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ABSTRACT

The Leadership Institute for a New Century (LINC) began in 1989 as a consortium formed by Iowa State University, the Iowa Association of Community College Trustees, and the Iowa Association of Community College Presidents. The mission of LINC was to increase the diversity of upper-level administrators at community colleges through developing and enhancing the leadership styles of women and people of color. This report provides an overview of the LINC program. First, a discussion is offered of consortium members and their contributions; LINC's coordination, funding, and organization; academic credit provided for LINC participation; LINC faculty and administration; and the LINC training environment. Next, a LINC recruitment brochure is provided, which describes the institute format, LINC goals and objectives, institute activities, and special features. The program's 1991-92 annual report is then presented, including a table describing the academic program, and an outline of participant's activities and written work for the year. Next, a two-page summary of a study conducted in May 1992 to determine the effectiveness of the LINC program is provided. The summary presents findings of a survey of LINC participants, which yielded a 95.8% response rate (N=45). Finally, the report concludes with lists of national resources persons, state and local resource persons, LINC participants, and a nomination form for participation in the LINC program. (JMC)

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# LEADERSHIP 2000

## LINC ing: Creating A Regional Consortium For Leadership Development

July 19 - 22, 1992  
Chicago Marriott Hotel  
Chicago, Illinois

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# The Leadership Institute for a New Century

## Introduction

### Mission

To increase the diversity of upper-level administrators at community colleges through developing and enhancing the leadership styles of women and people of color.

### Consortium members and their contributions to the program

LINC began in 1989 as a consortium formed by Iowa State University (Ames, Iowa), the Iowa Association of Community College Trustees, and the Iowa Association of Community College Presidents.

#### Iowa State University (ISU)

ISU is a broad-based university of international stature offering more than 120 majors and numerous professional and preprofessional programs. It has an enrollment of more than 25,000 students and a faculty of nearly 2,000.

LINC is administered, coordinated, and taught by the Higher Education Section, Department of Professional Studies in the College of Education.

#### Iowa Association of Community College Trustees (IACCT)

"The community colleges of Iowa retain the system of locally elected trustees with community colleges under the oversight of the State Board of Education" (Iowa Community Colleges, 1992). IACCT is a voluntary association formed by the trustees from each college and supported by dues from the respective institutions, which is designed to meet the educational objectives of Iowa's community colleges. Each year, participating colleges elect one trustee to represent them at IACCT.

IACCT provides financial support to LINC as well as program support. Each IACCT institution pays a program fee for each participant. IACCT members also provide program support by making presentations at LINC meetings on governance and state issues. Trustees encourage participants' educational and networking opportunities by encouraging them to attend IACCT meetings and IACCT social activities including their December holiday reception.

#### Iowa Association of Community College Presidents (IACCP)

Presidents from each of Iowa's 15 community colleges comprise this association. The presidents hold monthly meetings to discuss and resolve state issues concerning community colleges.

The presidents from each campus provide an open channel of communication to LINC participants throughout the year. The presidents encourage participants to attend IACCP meetings, invite participants to ride to IACCP and LINC meetings with them and their institution's trustee, and make themselves available throughout the year for discussions and pre-

sentations. In addition, they support LINC participants financially by providing funds for travel and lodging to monthly meetings, and providing funds for participants to attend special conferences and activities.

### **Coordination, Funding, and Organization**

Participants meet for two days each month for nine months with national, state and local educational leaders. The meetings are held on the ISU campus or in Des Moines on dates that coincide with IACCP and IACCT meetings. In addition to the monthly meetings, throughout the year LINC members participate in several interactive phone sessions with national leaders.

LINC participants attend one or more conferences each year. The conferences focus on leadership and have included: AACJC Annual Conference, The Way-Up Conference (for women in higher education in Iowa), and statewide IACCT Conferences. Also on a yearly basis, a least one LINC meeting is held on a community college campus. In addition, LINC faculty visit participants on their home campuses.

Program costs are \$600 per participant per semester.

