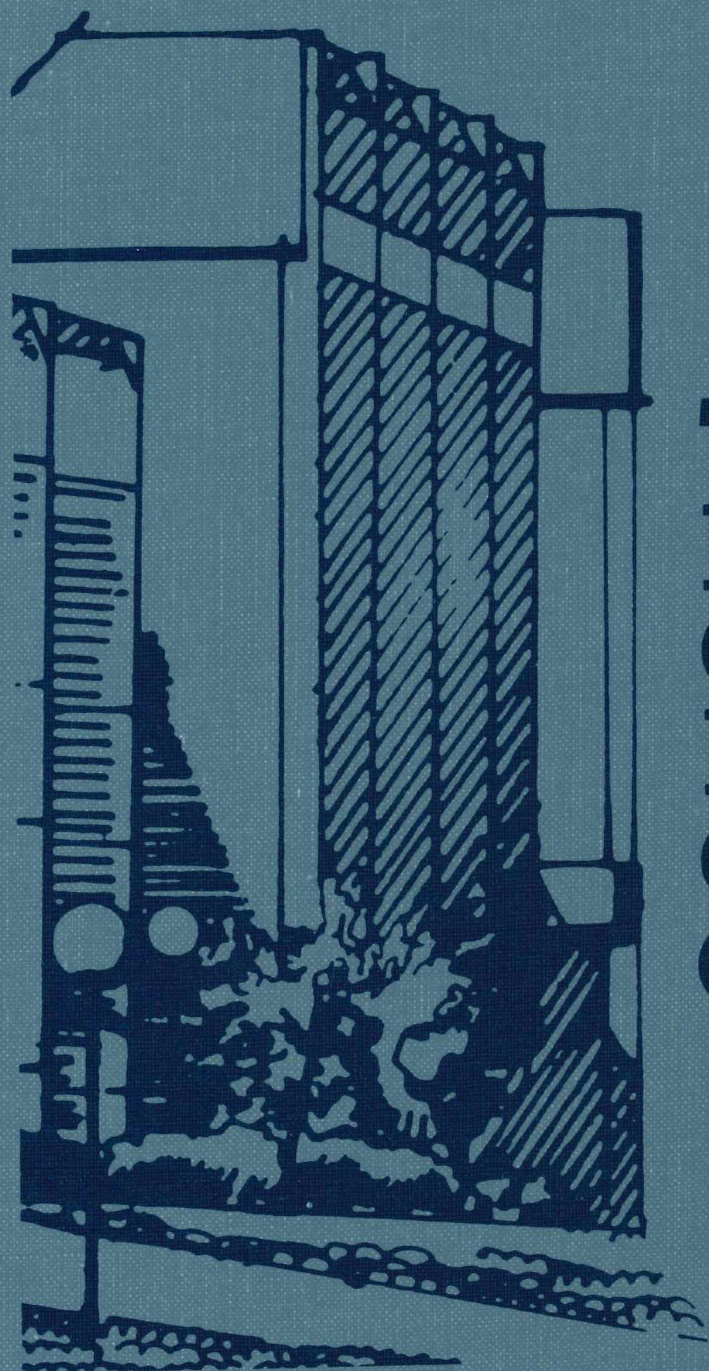
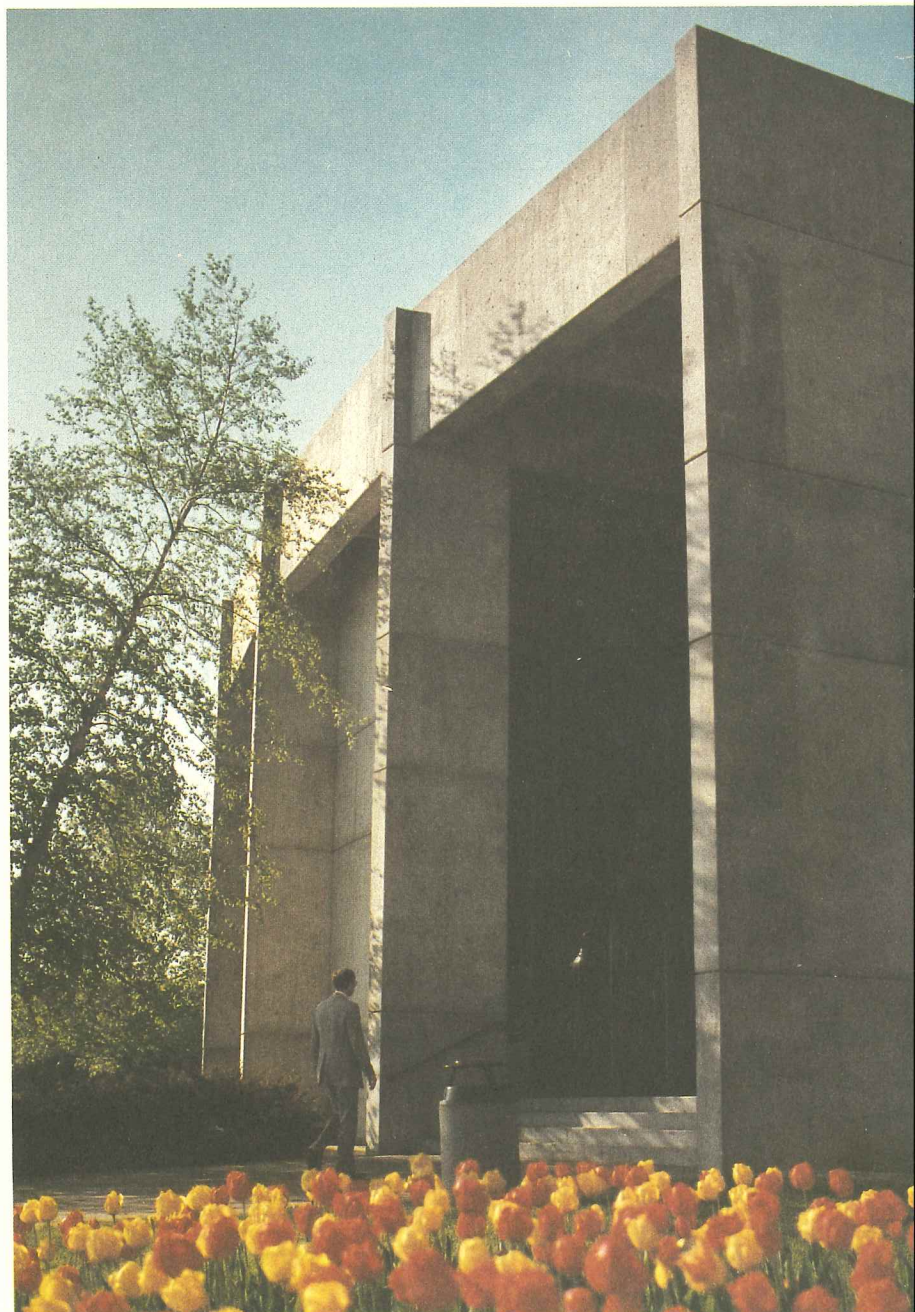
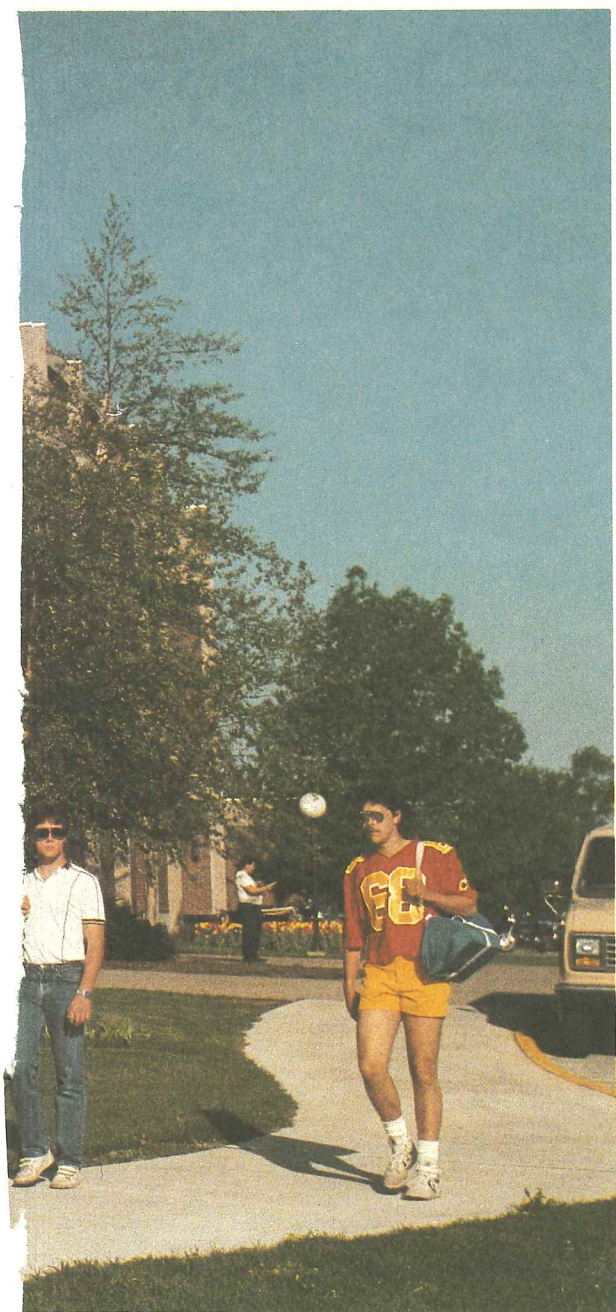


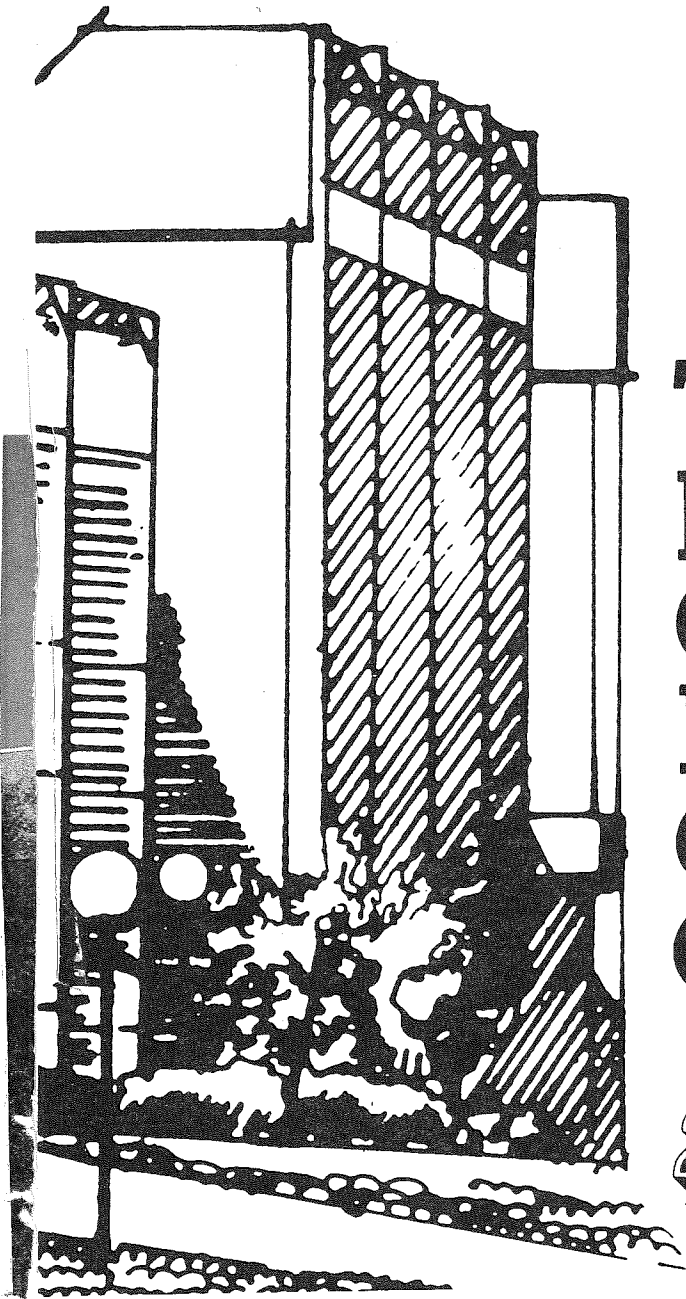


THE HISTORY OF KIRKWOOD COMMUNITY COLLEGE

20
1966 - 1986







THE HISTORY OF KIRKWOOD COMMUNITY COLLEGE

20
1966-1986



We had a beautiful black angus herd and once in a while one would get loose and you'd look up and there would be a cow looking into your window as you were teaching. Then we were really the college in the cornfield.
Katy McKay

ACKNOWLEDGMENTS:

The History of Kirkwood Community College represents the combined efforts and talents of many Kirkwood employees past and present. This edition is limited to the information that was submitted and any omissions are unintentional.

