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 LING 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)
LINC ing: Creating A Regional Consortium For Leadership Development

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

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

Noreen Coyan
Director of Human Resources
North Iowa Area Community College

Viana E. Kelly
LINC Research Assistant
Iowa State University

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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 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 Coyan, 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,
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.
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. Ebbers
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.
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.

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

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.

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 telement sessions.

The following table lists the academic program for 1991-92

<table>
<thead>
<tr>
<th>September Meeting</th>
<th>October Meeting</th>
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<tbody>
<tr>
<td>Speaker/Activity</td>
<td>Topic</td>
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<tr>
<td>Daniel C. Robinson, ISU</td>
<td>Understanding Leadership Styles</td>
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<tr>
<td>Dr. Gerri Evans</td>
<td>The Community College Philosophy and Current Issues</td>
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<tr>
<td>Rochester Community College</td>
<td>A View From IACCT</td>
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<td>Cal Hultman</td>
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<td>Iowa Association of Community College College Trustees (IACCT)</td>
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<td>Joann Horton</td>
<td>Observation of IACCP meeting</td>
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<td>Iowa Department of Education Community College Presidents</td>
<td>with Dept. of Education</td>
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<td></td>
<td>Observation of IACCP meeting</td>
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<td>Discussion of her leadership/</td>
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<td>Discussion of the Department of Education</td>
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<td>The Iowa Association of Community College Presidents</td>
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### November Meeting

<table>
<thead>
<tr>
<th>Speaker/Activity</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Way-Up Conference</td>
<td>Women of the 90s: Our Many Voices</td>
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</table>

#### 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

### December Meeting

- Elizabeth J. Whitt, ISU
- Organizations and Their Cultures

- Terry Moran, Kirkwood C.C.
- Donna Bildner, Northeast Iowa CC
- Legislative Update

- Cal Hultman, IACCT
- The Iowa Funding Formula

- 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

### February Meeting

- Lyle Helmyer, Indian Hills CC
- Managing Conflict

- Kay Chapman, Representative
- Elaine Szymoniak, Senator
- Legislative Day
  - Women in Politics
  - Women's Issues

- Don Shoutz, Representative
- Arthur Ollie, Representative
- John Kibble, Senator
- Minnette Doderer, Representative
- Role of Community Colleges as seen by Legislators
- Educational Issues at the State Level
February Telenet

Judith Eaton
National Center for Academic Transfer and Achievement

National Report on Academic Transfer

March Meeting

Speaker/Activity
Richard Johnson
State Auditor

State Budget and Accountability Issues

Barb Cittenden,
Southwestern CC

Curricular Issues and the Perspectives of the Chief Academic Officer

Tuckie Folkers
North Iowa Area CC

Institutional Effectiveness

Hamlet Custer
Department of Education

State Community College Accreditation Standards

Suzie Clouser,
DMACC Trustee
Darryle 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
Norm Nielson, Kirkwood President
Kate Varcoe
Rich Gross
Trustees

Overview of the College
Business Jobs Fair
Telecommunication Technologies
Trustees Meeting: International Education
Child Care Center
Resume Review
Career Development

Lois Nanke
Don Page
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<tr>
<th>Speaker/Activity</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Salty Ihne, President</td>
<td>Women and Leadership: The Dynamics of the Presidency</td>
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<tr>
<td>Brainerd Community College</td>
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<td>Graduation Dinner</td>
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<tr>
<td>Salty Ihne</td>
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<td>Paul Tambrino, President</td>
<td>Entering the Presidency</td>
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<tr>
<td>Iowa Valley Community College</td>
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<tr>
<td>John Hawes, President</td>
<td>Exiting the Presidency</td>
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<td>Hawkeye Institute of Technology</td>
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</tbody>
</table>

**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 its 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 that 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.
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 president 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
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

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

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
Gainsville, Florida

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:

Robert Arnowd
Speaker of the House
Iowa State House of Representatives

Richard Blacker
President
Iowa Lakes Community College

John Blong
Chancellor
Eastern Iowa Community College District

Joseph Borgen
President
Des Moines Area Community College

Jack Bottenfield
President
Iowa Central Community College

David Buettner
President
North Iowa Area Community College

Richard Byerly
President
Southwestern Community College

Kay Chapman
Representative
Iowa House of Representatives

Suzie Clouser
Trustee
Des Moines Area Community College

Noreen Coyan
Director of Human Resources
North Iowa Area Community College

Barbara Cittenden
Vice President for Instruction
Southwestern Community College

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

Minnette Dodderer
Representative
Iowa House of Representatives

Bob Dunker
President
Western Iowa Technical Community College

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

Tuckie Folkers
President
North Iowa Area Community College

Gene Gardner
President
Southeastern Community College

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

John Hawes
President
Hawkeye Institute of Technology

Carl Heinrich
President
Iowa Western Community College

Lyle Heltzer
President
Indian Hills Community College

Daryle Holbrook
Trustee
North Iowa Area Community College

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

Cal Hultzman
Assistant Executive Director
Iowa Association of Community College Trustees

Richard Johnson
Auditor
State of Iowa

Lowell Junkins
Executive Director
Iowa Association of Community College Trustees

Robert Kaiser
President
Western Iowa Technical Community College
### LINC Participants