### **Academics**

Participants can earn up to six graduate-level credits for their LINC experience. The program offers two credits each semester for attending meetings and completing "outcome products". (A list of the outcome products for 1991-92 can be found in the Annual Report included in this packet). In addition, participants can earn two more credits for completing an internship with an institution or an agency related to community colleges.

A comprehensive list of topics are covered, which are designed to enhance the participants' abilities to communicate and analyze state and local governance and funding, examine the interaction of the president with the constellation of internal and external constituencies of the community college, understand the theoretical and practical dynamics of community colleges as organizations, and to improve management and communication skills. (Refer to the program brochure for more information about the topics covered.)

### **Faculty & Administration**

The LINC faculty consists of: Larry Ebbers, Professional Studies Department Chair and LINC Director; Noreen Cohan, Director of Human Resources (North Iowa Area Community College) and LINC Co-director; Elizabeth J. Whitt, ISU assistant professor; Daniel C. Robinson, ISU professor and Higher Education Section Leader; Viana Kelly, ISU research assistant.

The commitment of the Institute to persons of color and women extends beyond its goal of providing leadership development to participants. LINC is committed to providing role models as well. As a result,

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one permanent faculty member is a person of color, and the co-director, one faculty, and graduate assistant are female. Many special presenters are women and/or persons of color. At least three times each year, the program features sessions by female community college presidents and vice presidents.

### Environment

Just a "Building Communities" is a theme for community colleges, it is also a theme for LINC. A very conscious effort is made to develop "team spirit" and a sense of community within each group of participants. Participants are encouraged to attend informal dinners following the first day of sessions each month. It is during these times that participants begin to develop friendships and better networking relationships with each other. Other social activities are scheduled throughout the year including receptions during holidays and at conferences with presidents, trustees and past participants. Participants are encouraged to ride to meetings with their presidents and trustees; the campus visits by faculty provide a time to get to know faculty better. Also, there is a discussion time built into each meeting, which provides time for open discussion and honest interaction that leads to better communication and understanding between participants.

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## **Leadership Institute for a New Century**

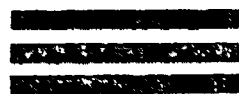
Sponsored by:

Iowa State University  
College of Education  
Professional Studies

The Iowa Association of  
Community College Trustees

The Iowa Association of  
Community College Presidents

For More Information  
Dr. Larry H. Ehbers  
Iowa State University  
College of Education  
Professional Studies  
N243 Lagomarcino  
Ames, IA 50011  
(515) 294-4143



## **Institute Format**

### **Seminar Schedule:**

LINC seminars are held for 1 1/2 days each month beginning in September and ending in May. Meetings are usually held in Des Moines at the same time the IACCP/IACCT meet, which is first Thursday and Friday of each month. Tuition and fees for the seminar, travel and lodging is covered by the sponsors. (Tuition and fees for internships is the responsibility of the participants).

### **Telenet Sessions:**

In addition to the seminars, LINC participants learn from nationally recognized community college educational leaders through monthly telenet sessions. These sessions are held the third Tuesday of each month from October through April. Previous speakers have included: Judith Eaton, Director for the American Council on Education's Center for Academic Achievement and Transfer; David Pierce, President of the American Association of Community and Junior Colleges; and John Roueche, S. W. Richardson Chair for the University of Texas (at Austin) Community College Leadership Institute.

## **Leadership Institute for a New Century**

Diversifying Community College  
Leadership for Today and Tomorrow

██████████  
██████████  
██████████

## Goal

The purpose of the Leadership Institute for a New Century (LINC) is to provide academic and internship opportunities to encourage the advancement of women and people of color into administrative leadership roles at Iowa community colleges.

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██████████  
██████████

## Objectives

LINC is designed to encourage and prepare women and people of color for leadership roles. Networking opportunities are provided to increase diversity of participation in the leadership of Iowa community colleges into the next century.