Recognition must go to each of the committee members who participated in recording this history.

STEERING COMMITTEE

Maude Jahncke, Chair
Garland Ashbacher
Florence Ballantyne
Jim Billings
Roger Johnson
Marilyn Lefebure
Ruth Main
Jill Miller
Terry Moran
Marilyn Price
Lori Sand
Darlene Schuller
Diann Zimmerman

PHOTO SELECTION COMMITTEE

Ruth Main, Chair
Bill Duffy
Helen Grunewald
Marilyn Lefebure
Jill Miller
Brent Newman
Diann Zimmerman

EDITING COMMITTEE

Maude Jahncke, Chair
Shirley Grimes
Rose Kodet
Lori Sand
Mary Wilson
Diann Zimmerman

ORAL HISTORY INTERVIEWERS

Arlene Allison
Charlene DeHoet
Maude Jahncke
Roger Johnson
Marilyn Lefebure
Lynne Mager
Ruth Main
Janice Means
Jill Miller
Greg Pelzel
Marilyn Price
Steve Reed
Colleen Reilly
Tami Turner
Nancy York
Diann Zimmerman

ADMINISTRATION REPRESENTATIVES

Jim Billings
Don Fuller

ARCHIVIST

Jill Miller

PHOTOGRAPHY

Duncan Photographers
Bill Duffy
Brent Newman

PROOFREADERS

Voanne Hansen
Rose Kodet
Marjorie Koolbeck
Linda Nash

COVER DESIGN

Graphics Department

TYPIST

Darlene Schuller

TYPE SETTER

Darlene Schuller

EDITOR

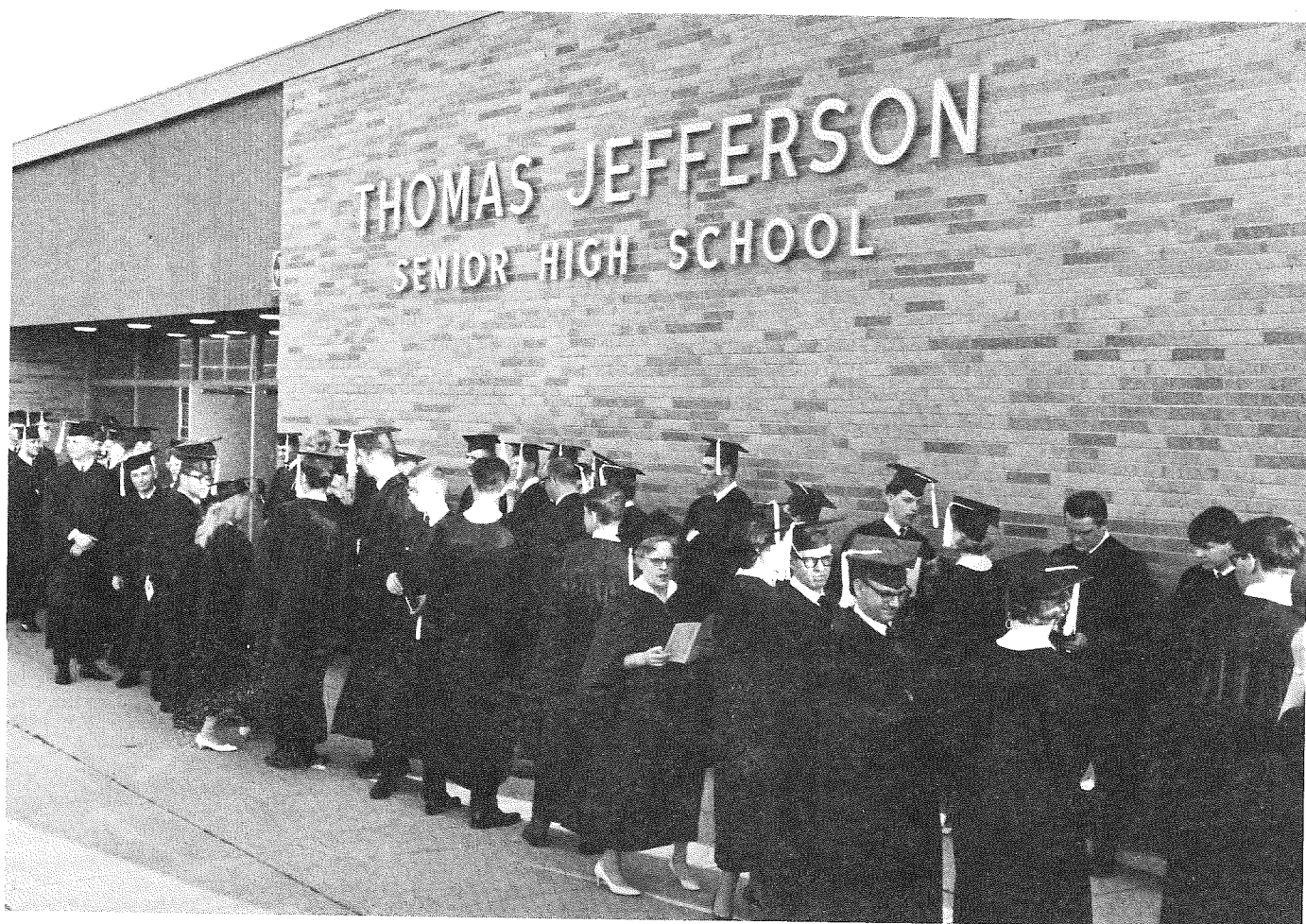
Dr. Gerald Kramer
University of Wisconsin - Platteville

Recognition must also go to the many people who contributed information for the publication and made this history possible.

Special acknowledgment and thanks go to the Alumni Association for funding the editing of the material; to Dr. Gerald Kramer, University of Wisconsin - Platteville, Editor; to Darlene Schuller, who typed the complete manuscript, as well as inputting the final copy into the Vartyper for typesetting; and to John Morrow for graphic design and layout.

Maude W. Jahncke

Editor-in-chief



First Area X graduation, 1967.

HISTORY OF KIRKWOOD COMMUNITY COLLEGE

CONTENTS

Chronology of Events	vii
Preface	xiii
Kirkwood Community College Today	1
Governance	9
<i>Imagination, Invention, Innovation</i>	
Vocational-Technical Education	19
<i>From Vision to Vocation</i>	
Community Education Division	27
<i>Product of Imagination</i>	
Data Processing Services	39
Student Affairs Division	41
<i>Envision the Enhancement</i>	
Arts and Sciences Division	53
<i>Taking for Credit</i>	
Learning Resource Center (Library)	67
<i>Lifelong Learning</i>	
Telecommunications	71
<i>NonTraditional Innovations</i>	
Finance	77
<i>Funding: From Pencil to Computer</i>	
Grants	79
<i>Shaking the Money Tree</i>	
Marketing Activities	86
<i>Packaging the Product</i>	
Personnel	91
<i>People, Policies, and Procedures</i>	
Human Resources	95
<i>The Kirkwood Family</i>	
Norm Nielsen Looks to the Future	103
<i>The Vision Continues...</i>	



Below: Linn Hall.



CHRONOLOGY OF EVENTS



Dr. Selby Ballantyne

1966

- Notification to Area X of approval of proposed seven-county area
- Board of Directors elected
- Dr. Selby Ballantyne employed as first superintendent
- Request for community college status granted by State Board
- Area Community College opens for classes
- 199 students in nine Voc-Tech programs
- Area X moved to Hawkeye Plaza

1967

- Arts and Science Division started
- College colors, mascot, college newspaper name and college yearbook announced
- First student government elections
- First student newspaper - Communique
- Ground broken for Linn Hall

1968

- Temporary buildings "Transitional Campus" erected (East Campus)
- Newsman Peter Jennings spoke about political scene
- Agriculture program started
- College enrollment increased to 2,453 students
- B-Rats formed (Bus-Riders of Area Ten)
- ATCC began intercollegiate participation in baseball and golf

1969

- Linn Hall, the first permanent building on campus, opened
- Area X Community College renamed Kirkwood Community College
- Basketball added as an intercollegiate sport
- KCC received full accreditation by North Central Association

When we first started we were almost like missionaries. We were zealous, we were convinced that what we were doing was right and that the people of this area needed it. That was the basic philosophy of Selby Ballantyne.

Don Page

Early days at the new Kirkwood campus found the students wallowing in mud up to their ankles as we awaited sidewalks and endured endless building, renovation, plumber problems and electrician strikes. A bright spot was the counselors and instructors, Don Williams, Harry Scott, Liz Anderson, and Pat Johnson. They were never too busy to assist.