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Department</th>
<th>College/Institution</th>
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<tbody>
<tr>
<td>Jane Andrews</td>
<td>ISU Graduate Student, Formerly with Southeastern Community College</td>
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<tr>
<td>Charlene Balmer</td>
<td>Director of Curriculum and Instructional Development, Western Iowa Technical Community College</td>
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<tr>
<td>Karla Berns</td>
<td>Dean, Peosta Campus, Northeast Iowa Community College</td>
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<tr>
<td>Donna Bildner</td>
<td>Executive Director, Administrative Services, Northeast Iowa Community College</td>
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<tr>
<td>Carol Brobst</td>
<td>Administrative Assistant, Vocational-Technical Division, Hawkeye Institute of Technology</td>
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<tr>
<td>Kathy Brock</td>
<td>Dean, Instructional Services, Northwest Iowa Technical Community College</td>
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<tr>
<td>Gwendolyn Busman</td>
<td>ISU Graduate Student, Formerly with North Iowa Area Community College</td>
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<tr>
<td>Mary Conrad</td>
<td>Instructor &amp; Coordinator, Office Occupations Program, Iowa Central Community College</td>
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<tr>
<td>Judy Cook</td>
<td>Director, Resources Development, Iowa Lakes Community College</td>
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<tr>
<td>Barbara Crittenden</td>
<td>Vice President, Instruction, Southwestern Community College</td>
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<tr>
<td>Beckle de Neul-Lynch</td>
<td>Dean, Student Services, Kirkwood Community College</td>
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<tr>
<td>Carol DeLong</td>
<td>Rehabilitation Specialist/Coordinator, Iowa Lakes Community College</td>
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<tr>
<td>Janet Drake</td>
<td>Training Consultant, Continuing Education, Des Moines Area Community College</td>
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<tr>
<td>Peggy Eyerty</td>
<td>Director of Marketing and Public Information, Iowa Western Community College</td>
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<tr>
<td>Jane Forster</td>
<td>Vice President, Community Services, Northeast Iowa Community College</td>
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<tr>
<td>Sandra Gobeli</td>
<td>Supervisor, Business Office, North Iowa Area Community College</td>
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<tr>
<td>Tammy Hove</td>
<td>Director, Community Relations, North Iowa Area Community College</td>
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<td>Debra Jones</td>
<td>Coordinator, Office Specialist Program, Iowa Lakes Community College</td>
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<tr>
<td>Rhonda Kekke</td>
<td>Associate Dean, Arts and Humanities, Kirkwood Community College</td>
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<tr>
<td>Linda Keldgord</td>
<td>Manager, Registration and Records, Muscatine Community College</td>
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<tr>
<td>Nancy Kothenbeutel</td>
<td>Executive Director, Continuing Education, Eastern Iowa Community College District</td>
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<tr>
<td>Kim Linduska</td>
<td>Executive Director, Academic Achievement, Des Moines Area Community College</td>
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<tr>
<td>Mary Sula Linney</td>
<td>Department Head, Language Arts &amp; Humanities, Iowa Central Community College</td>
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<tr>
<td>Julie Lloyd</td>
<td>Community Education Specialist, Muscatine Community College</td>
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<tr>
<td>Mary Mattscheck</td>
<td>Director, Counseling &amp; Developmental Education, Iowa Central Community College</td>
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<td>Name</td>
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<tr>
<td>Enfys McMurry</td>
<td>Instructor, Arts and Sciences</td>
<td>Indian Hills Community College</td>
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<tr>
<td>Bonnie Miley</td>
<td>Director, Communication Arts, Fine Arts, Learning Resources</td>
<td>Iowa Western Community College</td>
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<td>Jill Miller</td>
<td>Director, Library</td>
<td>Kirkwood Community College</td>
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<tr>
<td>Voya Moon</td>
<td>Instructor/Department Head, Liberal Arts</td>
<td>Western Iowa Community College</td>
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<tr>
<td>Lois Nanke</td>
<td>Executive Director, Human Resources</td>
<td>Kirkwood Community College</td>
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<tr>
<td>Judy Nissen</td>
<td>Campus Manager</td>
<td>Iowa Valley Community College District</td>
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<tr>
<td>Brenda Porter</td>
<td>Special Needs Supervisor</td>
<td>Western Iowa Technical Community College</td>
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<tr>
<td>Gwen Robie</td>
<td>Assistant Registrar</td>
<td>Southeastern Community College</td>
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<tr>
<td>Rebecca Rump</td>
<td>Officer for Institutional Advancement</td>
<td>Southeastern Community College</td>
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<tr>
<td>Darias Shockley</td>
<td>Associate Dean, Learning Resources Center</td>
<td>Indian Hills Community College</td>
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<tr>
<td>Dianne Shoultz</td>
<td>Director, Special Needs</td>
<td>Hawkeye Institute of Technology</td>
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<tr>
<td>Margaret Skold</td>
<td>Director of Developmental Studies</td>
<td>Hawkeye Institute of Technology</td>
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<tr>
<td>Gloria Stewart</td>
<td>Department Head, Nursing &amp; Health Occupations</td>
<td>Western Iowa Technical Community College</td>
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<tr>
<td>Mary Stewart</td>
<td>Department Chair, Special Programs</td>
<td>Indian Hills Community College</td>
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<tr>
<td>Julene Stolk</td>
<td>Coordinator, Home Economics &amp; Human Services</td>
<td>Western Iowa Technical Community College</td>
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<tr>
<td>Mary Teague</td>
<td>Associate Dean, Developmental Education</td>
<td>Eastern Iowa Community College</td>
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<tr>
<td>Cynthia Tomes</td>
<td>Instructor, Accounting</td>
<td>Des Moines Area Community College</td>
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<tr>
<td>Pam Van Ast</td>
<td>Dean, Health &amp; Public Services</td>
<td>Des Moines Area Community College</td>
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<tr>
<td>Kate Varcoe</td>
<td>Associate Dean, Business</td>
<td>Kirkwood Community College</td>
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<tr>
<td>Karen Vickers</td>
<td>Dean, Academic Affairs</td>
<td>Clinton Community College</td>
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<tr>
<td>Linda Wild</td>
<td>Coordinator, Work Experiences Program</td>
<td>Iowa Western Community College</td>
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<tr>
<td>Victoria Welch</td>
<td>Dean, Instruction</td>
<td>Scott Community College</td>
</tr>
<tr>
<td>Jann Woods</td>
<td>Associate Dean</td>
<td>Des Moines Area Community College</td>
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</tbody>
</table>
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

____________________ Cit/ __________ 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
Professional Studies ____________________________
Iowa State University ____________________________
N243 Lagomarcino Hall Junior Colleges ____________________________
Ames, IA 50011 ____________________________