Emphasis is placed on enhancing abilities to:

- Communicate and analyze state and local governance and funding
- Examine the interaction of the president with the constellation of internal and external constituencies of the community college
- Understand the theoretical and practical dynamics of community colleges as organizations
- Improve management and communication skills

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██████████  
██████████

## Institute Activities

### Fall Seminar

(Hg Ed 580H; 2 credits or audit)

#### Topics include:

Public Policy  
The Political Process  
State and Local Governance Issues  
Board of Directors Profiles  
Presidential Decision-Making  
Leadership Styles  
Vision  
Educational Ethics  
Workplace Values Clarification  
Organizational Culture Identification  
Community College Philosophy,  
Mission, Goals, Ideals  
Institutional Policies and Procedures  
Strategic Planning  
Fiscal, Capital, and Human Resource  
Allocation  
Formal and Informal Organizational  
Structures

### Spring Seminar

(Hg Ed 580H; 2 credits or audit)

#### Topics Include:

Legislative and Public Policy  
Decision-Making Processes  
The Iowa Community College  
Funding Formula  
Resume Writing and Interview  
Techniques  
Persons of Color  
Feminist Issues  
Collective Bargaining  
Budgeting Processes  
Conflict Resolution  
Negotiation Skills

## Internships

(Hg Ed 591 (Optional): 1-4 credits or audit)

Opportunities are available for supervised field experience with an individual president or other administrators, the Iowa Department of Education and/or the Iowa Association of Community College Trustees.

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## Special Features

- Participants are nominated by their institutions
- LINC seminars are part of the currently approved curriculum for certification of community college administrators
- Observation of statewide IACCP/ IACCT meetings is a component of the program
- An advisory board of community college presidents offers consultation and guidance
- Participation in LINC is limited to 20 individuals each year



# Leadership Institute for a New Century

Annual Report

1991-92

The Leadership Institute for a New Century (LINC) completed a third year in operation on May 9, 1992. To date, 48 women and people of color currently working at Iowa's community colleges have benefited from this ISU program, which is designed to promote diversity in community college leadership.

The participants attended monthly meetings (two-day seminars) from September through December and from February through May. In addition, they participated in stimulating discussions with national leaders during four telenet sessions.

The following table lists the academic program for 1991-92

## September Meeting

Speaker/Activity	Topic
Daniel C. Robinson, ISU	Understanding Leadership Styles
Dr. Gerri Evans Rochester Community College	The Community College Philosophy and Current Issues
Cal Hultman Iowa Association of Community College Trustees (IACCT)	A View From IACCT

## October Meeting

Joann Horton Iowa Department of Education Community College Presidents	Observation of IACCP meeting with Dept. of Education Observation of IACCP meeting
Joann Horton	Discussion of her leadership/ career story Discussion of the Department of Education
Carl Heinrich President IACCP	The Iowa Association of Community College Presidents

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### November Meeting

Speaker/Activity	Topic
Way-Up Conference	Women of the 90's: Our Many Voices

#### November Telenet

David Pierce President AACJC	The national agenda for the American Association of Community and Junior Colleges, and the importance of "One Dupont Circle" in shaping education in the US
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### December Meeting

Elizabeth J. Whitt, ISU	Organizations and Their Cultures
Terry Moran Kirkwood C.C. Donna Bidner Northeast Iowa CC	The Iowa Funding Formula
Cal Hultman, IACCT	Legislative Update
Don Roby, Northeast Iowa CC Bob Dunker Western Iowa Tech.	Leadership in Changing to Community College Status
Gene Gardner Southeastern CC	The Higher Education Strategic Planning Report

### January Telenet

George Vaughan University of Florida	The Community College Presidency
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### February Meeting

Lyle Hellyer, Indian Hills CC	Managing Conflict
Kay Chapman, Representative Elaine Szymoniak, Senator	Legislative Day • Women in Politics Women's Issues
Don Shoutz, Representative	• Role of Community Colleges as seen by Legislators
Arthur Ollie, Representative John Kibble, Senator Minnette Doderer, Representative	• Educational Issues at the State Level