Marsha Ann Barta Valley



Iowa Hall



1970

- First annual Agricultural Field Days
- Enrollment in credit programs 2,764.
- 2-3-2 program initiated
- Second annual mini-skirt contest
- Environmental Activist Club formed
- A movie crew from Iowa Educational Broadcast Network visited Kirkwood to produce a program on Iowa Community colleges

1971

- Voters gave 70 percent approval to a five-year extension of the 3/4 mill construction/equipment tax levy
- Enrollment of fall term 2,861
- Kirkwood Keggers came in first in Community College Bowling League
- Human Potential Lab course added to curriculum
- First annual athletic recognition dinner
- “Dr. B Day” celebrated
- KCC became the first institution in the United States to graduate entry-level wastewater plant operators

1972

- Beginning of KCCK
- Bomb scare interrupted classes
- 12-mile marathon provided financial assistance for 2000 students
- The “F” grade is dead in the grading system
- Kirkwood opened a career center in downtown Cedar Rapids

1973

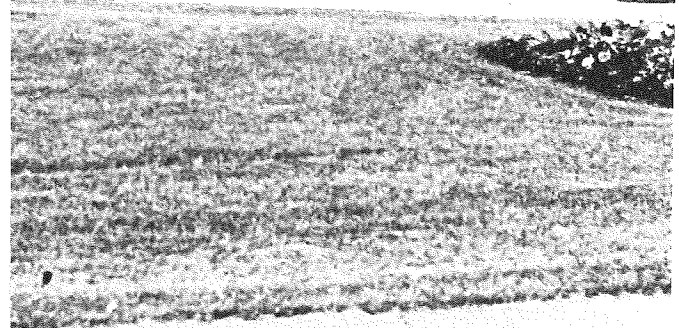
- State legislature authorized local school districts to count resident high school age pupils in the enrollment of the district on a full-time equivalent basis for which the district paid tuition for the pupils to attend an Iowa area school
- Weekend college started
- Weekly activity hour began
- KCC's videotape distribution system installed

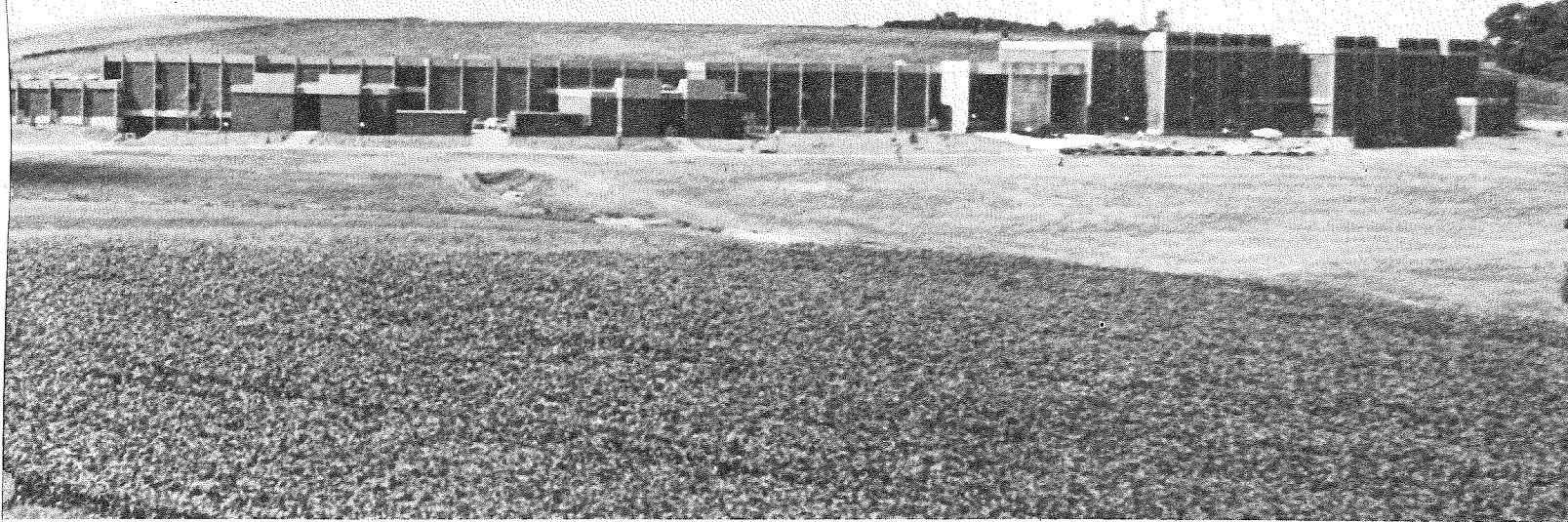
1974

- Authorized public employees, which included area school employees, to organize and bargain collectively
- Raised the mileage rate paid for school travel from 10 to 15 cents per mile
- KCC received statue of Samuel J. Kirkwood
- Began phone-in and advanced registration for classes

1975

- Iowa Hall opened
- 3,000 people attended an all-college open house
- KCCK-FM began operations
- Official school song composed





Our college in a cornfield

1976

- Kirkwood Heights became available for student housing
- Opening of Kirkwood Child Care Facility
- Food Service students opened a restaurant in Linn Hall
- U.S.W.C.R. T-shirts hit campus
- First Annual Horse Show
- Ten-Year Birthday Carnival

1977

- Legislature provided \$134,000 for continuation of the Waste Water Program at Kirkwood
- Benton Hall completed
- Dr. Selby Ballantyne, first president of Kirkwood, died
- Spring enrollment is 3,571
- Truck driving range constructed

1978

- Senate File 2022 prohibited smoking in certain public places
- Dr. Bill Stewart hired as second president
- Off-campus credit course offerings began
- Washington Hall opened
- Advising Center organized
- Jones Hall completed
- Spring Art's Jubilee

1979

- First five-year master plan adopted
- Soccer team formed and finished first in Eastern Iowa Soccer League
- "Sham-rock" Formal held
- Toga Party held at Iowa Hall



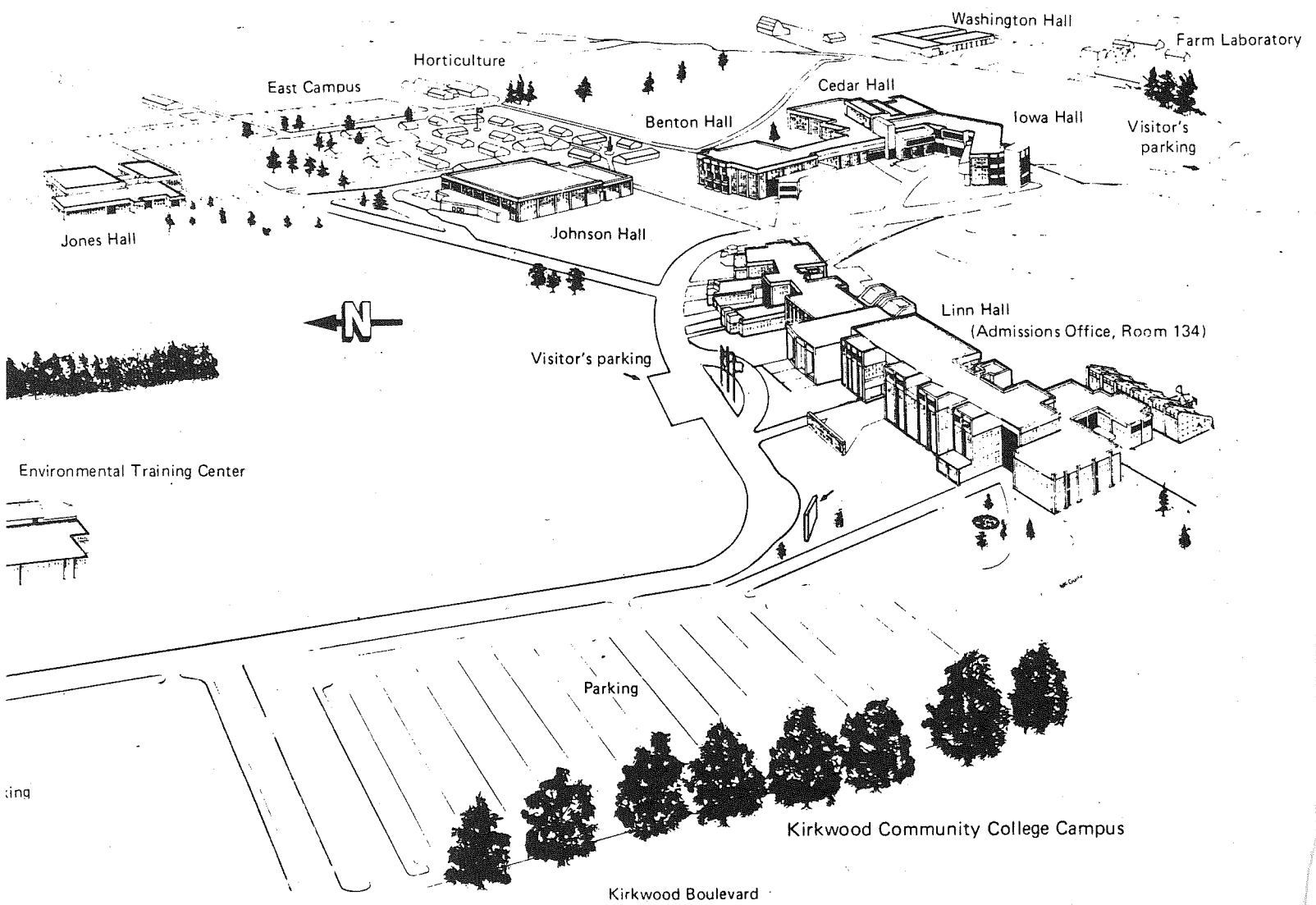
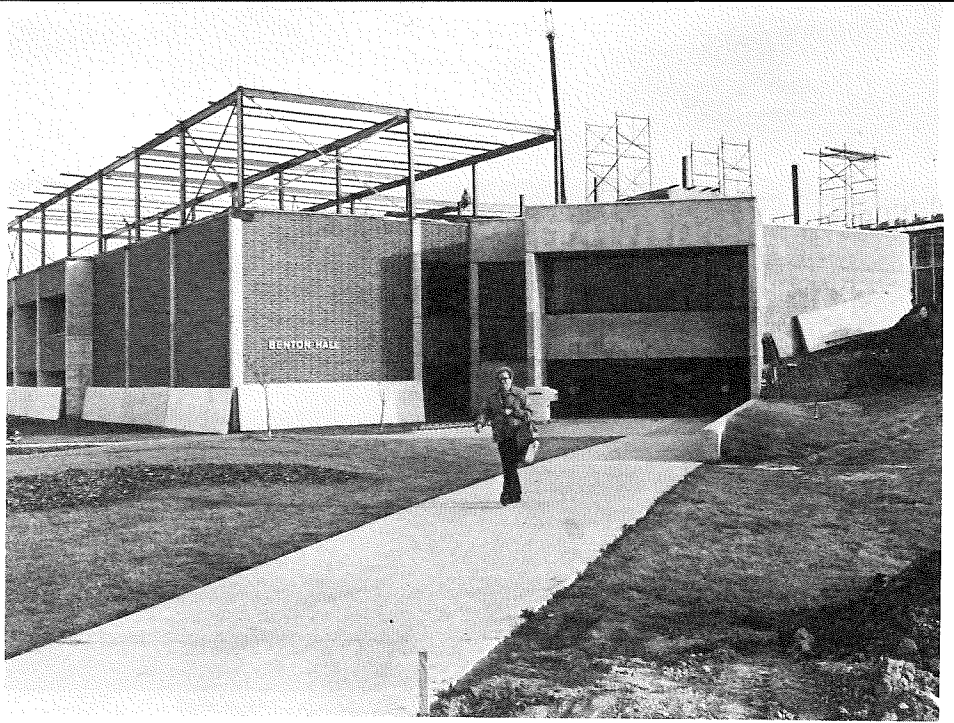
Dr. Bill Stewart

