personnel Department and will recommend an appropriate organizational structure to carry out those functions.</td>
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<td>11. During FY 1978, a Master Plan will be developed which will identify and define the roles and functions of Internal Research and Evaluation, Foundation, Alumni Affairs, Governmental Affairs, and College Relations and will recommend an appropriate organizational plan to carry out these functions.</td>
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12. During FY 1978, the college will begin construction of facilities planned as Phase III of the Master Plan including development and/or acquisition of a permanent Urban Center.

13. During FY 1978, the appointed developer will be encouraged to proceed with plans to provide student housing.

14. During FY 1978, there will be increased student participation in the internal governance structures of the college.

15. During FY 1978, a minimum of 40 major instructional development projects will be approved and completed under the Faculty Fellowship Program.

16. During FY 1978, a comprehensive staff development program for all employees will be designed and implemented.

17. During FY 1978, specific procedures and flow-charts will be developed for each major policy established and approved by the Board of Directors.

18. During FY 1978, development of the Management Information System will continue as determined in the MIS Master Plan.

19. During FY 1978, the college will fully implement the Management by Objectives System with all administrative personnel as defined in the MBO Policy and Procedures Manual.

20. During FY 1978, a Master Plan will be developed which will guide governmental affairs and legislative influencing activities of the college.

21. During FY 1978, a program to improve internal and external communication and information about the college will be designed and implemented.
### OBJECTIVES

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<td>whereby student career goals are assessed at admission, career</td>
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<td>career entrance is facilitated upon completion.</td>
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