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Speaker/Activity

Topic

**February Telenet**

Judith Eaton  
National Center for Academic  
Transfer and Achievement

National Report on  
Academic Transfer

**March Meeting**

Speaker/Activity

Topic

Richard Johnson  
State Auditor

State Budget and  
Accountability Issues

Barb Crittenden,  
Southwestern CC

Curricular Issues and the  
Perspectives of the Chief  
Academic Officer

Tuckle Folkers  
North Iowa Area CC

Institutional Effectiveness

Harriet Custer  
Department of Education

State Community College  
Accreditation Standards

Suzie Clouser,  
DMACC Trustee  
Daryle Holbrook  
NIACC Trustee

Relationships between Trustees  
and Faculty/Staffs

Joe Borgen  
Des Moines Area CC

Innovation/Entrepreneurship  
in the Community College

Community College Trustees

Observation of the IACCT meeting

**March Telenet**

John Roueche  
University of Texas at Austin

Underrepresentation and the  
Question of Diversity

**April Meeting at Kirkwood Community College**

Speaker/Activity

Topic

Norm Nielson, Kirkwood President

Overview of the College

Kate Varcoe

Business Jobs Fair

Rich Gross

Telecommunication Technologies

Trustees

Trustees Meeting:  
International Education

Tour

Child Care Center

Lois Nanke

Resume Review

Don Page

Career Development

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## May Meeting

Speaker/Activity	Topic
Sally Ihne, President Brainerd Community College	Women and Leadership: The Dynamics of the Presidency
Graduation Dinner Sally Ihne	
Paul Tambrino, President Iowa Valley Community College	Entering the Presidency
John Hawes, President Hawkeye Institute of Technology	Exiting the Presidency

### **The outcome products for 1991-92 included:**

As part of the LINC experience, the following activities were designed to enhance student outcomes related to the LINC experience. Participants evaluated each outcome product. Results of that evaluation are included.

### **Fall Semester:**

#### **Election of Board of Directors**

Participants provided a written narrative showing what they learned from an interview with the successful candidates for the Board of Directors for their college regarding their ideas and goals for their time in office, their perceptions of the mission of the community college, and why they were a candidate.

All of the participants indicated that this was a valuable exercise which helped them learn more about the role of the board of directors. Most of the participants thought that the board of directors was more aware of them and of the LINC program following this assignment.

#### **Interview with Board President**

Participants provided a written narrative showing what they learned from an interview with the President of their College's Board regarding his/her role as President and focusing on his/her experiences with the community college, the role of the board and the future direction of the board.

#### **Community College Philosophy**

Participants provided a personal statement of their community college philosophy which articulates the mission, goals, purposes, and ideals of the American Community College.

Most of the participants changed their philosophy from the first semester to the second semester that they were in LINC.

### **Formal and Informal Organizational Structures**

Participants presented written and oral critiques of their college's formal and informal organizations structure, emphasizing it's strengths and weaknesses, and indicating their recommendations for improvements

This exercise was considered valuable in helping participants understand the variety of structures and cultures at community colleges.

### **Book Review**

Participants read a book of their choosing on community colleges, higher education, or leadership, and prepared a one-page review that included their reaction to the book and an analysis of the content.

Following the evaluation of this outcome, the program planning committee has decided to require a book review twice each year; however, the list of books will be revised and fewer choices will be offered. One book will be a book of choice, and the second will be a book that all will read in common.

### **Spring Semester:**

#### **Campus-Based Project**

Participants designed, implemented, or participated in a campus-based project for Black History Month or Women's History month. They provided a written description and evaluation of the project.

Although this is a busy time for participants, making this a difficult project to accomplish, the majority thought this was a very valuable assignment.

#### **Job Search Techniques**

Participants provided an updated resume with a letter of application for a position of their choice. They were required to attach a copy of the job announcement for which they were "applying." This, too, was considered by the majority of participants to be a valuable exercise.

#### **Community College Philosophy**

Again, participants were asked to articulate their community college philosophy. This time it was 75 words or less and in a form that could be used in the college catalog for public information purposes.

#### **Budget and Bargaining**

Participants provided a report that showed two views of the budget and bargaining process at their institution. One view was that of the administrator, while the other was of the employee group. Interviews provided the basis for this assignment, which was considered to be worthwhile.