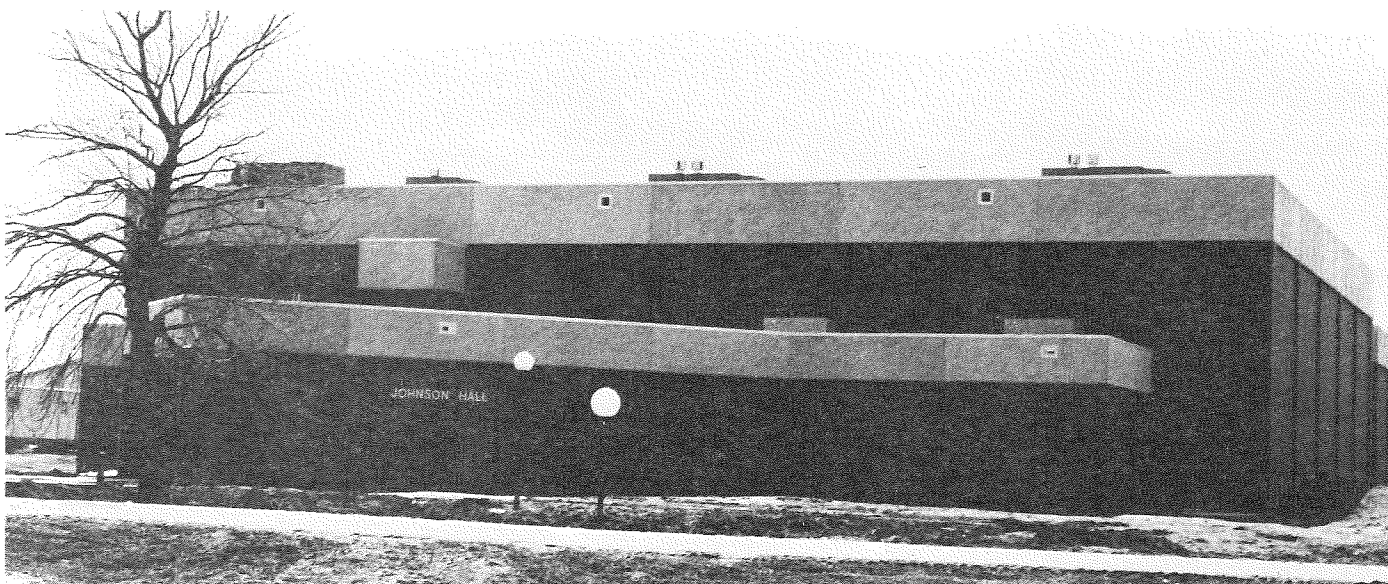
There is a lot more to agriculture at Kirkwood than the farm. It's our show. I believe there are thirty-four or five flower beds on campus right now that our students plant and take care of.

Larry Statler

Washington Hall







1980

- Celebrated Carl Van Vechten's 100th birthday
- Men's basketball team won the Iowa championship and Region XI Community College basketball tournament
- January 14 called Overall Victory Day and everyone was asked to wear overalls to school

1981

- COMBASE conference held
- Royal Lichtenstein Circus came to Kirkwood
- First "Beyond Rubies" Conference held
- Student newspaper, Communique, received a first class rating by the Associated Collegiate Press of the National Scholastic Press Association

1982

- Legislature authorized the board of directors of a merged area to establish nonprofit foundations
- Johnson Hall completed
- Computer lab opened

1983

- Second master planning task forces formed
- Cedar Hall completed
- Ballantyne Auditorium dedicated May 6-13
- Women's softball team placed second at national Junior College tournament
- KCC basketball games aired on cable television

1984

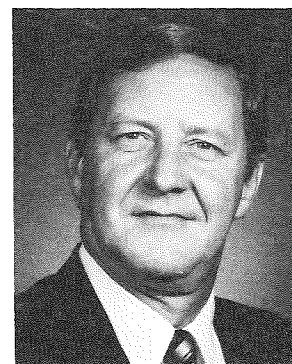
- Legislature authorized an appropriation of \$500,000 to the Department of Public Instruction to be allocated to the merged area schools for equipment replacement
- KCC Jazz ensemble won at national competition
- Labor Day festival

1985

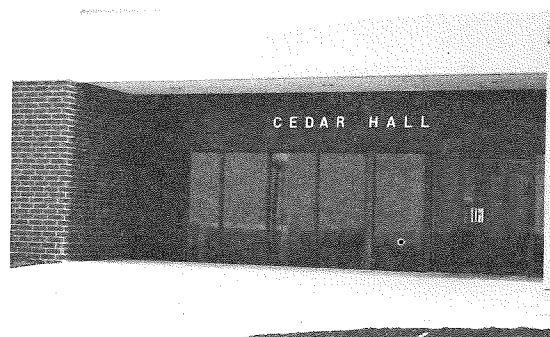
- Iowa Lottery Act established
- Bill Stewart, Kirkwood's second president, resigned
- Norm Nielsen hired as third president

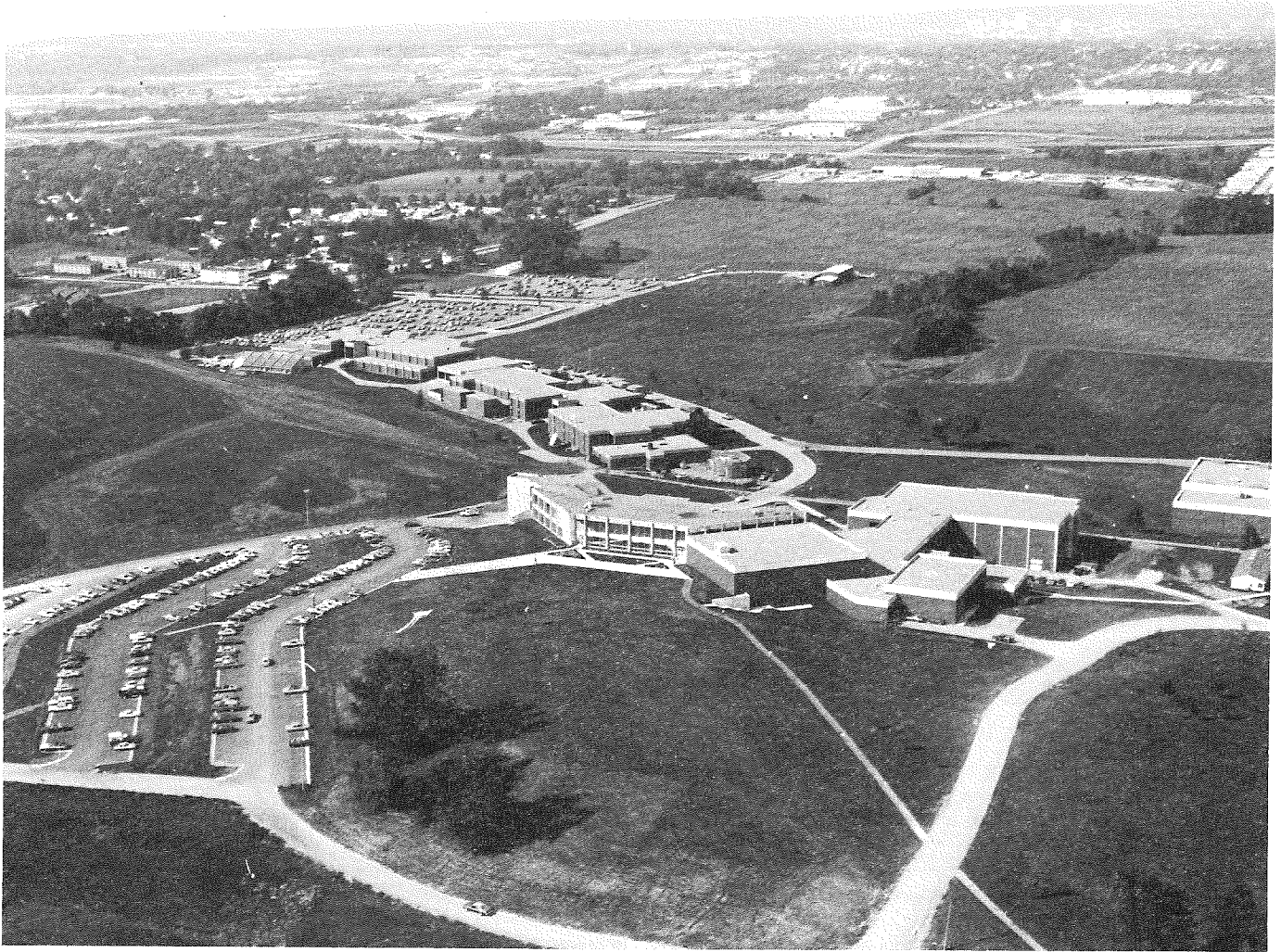
1986

- Kirkwood's 20th Anniversary
- Auto Body Building approved
- Student Center/Administrative Offices Building approved



Dr. Norm Nielsen





Campus 1986

PREFACE

At the commencement exercises held in June of this year (1986), a twenty year old student will graduate from Kirkwood Community College. Parents of this graduate will recall years of careful nurturing through infancy, encouragement through adolescence, tolerance through the teens, and intermittent skepticism through young adulthood. Now their charge of twenty years is a graduate! Kirkwood Community College also celebrates twenty years of development experiencing similar stages of growth and progress.

Commencement exercises are a fairly standard ritual. Faculty and students alike don caps and gowns, march into a crowded auditorium in a procession, file into rows of sequentially numbered folding chairs, and are addressed by a series of speakers ranging from the President of the College to the President of the Alumni Association. But, when a name is read over the public address system and a diploma is placed in the hands of a graduate, the moment becomes special for those who have observed or have participated in the maturation process of a human life. As is true with most milestones in life, such rites of passage lend themselves to personal reflection on the journey which led to this moment.

History is not what is real as much as what is perceived as real. Perception, interpretation, and speculation are a necessary part of history. Facts do exist, but, without examination, facts are no more than a list of unrelated acts.



Statue of Samuel Kirkwood

I remember the first graduation- how proud we were of ourselves and of each other. We were actually a legitimate college having a legitimate graduation. It was a worthwhile and significant part of the students' lives and probably the community's recognition of the college.
Lois Wiehe

It was just three years and two months from the date of the purchase of this site, Kirkwood's main campus, to the date that we moved into Linn Hall.
Bill Eddings

Like most construction there was a push towards the end to be sure Linn Hall was completed for the Fall of 1969. The weekend before classes were to begin we had to move our equipment, furniture, and materials from Hawkeye Plaza. It was a fun weekend! Everybody pitched in throughout the whole college. Everybody was moving furniture, getting it polished up, getting the classrooms set up. Looking back now I don't know how many of us would even want to get involved with something like that again, but at the time it was still a new institution. It was on the move, exciting. We were all very positive about what Kirkwood was, what it was doing, and that was one of our contributions to the growth of this college.
Dave Jensen

History is interpretation of facts, perception of reality, and speculation on meaning. If a true family history is more than a census record of dates recording births and deaths, then an institution's history is more than minutes of board meetings recording motions carried and defeated.

Educational institutions can be described in a variety of ways from the architectural design of concrete structures to the individuals who design the guiding principles of the operational philosophy. The history of Kirkwood Community College encompasses such a diverse spectrum.

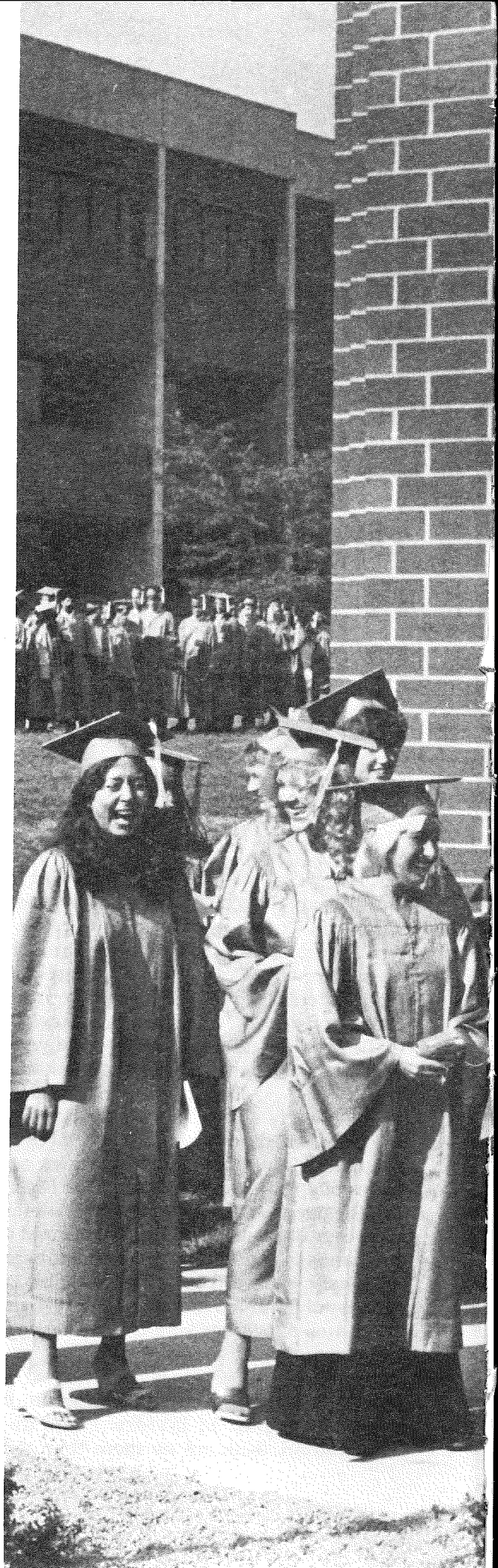
The following account of Kirkwood's history is related by those who either directly or indirectly participated in the course of its twenty years of growth and progress. We have arrived at a point of passage, a graduation. With the same sense of pride and accomplishment that is often felt by parents of a graduate, we feel a sense of pride and accomplishment in the growth of our institution.

Twenty years ago fifteen community college districts were established in Iowa by the state legislature for the purpose of providing quality education for students in their respective areas. This landmark decision allowed for students to live at home or near their homes while preparing for the future.

In 1966 Kirkwood Community College got its start in a one-building school on Rockford Road in Cedar Rapids. Now, twenty years later, Kirkwood Community College is housed in multiple buildings on 420 acres on Kirkwood Boulevard and is widely recognized for providing high quality technical and liberal arts programs. Visitors are surprised to learn that not only are the students in Area Ten being served, but also individuals from throughout the state of Iowa, the nation, and abroad.

The present physical facilities of the Kirkwood campus are not only distinctive but diverse. The credentials and dedication of the administration, faculty, and staff are impressive.

Join us now for a look at the past, present, and future of Kirkwood Community College.



KIRKWOOD COMMUNITY COLLEGE TODAY

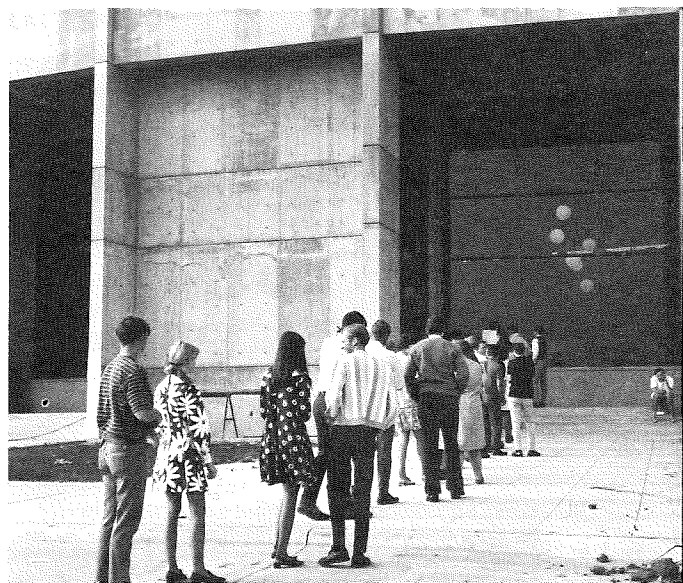
Kirkwood's Cedar Rapids campus is the tangible result of the growing pains of its early days twenty years ago, and the multiple changes Kirkwood underwent during its transition from a one-building campus on Rockford Road to the present-day "college in the cornfield" as it is now fondly known.

To give the reader a perspective of what Kirkwood Community College is like today, it is appropriate to view the campus through the eyes of a first-time visitor on a tour conducted by an admissions advisor.

ADMISSIONS ADVISOR: Welcome to Kirkwood Community College. Kirkwood's campus is set on a 420-acre rolling countryside site located near the geographic center of the seven counties served by the college. Each of the major buildings is named for one of the counties.

We begin our tour in Linn Hall, the first building to be constructed on the permanent campus. It houses a majority of the Vocational-Technical offerings, math and science classrooms, laboratories, administrative offices, and the new Computer Literacy Center. Let's stop in to see this area where users are provided an opportunity to receive actual experience with computer equipment and programs.

The Center houses IBM mainframe terminals and a variety of microcomputers. A library of micro software is



Registration in unfinished Linn Hall, 1969.

... while reading about Samuel Kirkwood and his courageous stand during the Civil War, and how he did not back out even though he had adversaries all around, I thought how much like Governor Kirkwood Selby Ballantyne was. Naturally, I was delighted when the Board decided to name the college Kirkwood.

Maude Jahncke

Right: Food Service students serving in the Greenhouse.
Below: Gary Strand at the KTS master control in Room 205, Linn Hall.



Early on I became concerned about some of the reading and study problems that our nontraditional students were facing. I talked Don Fuller into allowing me to set up a reading lab course which still exists: Effective Reading and Study. I remember that my husband brought lumber from home and we bought the booths we needed and sort of made it ourselves in order to have it.

Katy McKay

available to students, staff, and members of the community for learning-related activities.

Next door is THE CLASS ACT, a full service restaurant which provides a real learning environment for the Food Service Management and Training students. Their vocational studies will prepare them for careers operating and managing food service establishments.

The students also operate THE GREENHOUSE, a new, fresh-air, fast food cafe, located on the second floor at the west end of Linn Hall. On the east side of the second floor are administrative offices, including the office of Kirkwood's third President, Dr. Norman Nielsen. Also in this wing is the Kirkwood Telecommunications System, called KTS. It is an innovative method of providing courses to students who may not be able to travel to the Cedar Rapids campus. Kirkwood first attempted a communications network that linked several outlying communities by telephone. College credit courses were offered on this audio conferencing network for several years. Then, with the help of some federal government funding, construction of this rather elaborate video and audio interactive instructional system was begun. A related system links about twenty public and private schools and some businesses in the area so that they may share additional credit and non-credit courses. Telecommunications features help Kirkwood offer quality learning experiences to students throughout the 4,000 square miles we serve.

VISITOR: Where do your students go for classes other than those held here in Linn Hall?

ADMISSIONS ADVISOR: The building we are approaching is Benton Hall. The third floor, added in 1982, has classrooms, faculty offices and a seminar room. The first two floors are the Learning Resource Center which combines the traditional functions of a library with flexible arrangements for non-traditional learning. This attractive center also has an area on the second floor for students who want to improve their reading, writing, math, and study skills through the Personal Achievement Department. An adjoining stairwell and hall



connect Benton to Cedar Hall which flows on into Iowa Hall. Cedar Hall, completed in 1983, is the new fine arts center. It also provides classrooms, offices, lecture halls, a photography laboratory, an auditorium and performing arts facilities.

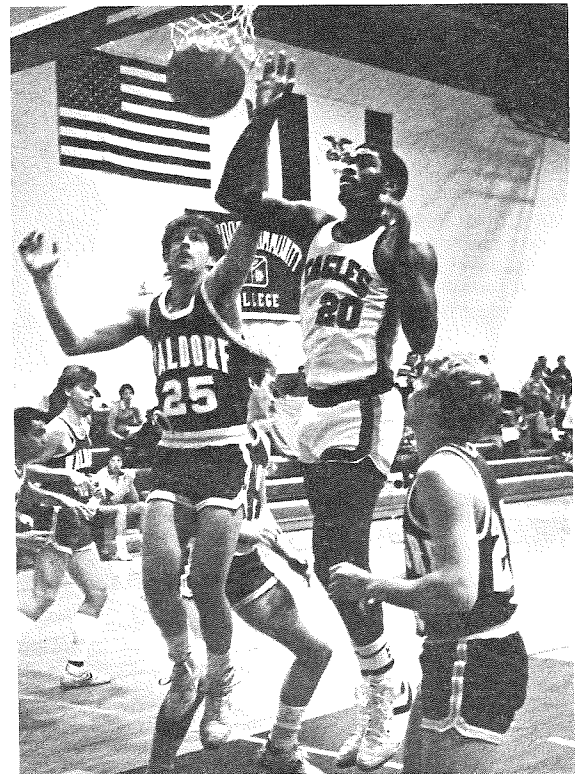
VISITOR: What type of performing arts do you have?

ADMISSIONS ADVISOR: Kirkwood has classes in art and performing arts, which accommodate a wide variety of student goals. Students can become involved in a number of musical/theater productions. In one wing of Cedar Hall a student may begin work towards a number of careers: theater management, acting, vocal and instrumental music, and other related areas. Possibly you might elect to take classes in this area just for the personal joy it brings. Ballantyne Auditorium was named for Dr. Selby Ballantyne, our first Superintendent. He and the original board had a vision that Area Ten Community College would become a truly comprehensive college for the entire community. The reality of this vision is what you are viewing today.

VISITOR: Your buildings are impressive. What about the faculty? What are their credentials?

ADMISSIONS ADVISOR: Our faculty in the Arts & Sciences Department have at least a Master's degree in their discipline and many full-time faculty have their Doctoral degrees. The Vocational Technical faculty have proven their success in their chosen fields through practical experience as well as further education and now find teaching a fulfilling means for achieving their goals. The College is accredited by the North Central Association of Colleges and Secondary Schools and approved by the Iowa Department of Public Instruction. You'll find the faculty's expertise, enthusiasm, and support a vital factor in making your Kirkwood experience successful. They will provide your greatest challenges but will be your closest partners in learning. Kirkwood faculty are committed to helping you.

Adjoining Cedar Hall to the south is Iowa Hall, Kirkwood's second permanent building completed in 1975. The



Top: The Computer Literacy Lab is located in Room 121, Linn Hall.

Above: The Eagles play Waldorf.

In the original plans for Linn hall, the front of the building was supposed to be to the southwest, where the back is now; because of the hill, that had to be made the back of the building.

Mary Early



There's a kind of vitality about the place and I don't think that has changed a lot over the years. It was present from the beginning and I still feel it strongly.

Ralph Latham

Above: Custodial staff's efforts keep KCC in top condition.

Below: Students in Benton Hall library.

There was nothing like us around and at the time when enrollments were increasing, numbers of secondary school graduates were increasing, no alternatives existed. Industry was booming, wow! What a fortuitous thing for us to come upon the scene.