## Leadership Institute for a New Century

### Three-year Effectiveness Study

In May, 1992, a complete study was made of the effectiveness of the LINC program. The survey had a 95.8 percent return rate. Preliminary results show:

There were 48 participants

#### Participant Demographics:

All were female

3 were persons of color (2 Black, 1 American Indian)

80% are married

87% have children

#### Age when participating in program:

15% under 35 years

24% were 36-49 years old

33% were 41-45 years old

28% were over 45

#### Level of education completed

27% had completed a bachelor's degree

62% had completed a master's degree

11% had completed a doctoral degree

10% had no degree, but were enrolled in an associates program

50% were enrolled in a graduate program

When asked why they participated in LINC, the answer given most often was "because an administrator asked me to participate." The second reason was "for the statewide contacts."

The selection process is different at each college, but 54% had been chosen without completing an application. Only 35% of the campuses had a process that was competitive. Eleven percent did not know how they were selected. Presidents made the selection of participants in consultation with another administrator at over 41% of the institutions.

Sixteen participants (35% of respondents) have received promotions. While this cannot be definitely attributed to LINC, 50% of the respondents thought that LINC was very to somewhat instrumental for their promotion. Of those participants who thought LINC was instrumental, 43% indicated the reason that LINC was instrumental was because the program helped to raise their visibility on their campus.

Forty-three of the 46 respondents want to continue to be employed by a community college; however, only 58% think that they will be at the same institution five years from now, and only 24% think they will be at the same institution in 10 years.

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When asked if LINC helped clarify their career goals, 53% responded 'yes.' Those career goals include:

- 45% would like to be a vice president or a president
- 16% would like to reach the level of dean or department chair
- 21% want to remain in their current position
- 18% are uncertain which level they wish to attain

LINC is designed to improve participants networking opportunities. Over 89% of the respondents agreed that goal had been met.

Faculty make yearly visits to the campuses of each participant, and 60% of the respondents agreed that those visits were valuable to participants. The LINC faculty also feel that these visits are valuable to the faculty and the LINC program. The visits give faculty the opportunity to see each community college campus once each year. While on each campus, the faculty visit the institution's present and other top administrators, which keeps LINC visible and provides faculty with information on the institution's programs and current issues, as well as information on topics LINC should be covering with participants. In addition, campus visits provide faculty with the opportunity to keep in touch with past LINC participants.

Twenty-five topics are covered throughout each LINC year. The respondents (77%) thought the topics were comprehensive. Suggestions for additional topics included:

- A visit to the Department of Education
- Legal issues and court decisions
- A view from some level other than that of the president
- Affirmative action issues
- Democratic and assertive management styles
- Gender communication differences
- Humor
- How to make it past the search committee
- Developing career paths and mentoring
- Balancing family roles
- An advanced leadership development seminar for past participants

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## National Resource Persons

The following nationally recognized persons have been presenters for workshops and telenet sessions for the LINC program:

Judith Eaton  
Director, National Center for Academic Achievement and Transfer  
American Council on Education  
Washington, DC

Geraldine Evans  
Chancellor, Minnesota Community College System  
Minneapolis, Minnesota

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Sally Ihne  
President, Clearwater Community College Region  
Brainerd, Minnesota

Jerry Sue Owens  
President, Cuyahoga Community College  
Cleveland, Ohio

David Pierce  
President, American Association of Community and Junior Colleges  
Washington, DC

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Barry Posner  
Author, The Leadership Challenge

John Roueche  
Sid W. Richardson Regents Chair  
Community College Leadership Program, University of Texas at Austin  
Austin, Texas

George Vaughan  
Professor of Community College Leadership  
University of Florida  
Gainesville, Florida

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Reginald Wilson  
Vice President, American Council on Education  
Washington, DC



## State and Local Resource Persons

The following state and local experts have been presenters and speakers :

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Robert Arnould  
Speaker of the House  
Iowa State House of Representatives