Don Page



bookstore, game room, and offices for student activities are on the first floor. On the second and third floor are conference rooms for community use and spacious dining areas which frequently double for study space or as an entertainment area. Bluegrass groups, jazz combos, guitarists, and political candidates find responsive groups here including faculty and students from the entire college.

Although classroom study is central to your education, Kirkwood's administration believes your activities outside the classroom are a vital part of your growth and development as a whole person. Students may choose to participate on the newspaper, THE COMMUNIQUE, to be active in student government, or to serve on one of many committees planning special student activities throughout the year. These may include dances, concerts, lectures, film festivals, or trips to regional areas of interest.

VISITOR: What sports does Kirkwood offer?

ADMISSIONS ADVISOR: Let's walk over to Johnson Hall—it's one of the finest physical education/recreation community college facilities in the Midwest. The building, completed in 1982 while Dr. Bill Stewart was president, is alive with both educational programs and community activities. It contains a main gym with bleacher seating along both sides, locker rooms, weight and training areas, four racquetball courts with gallery space for viewing, staff offices, a balcony with bleachers, and a classroom.

The Kirkwood Eagle's sports scene offers action by both men's and women's teams which are regularly winning conference and state championships. Kirkwood participates in many intercollegiate sports: wrestling, men's basketball, women's basketball, men's baseball, women's softball, and golf. In addition, Kirkwood offers a wide variety of intramural activities including basketball, volleyball, badminton, racquetball, flag football, and softball.

VISITOR: It seems that a student could participate or be an observer and make very good use of this

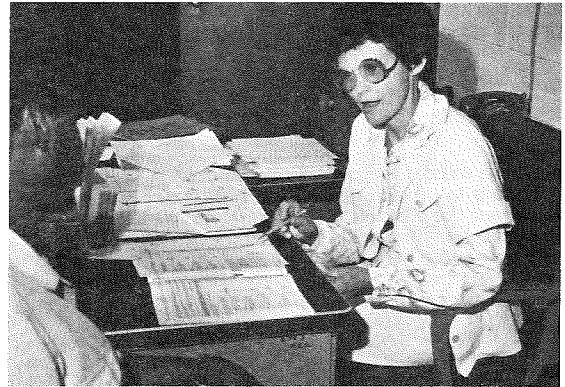
building. Even the front entrance is attractive. What is the building across the street?

ADMISSIONS ADVISOR: That is Jones Hall, completed in 1978, in which Kirkwood's Skill Center and Welding Program are located. The purpose of the Skill Center is to provide counseling and basic educational and vocational experiences for physically, mentally, or emotionally handicapped persons and individuals who are socially or economically disadvantaged. The Skill Center also has an academic improvement program housed on the second floor of the library. There is a welding program in one area of Jones Hall. This provides individualized instruction for up to 100 students at one time.

Are you ready for a hike or should we borrow a van from Plant Services? The maintenance building, north of the parking lot, houses Plant Services. This department includes a custodial staff that puts great emphasis on the appearance and cleanliness of the college's buildings and maintenance people who are always busy upgrading, remodeling, and painting. We especially appreciate their work as we walk the sidewalks that originally were just paths made by student traffic. The eight paved parking lots provide ample space for all our commuting students. Maintenance employees are also responsible for clearing the lots of ice and snow as part of their winter tasks. College vans and cars are also reserved, serviced, and cleaned through this department. Let's borrow one of their beige vans with the big "K" on the door and continue our tour.

The area with the National Homes portable units was used for the first time in the fall of 1968 to house the Arts & Sciences program. This transitional campus was renamed East Campus in August 1976 when it was decided that, in spite of the new buildings under construction, the units would still provide needed space.

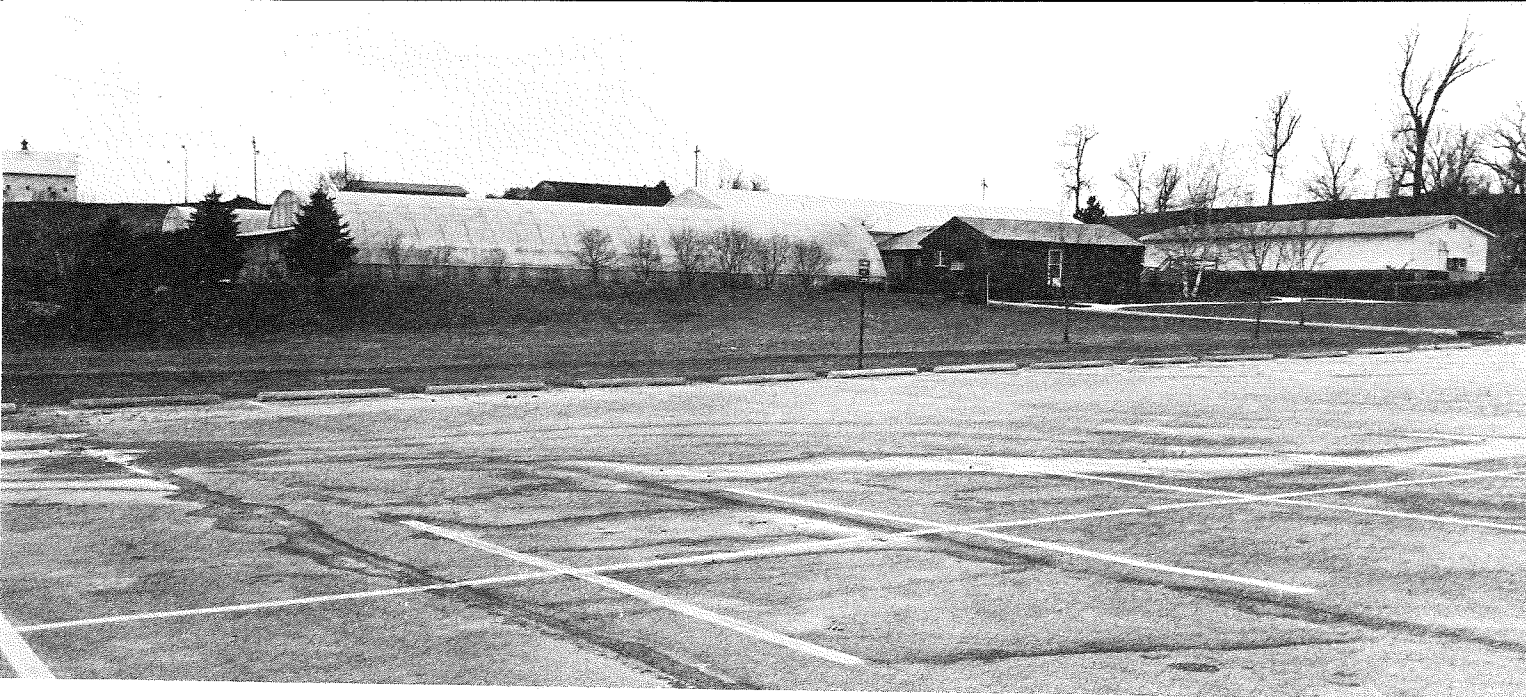
In 1986 Community Education, the Drafting and Mechanical Drawing programs, and Heritage Agency for the Aging are among those occupying this campus.



Above: Mary Lou Heitz, Job Seeking Skills Evaluator, in Jones Hall.

Because of Kirkwood, I can afford to go to college.
Lynn Mager

Kirkwood does have a positive reputation and people are constantly repeating the positives about us. And that creates the positive atmosphere. You know, we've got these learning centers in all of our counties and we've got staff that are working in those centers. There's a constant sense of family that's out there over the whole area.
Mike Blouin



Above: Kirkwood's greenhouses for horticulture and floriculture.

We have tried, I suspect rather successfully, over the years to give agriculture a broad definition. We've got the Floriculture program, a delightful program; our flower show is second to none anywhere. We had national student winners last year.

Larry Statler

Our vo-tech students and our Arts and Sciences students are brought together in Student Activities. When you see students performing in Ballantyne hall, you know they're not just a group of Arts and Sciences drama students because the lead may be an Agriculture major. That's true of the athletic events as well.

John White

I think that one of the outstanding facts about Kirkwood is that most of the vocational-technical programs developed back in 1964 and 1965 are still in existence today and still going strong. Perhaps even more outstanding is that many of the early instructors are still part of the Kirkwood faculty.

Bill Eddings

The Horticulture and Floriculture departments, as well as other related programs of our Agriculture Technologies Department are housed in buildings to the south of this parking lot. Our college is the only one in the state that has its grounds totally managed by the Horticulture and Natural Resources Program. Their success is obvious in our beautiful campus.

The Floriculture Program is the only one of its kind in Iowa. In this program students have the opportunity to develop their skills in a creative setting similar to a job situation. If you want to open a retail flower shop or do floral designing, this is where you would learn how.

Now we will drive south and east of the Benton-Cedar-Iowa Hall complex. As we crest the hill, you will view Kirkwood's 500-acre farm lab.

VISITOR: The view is beautiful, so typically Iowa. This all belongs to the College?

ADMISSIONS ADVISOR: Some is rented land, but most of it is a part of our 420-acre College.

Directly in front of us, down the hill, is the stable. We have both breeding and riding horses and indoor and outdoor arenas. The major building is Washington Hall dedicated in October 1978. It is the center for agriculture programs and contains mechanics labs, small engine labs, offices, and lecture rooms. Other buildings in this area are the original barn from the old farmstead, classrooms, swine farrows, and drying and storage facilities, everything an instructional farm would need.

Farther west is the Truck Driving range, a part of our Community Education Program. The towers that you see are associated with our telecommunications system. We are able to send messages to our satellite centers as well as sending out the signal for our FM radio station.

Returning now to the front of Linn Hall, you'll notice three flagpoles installed in 1984. The flags fluttering in the breeze include the United States flag, the Iowa state flag, and Kirkwood's flag. As we continue past Linn Hall and towards the



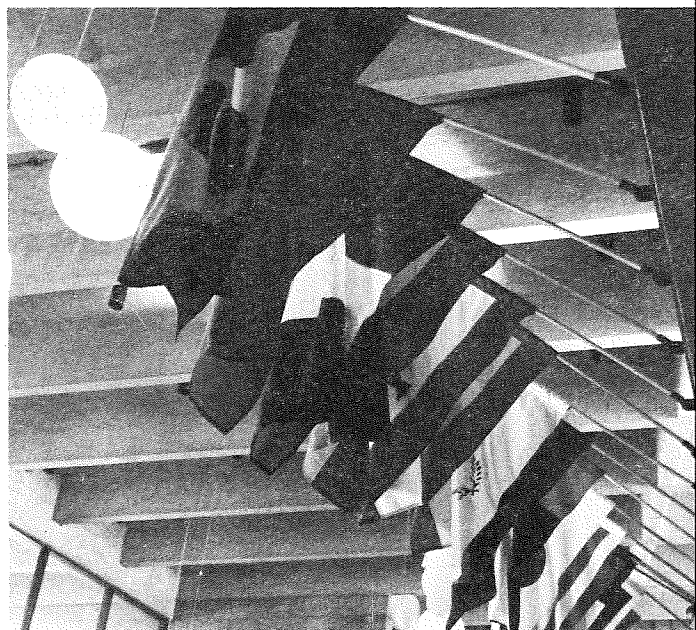
Don Page

main entrance onto KCC's campus, our attention is drawn to the colorful flower beds, interspersed with newly planted trees, which tastefully decorate the median strip of the four lane boulevard.

We'll go on by the new Frank Nye Memorial tennis courts constructed this summer, and stop momentarily at the College's Environmental Training Center. It serves as the home base to Kirkwood's wastewater training programs. The Center was opened in 1976 as the first federally funded wastewater training center in the nation. In 1980 an addition nearly doubling the size of the facility was added. The Center contains a general purpose classroom with a seating capacity of forty, an analytical lab with twenty work stations, a chemical prep room, an instrument room, offices for seven staff members, a maintenance lab with sixteen work stations, a tool room, a pilot scale 10,000 gallon per day wastewater treatment plant, and a wastewater treatment plant process control lab. Currently the facility is used exclusively for environmental programs, with a majority of the area dedicated to wastewater operator training. Also operating out of the Center are water treatment training activities, an analytical lab training program, and a fire science program.

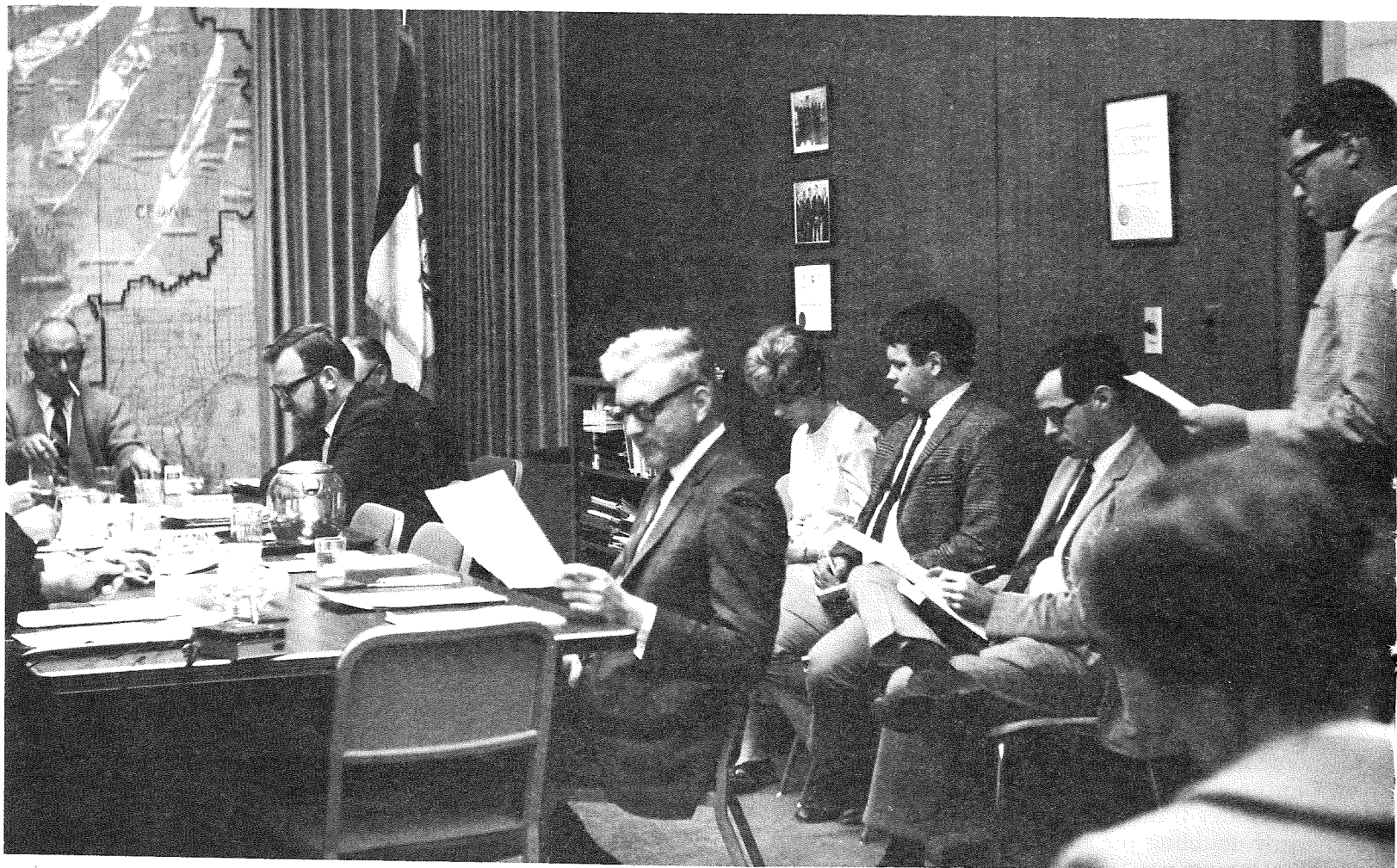
As we re-enter Linn Hall by the front entrance, we see Kirkwood's philosophy, established during the Master Planning of 1984, permanently displayed on the wall behind the statue of Samuel Kirkwood for whom the institution is named. The flags of many nations, representing our international student body, decorate the mezzanine.

The admissions officer, in Room 134, will be glad to give you guidance in making your career decision. We have a Counseling Department next to the Admissions Office, and if you're still in doubt of how to proceed with choosing your career, they will assist you in making your choice. Our tour has been a look at Kirkwood Community College in 1986. We're still stretching, expanding, and reaching out in many new and exciting ways, but we have come a long way in only twenty years.



Above: Flags in Linn Hall.

In May (1986) I will graduate from Mount Mercy College. This accomplishment was rooted in Kirkwood's early days. To Kirkwood and its many supporters, I want to say a sincere thank you.
Marsha Ann Barta Valley



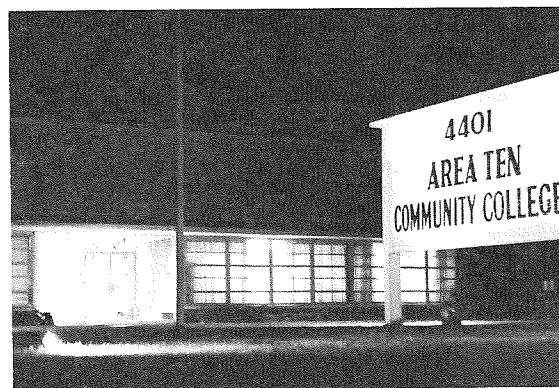
Above: An early Board of Directors' meeting held at 4401 6th Street S.W.

Below: The swearing-in ceremony of the first Board of Directors at the Roosevelt Hotel.



GOVERNANCE

*Imagination,
Innovation,
Invention*



Above: Area Ten Community College moved into Hawkeye Plaza in December 1966.

BOARD OF DIRECTORS

What date marks the beginning of Kirkwood Community College? Was it on May 18, 1966, the first meeting of the Board of Directors, or was it during the preceding years when the need for an area community college was recognized as an educational necessity?

Efforts were started in 1961 to establish a community college. Some of the original Kirkwood Board members and staff were instrumental in working on the enabling legislation. The Community College Law was passed on May 29, 1965. From that point, everything moved rapidly. Proposals were made, revised, and approved by the county boards of education of Benton, Cedar, Iowa, Johnson, Jones, Linn, and Washington counties. On March 18, 1966 the State Board of Public Instruction officially designated the seven-county territory as a merged area.

On May 10, 1966 one director was elected from each of the nine director districts. The original nine directors were: Robert Davidson (District 1), Lewis M. Dreibelbis (District 2), Paul Wolfe (District 3), James Sauter (District 4), M.A. MacAllister (District 5), Max Lewis (District 6), Morris L. Allen (District 7), John M. Gerber (District 8), and B.A. Jensen (District 9).

...the Board tried to come up with some way of naming buildings. They decided they would put the seven county names in a hat. Bill Duffy, who's now at Kirkwood, was an education reporter for the Gazette, and he pulled the name Linn County.
Ken Kupka

...if there's one exceptional action that the charter board took, that was choosing this site. Particularly as you view it from Iowa Hall. You can see it really exemplifies the community - city on one side and the farm country on the other.
Wayne Newton

The college leadership was visionary and we all felt we had a sense of what that vision was.
Ed Burrell

...our first board meeting was held in a borrowed school room with borrowed paper, pencils, etc. and even with a borrowed secretary.
Jim Sauter



Above: IACCT annual meeting held in Waterloo, September 1985. Left to right: John Gerber, Sharon Kromminga, Wayne Newton, Tony Kellems, and Norm Nielsen

The equipment tax levy was an idea from one of our board members. Sharon Kromminga suggested it.

Mike Blouin

Originally, the Board was set up on the basis that there were nine members, one representative from each of the counties of the seven county area except for Linn which had three.

Ken Kupka

You know the magic of any relationship is bringing out the best you can in that other person, no matter what that relationship be, and there certainly was some magic (in Kirkwood) that goes on.

Morris Allen

Some people chase a golf ball around - I happen to like reading agendas.

Wayne Newton

Many times people get bright ideas and they work at it but they just seem to die. There was no dying ideas, with this board. We never had any doubt in our mind that we were going to build an outstanding, truly outstanding, college.

B.A. Jensen

An unofficial meeting of the newly-elected board members was held on May 12, 1966, for the purpose of touring the vocational education facility of the Cedar Rapids Community School District. This facility, located on Rockford Road in the Henderson Building, housed seven vocational programs directed by G.W. Eddings. These programs, with ninety-nine students enrolled, were later to become the responsibility of the Area Ten Board.

On May 18, 1966 the organizational meeting of the new board was held at the Roosevelt Hotel in Cedar Rapids. At that meeting, B.A. Jensen was elected president, and terms of all board members were determined by lot. B.A. Jensen was Board president until his retirement in 1984. Wayne Newton was elected as the second president and holds that position currently.

The first hurdle for the Board to cross was the hiring of the first superintendent. Dr. Selby A. Ballantyne, Superintendent of Schools at Bettendorf, Iowa, matched the requirements and was employed June 10, 1966.

On June 23, 1966 the Board requested the State Board of Public Instruction to grant community college status to Area Ten. This request was granted on June 28, 1966. When the institution enrolled students in September 1966 it was called Area Ten Community College. Requests for a more distinctive name became more insistent as time passed. On August 21, 1969 the Board, by a vote of five to three, adopted the name "Kirkwood Community College."

The earlier years were noted for long and numerous meetings. It was not unusual to have weekly meetings that went from 4:00 p.m. until midnight. The many hours together developed a strong family cohesiveness and unique chemistry among the Board members. They gave their time unselfishly and without political aspirations.

There were many significant decisions which had to be made: the location of a permanent site for the school, expansion of the curriculum, and financing of the expanding program. These early decisions were responsible for the

direction and, later, the success of the college. There were other meetings to attend; with state legislators, with other community college trustees throughout the nation, and with unofficial meetings.

A prerequisite quality for a Board member is the willingness to serve regardless of criticism. The direction that Kirkwood took was often controversial but can be credited for being memorable. Despite state legislation establishing community colleges, efforts still had to be maintained to secure a position within the state funding program. This resulted in B.A. Jensen's famous "In the Hands of a Brick Layer" speech to the State Legislature about the proper role of community colleges in the state.

A mark of the successive Kirkwood Boards was that problem resolution was met with enthusiasm, a sense of challenge, dedication, a willingness to try the unconventional, and a confidence that a solid foundation for the college was being constructed. The underlying sense of direction was to create the best community college in the country.

The character of the Board has changed from those earlier years. The hours may not be as long and some of the problems being faced are different, but the rewards remain the same - hearing the success stories, touching people's lives, and the sense of pride while watching graduates file past them.