Larry H. Ebbers  
Department Chair, Professional Studies  
Iowa State University

Richard Blacker  
President  
Iowa Lakes Community College

Tuckie Folkers  
North Iowa Area Community College

John Blong  
Chancellor  
Eastern Iowa Community College District

Gene Gardner  
President  
Southeastern Community College

Joseph Borgen  
President  
Des Moines Area Community College

Jean Goodnow  
Vice President for Student Services  
North Iowa Area Community College

Jack Bottenfield  
President  
Iowa Central Community College

John Hawes  
President  
Hawkeye Institute of Technology

David Buettner  
President  
North Iowa Area Community College

Carl Heinrich  
President  
Iowa Western Community College

Richard Byerly  
President  
Southwestern Community College

Lyle Hellyer  
President  
Indian Hills Community College

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Kay Chapman  
Representative  
Iowa House of Representatives

Daryle Holbrook  
Trustee  
North Iowa Area Community College

Suzie Clouser  
Trustee  
Des Moines Area Community College

Joann Horton  
Administrator, Division of Community  
Colleges  
Iowa Department of Education

Noreen Covan  
Director of Human Resources  
North Iowa Area Community College

Cal Hultman  
Assistant Executive Director  
Iowa Association of Community College  
Trustees

Barbara Crittenden  
Vice President for Instruction  
Southwestern Community College

Richard Johnson  
Auditor  
State of Iowa

Harriet Custer  
Chief of the Bureau of  
Educational and Student Services  
Iowa Department of Education

Lowell Junkins  
Executive Director  
Iowa Association of Community College  
Trustees

Minnette Doderer  
Representative  
Iowa House of Representatives

Robert Kaiser  
President  
Western Iowa Technical  
Community College

Bob Dunker  
President  
Western Iowa Technical Community College

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Viana Kelly  
Grant and Proposal Consultant  
LINC Research Assistant  
Iowa State University

John Kibbie  
Senator  
Iowa State Senate

Terry Moran  
Vice President  
Kirkwood Community College

Bob Morrissey  
Executive Dean  
Indian Hills Community College

Norm Nielsen  
President  
Kirkwood Community College

Arthur Olie  
Representative  
Iowa House of Representatives

Daniel C. Robinson  
Section Leader, Higher Education  
Iowa State University

Don Roby  
President  
Northeast Iowa Community College

Carl Rolf  
President  
Northwest Iowa Technical  
Community College

Don Shoultz  
Representative  
Iowa House of Representatives

Elaine Szymoniak  
Senator  
Iowa State Senate

Paul Tambrino  
President  
Iowa Valley Community College

Jane Teaford  
Representative  
Iowa House of Representatives

Elizabeth J. Whitt  
Assistant Professor, Higher Education  
Iowa State University

Richard Varn  
Senator  
Iowa State Senate

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## **UNC Participants**

The following persons have been participants in the program over the past three years:

Jane Andrews  
ISU Graduate Student  
Formerly with Southeastern  
Community College

Charlene Balmer  
Director of Curriculum and  
Instructional Development  
Western Iowa Technical  
Community College

Karla Berns  
Dean, Peosta Campus  
Northeast Iowa Community College

Donna Bildner  
Executive Director, Administrative Services  
Northeast Iowa Community College

Carol Brobst  
Administrative Assistant,  
Vocational-Technical Division  
Hawkeye Institute of Technology

Kathy Brock  
Dean Instructional Services  
Northwest Iowa Technical  
Community College

Gwendolyn Buseman  
ISU Graduate Student  
Formerly with North Iowa Area Community  
College

Mary Conrad  
Instructor & Coordinator,  
Office Occupations Program  
Iowa Central Community College

Judy Cook  
Director, Resources Development  
Iowa Lakes Community College

Barbara Crittenden  
Vice President, Instruction  
Southwestern Community College

Becki de Neul-Lynch  
Dean, Student Services  
Kirkwood Community College

Carol DeLong  
Rehabilitation Specialist/Coordinator  
Iowa Lakes Community College

Janet Drake  
Training Consultant, Continuing Education  
Des Moines Area Community College

Peggy Everty  
Director of Marketing and  
Public Information  
Iowa Western Community College

Jane Forster  
Vice President, Community Services  
Northeast Iowa Community College

Sandra Gobel  
Supervisor, Business Office  
North Iowa Area Community College

Tammy Hove  
Director, Community Relations  
North Iowa Area Community College

Debra Jones  
Coordinator, Office Specialist Program  
Iowa Lakes Community College

Rhonda Kekke  
Associate Dean, Arts and Humanities  
Kirkwood Community College

Linda Keldgard  
Manager, Registration and Records  
Muscatine Community College

Nancy Katherbeutel  
Executive Director, Continuing Education  
Eastern Iowa Community College District

Kim Linduska  
Executive Director, Academic Achieve-  
ment  
Des Moines Area Community College

Mary Sula Linney  
Department Head, Language Arts &  
Humanities  
Iowa Central Community College

Julie Lloyd  
Community Education Specialist I  
Muscatine Community College

Mary Matischeck  
Director, Counseling &  
Developmental Education  
Iowa Central Community College

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Enfys McMurry  
Instructor, Arts and Sciences  
Indian Hills Community College

Mary Stewart  
Department Chair, Special Programs  
Indian Hills Community College

Bonnie Miley  
Director, Communication Arts,  
Fine Arts, Learning Resources  
Iowa Western Community College

Julene Stalk  
Coordinator, Home Economics & Human  
Services  
Western Iowa Technical Community College

Jill Miller  
Director, Library  
Kirkwood Community College

Mary Teague  
Associate Dean, Developmental Education  
Eastern Iowa Community College

Voya Moon  
Instructor/Department Head, Liberal Arts  
Western Iowa Community College

Cynthia Tomes  
Instructor, Accounting  
Des Moines Area Community College

Lois Nanke  
Executive Director, Human Resources  
Kirkwood Community College

Pam Van Ast  
Dean, Health & Public Services  
Des Moines Area Community College

Judy Nissen  
Campus Manager  
Iowa Valley Community College District

Kate Varcoe  
Associate Dean, Business  
Kirkwood Community College

Brenda Porter  
Special Needs Supervisor  
Western Iowa Technical Community  
College

Karen Vickers  
Dean, Academic Affairs  
Clinton Community College

Gwen Roble  
Assistant Registrar  
Southeastern Community College

Linda Wild  
Coordinator, Work Experiences Program  
Iowa Western Community College

Rebecca Rump  
Officer for Institutional Advancement  
Southeastern Community College

Victoria Welch  
Dean, Instruction  
Scott Community College

Darlas Shockley  
Associate Dean, Learning Resources  
Center  
Indian Hills Community College

Jann Woods  
Associate Dean  
Des Moines Area Community College

Dianne Shultz  
Director, Special Needs  
Hawkeye Institute of Technology

Margaret Skold  
Director of Developmental Studies  
Hawkeye Institute of Technology

Gloria Stewart  
Department Head, Nursing & Health  
Occupations  
Western Iowa Technical  
Community College

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# Leadership Institute for a New Century Nomination Form

Nominee's Name \_\_\_\_\_  
Last First Middle

Title/ Position \_\_\_\_\_

Institution \_\_\_\_\_

Address of Institution \_\_\_\_\_  
Street or Campus Office Address

\_\_\_\_\_ City State Zip

Nominee's Telephone: Work ( ) \_\_\_\_\_ Ext \_\_\_\_\_ Home ( ) \_\_\_\_\_

Educational Background: Highest Degree \_\_\_\_\_ Date \_\_\_\_\_

Areas of Concentration \_\_\_\_\_

1. State reasons for your selection of candidate  
(Attach additional sheets if necessary)
  
2. Identify ways in which candidate has demonstrated leadership potential for a top administrative/presidential position.
  
3. Has candidate discussed future career development opportunities with you?  
If so, elaborate what you perceive them to be. If not, what indicators do you have of her/his career aspirations?

Nominated By \_\_\_\_\_ Date \_\_\_\_\_

Send by \_\_\_\_\_ to: Dr. Larry H. Ebbers  
Date Professional Studies  
Iowa State University ERIC Clearinghouse for  
N243 Lagomarcino Hall Junior Colleges  
Ames, IA 50011