Kirkwood board of directors past and present:

Morris Allen, 1966-1974, 1976-1983; Stephen Anderson, 1983-; Alice Davis, 1976-1979; Robert A. Davidson, 1966-; Lewis Dreibelbis, 1966-1976; Richard Foerstner, 1976-1983; John Gerber, 1966-1976, 1979-; B.A. Jensen, 1966-1984 (President); James Kauffman, 1984-; Ernest Kelms, 1983-; Sharon Kromminga, 1979-; Max Lewis, 1966-1978; M.A. MacAllister, 1966-1973; Wayne Newton, 1973- (President, 1984-); Robert W. Potter, 1974-1976; Mary Quass, 1984-; James Sauter, 1966-; Rev. Roy Wingate, 1969-1976, 1978-1984; Paul Wolfe, 1966-1969; Harold Yeoman, 1976-1979.

There was no doubt but what the Board and Selby had a very fine relationship and the Board had a high regard for Selby. They felt that he had the right ideas of what a community college should be.

Ken Kupka

Selby understood (the community college) better than anybody in terms of our mission and responsibility to serve people, to make our education accessible, and to do it in the best possible way.

Mike Crawford

Board members Jensen (left) and Wingate.





He provided an atmosphere here at Kirkwood that wanted you to be successful.
Dave Jensen

Selby Ballantyne, of course, was an extremely dynamic and forceful leader. He had an air about him.
Larry Patten

He just made you feel like you're the whole reason the college is the way it is.
Nancy Kulhavy Widdel

Selby was very committed to serving handicapped and disadvantaged persons through the concept of the area college.
Wendell Maakestad

One day Selby and I were visiting about the meaning of life and philosophy and existentialism, etc.... I found the learned side of him that I didn't know existed. I got to appreciate his very complex personality. He was a poet and he was concerned about other things than politics of school administration.
Don Fuller

He had the foresight, along with the board, to dream those dreams and imagine where it was going and that's what took us to where we are today.
Wayne Newton

SELBY BALLANTYNE

Dr. Ballantyne was selected as Kirkwood's first superintendent in the summer of 1966 following several years as a teacher and school administrator in Eagle Grove, Garner, West Union, and Bettendorf. He was the Superintendent of Schools in Bettendorf for eleven years before leading Kirkwood through its embryonic challenges. He was described in an editorial in a Bettendorf newspaper as:

"...a man who usually (maybe always) gets what he wants...but gently, painlessly. We've never known him to lose an argument. If he can't win it with logic and facts, he'll do it with wit and charm. If that isn't enough, he'll chide or cajole, sympathize or deride, and in the end, win with his endurance, if nothing else works."

And that's the way he did it at Kirkwood. Persistently and cooperatively, Selby Ballantyne worked with the Board of Directors to give the institution its character and substance. Forcefully and skillfully he led staff and faculty through the institution's wild, yet wonderful, early years of remarkable growth. Warmly and humbly, he encouraged students to achieve and valued their input to the quality of life at Kirkwood. Formation of legislation that helped spread community colleges and the doctrine of "open door" education policies, innovative curricula that brought national recognition to Kirkwood, and accreditation hallmark some of the accomplishments of Selby Ballantyne's administration.

Under Dr. Ballantyne's leadership, Kirkwood grew from an enrollment of 199 students to a 1977 figure of more than 4,500, plus more than 40,000 registrations in non-credit community education courses. The institution received full academic accreditation from the North-Central Association in April of 1970, achieving accreditation in less than half the average period of time. Also during the Ballantyne administration, seventeen building projects were completed or begun on the Kirkwood campus.

Dr B, as he was often called, was nationally recognized for his leadership and vision in community college circles. In 1977, he was named to a three-year term on the



Selby Ballantyne



Ira Larson

Commission on Governmental Affairs of the American Association of Community and Junior Colleges. Selby Ballantyne was participating in meetings of ACCTion, a national program for technical assistance to two-year institutions at Colorado Springs, Colorado, when he died of a heart attack at the age of sixty on November 18, 1977.

B.A. Jensen, Dr. B's friend and President of the Board of Director's of Kirkwood Community College, put Dr. Ballantyne in perspective when he said:

Kirkwood Community College is recognized as one of the truly great comprehensive community colleges in the entire country. This is the living, breathing embodiment of Selby Ballantyne. This is the dream he brought to us. This is the still living Dr. Selby Ballantyne.

IRA LARSON

Ira Larson served as interim superintendent of Kirkwood from Selby Ballantyne's death in November 1977 until Dr. Bill Stewart became president in July 1978. After that Larson returned to the position of assistant superintendent, the position he held from 1970 until his retirement in September 1978. "The real father of community colleges in Iowa," is the way Bud Jensen, president of Kirkwood's Board, described Ira Larson at Larson's retirement testimonial dinner November 2, 1978 at the Roosevelt Hotel. Jensen added to the tribute by saying that in the formative years Larson had a successful blueprint for community colleges all neatly packaged and filed in his mind. Mr. Larson worked out a legislative plan with others that became enacted into law. He organized and wrote a general guide and study plan that became the model and guide for all area school districts in the state.

He took the "dreams of Selby Ballantyne and the Board of Education and implemented them into the action which we know as Kirkwood Community College today." Etched forever are his effects on the lives of every student who has ever attended Kirkwood and for the generations of students yet to come.

One very sad incident was the sudden death of Selby Ballantyne. We all loved him and he did so very much for Kirkwood that he can never be forgotten, even by those who didn't know him. There is evidence of him all around Kirkwood.
Jim Sauter

Ira Larson is one of the finest persons that I've ever had the pleasure of knowing and dealing with in all my times in education.
Dave Jensen

I worked on a committee with Ira Larson. He asked the League of Women Voters to help him do a feasibility study to ascertain the kind of support there would be for the establishment of a two-year Vocational-Technical School. I was one of the women who trotted around from manufacturing plant to manufacturing plant with a list of questions and made appointments with administrators and asked these questions. I discovered that they were very enthusiastic about such an institution in Cedar Rapids.
Liz Anderson



Above: Ira Larson presenting Bill Stewart with a portrait of Samuel Kirkwood, a gift to the college.

The untimely and unexpected death of Dr B was quite a shock. All of a sudden we lost a real fine superintendent, and we were set adrift. I'm just thankful that by that time we had an experienced board. I think that really helped resolve the situation. We had a successful search and ended up with another very good administrator in Dr. Stewart.

Bob Davidson

We've always known our greatest resources have never been our money - it's been our people. Our people have accomplished great things in this college and it's the people that deserve the credit.

Bill Stewart

I think of the contrast between when I first came here and what I saw as I walked across campus today, even in the rain. The attention that Dr. Stewart gave to our physical plant has been very important to our image as a college. The whole campus is now a very attractive area.

Doreen Maronde

BILL F. STEWART

On May 8, 1978, Dr. Bill F. Stewart was selected to assume the leadership of Kirkwood as its president. Experienced in community college administration, Stewart directed his energies, intellect, and decisiveness into forging new directions for Kirkwood at an important time in its history. With a reputation for sound, fiscally conservative management and a dedication to institutional planning, Stewart was the overseer of a unified class schedule, a strengthened student activities program, balance between Arts and Sciences and Vocational/Technical divisions, international education, League for Innovation in the Community College membership, Master Planning, economic development, staff development, equity in funding, and greater livability across the campus.

When interviewed at the time of his resignation, June 1985, Stewart put his perspective of Kirkwood into these words:

A lot of people come here and they are amazed just by the general feeling clear across campus of people trying to make things better for students, that is the spirit of Kirkwood. It's lots of things - we've got a great Board, we've got a great staff, we've got lots of things, but it's the combination, it's the synergism of it that really makes it work. It can move the mountain, and it has.

And when asked what he considered to be a significant accomplishment for which he was responsible, Stewart replied:

I guess I would always like to say that if I did anything at all, it is what other people feel about this college. If they like it, if they are comfortable with it, if the students think they are getting a good education, if employers hire them because we have good solid programs, if we have an excited, turned-on staff who are doing things, if we have an energetic Board of Directors, if, in the end, it turns out well, then I have to feel good about the process.

Stewart helped to move the mountain and contributed to the educational process with bold, imaginative actions. His imprint remains with Kirkwood forever.



Norm Nielsen

NORMAN NIELSEN

In its nineteenth year, Kirkwood began a new administrative era when Norman Nielsen became the third and current president. When the Board of Directors appointed him, they noted Nielsen's strong commitment to the college's students, faculty and staff, and his desire to see Kirkwood succeed over his personal success. Board members expressed confidence that the mission of the College would be carried forward successfully under his leadership. Nielsen had served Kirkwood for six years, first as an administrator (1979); then as Vice-President for Administration (1981); as Vice President for Instruction (1983); and, for a short time, as Acting President (1985).

Dr. Nielsen believes a college president has three major tasks in order to create a good administration. First, the president should ensure the institution is fiscally sound. Second, he should maintain a high level of quality in all programs. Third, the president should maintain a quality level in staffing and a good staff morale. Nielsen's strategies for success for Kirkwood include continued, intensive effort with business and agriculture, and sustaining the high level of quality in programs such as the nationally recognized Humanities program. He believes the formation of two new programs, Airway Science and Pre-Computer Science should increase enrollment at the college.

...I think Kirkwood right now has one of the outstanding community college chief executive officers in the country and I really mean that. I think Norm is terrific. He is a leader in our state.
Mike Crawford

...being involved in new construction was really a tremendous experience because those two projects, Johnson and Cedar Halls, entailed about five and one half million dollars. ...I gained a lot of experience that you wouldn't get in any other way.
Norm Nielsen





Kirkwood's entrance.

LEAGUE FOR INNOVATION

The League for Innovation in the Community College was founded in 1968, with sponsorship from the Kettering Foundation, to provide direction for experimentation and innovation in community college education. On May 7, 1982, Kirkwood was invited to join the prestigious League for Innovation in the Community College, a consortium of the leading community colleges and multi-campus districts. Membership in the League is by invitation and is currently limited to twenty community college districts in fourteen states and one Canadian province. The districts include fifty-three campuses, which enroll 850,000 students and are served by 26,000 staff members.

Activities include: experimentation in teaching, learning, administrative methods, information exchanges, and national dissemination of information about educational issues and trends.

Bill F. Stewart, second President of Kirkwood Community College, served on the League for Innovation Board of Directors from May 1982, to July 1985. Norm Nielsen was appointed as League representative from May 1982 to July 1985; at which time Dr. Nielsen became president of Kirkwood Community College and presently serves as a board member for the League for Innovation Board of Directors. Jim Billings was appointed League representative in July 1985.

The League is an organization of the most outstanding leaders in the community college field and strives in all of its activities to further develop and enhance qualities of leadership. Through special projects, conferences, workshops, and association with other leaders and key groups, the League provides leadership opportunities for its members and shares its leadership with others.

My job is to make sure the college advances. Now there's lots of things that I have to do on a daily basis - some people want to see you and talk to you and the human relations kinds of things - I surely have a responsibility to the management of this college... but if you have competent people they'll actually run the institution. It's the President's job to do the thinking ahead. I've always tried to think in terms of two to three years ahead. When you start looking at it from that perspective, that's where the League for Innovation helps you immensely.

Bill Stewart



Above: Norm Nielsen presenting a plaque to Charles Cunningham as 1985 innovator of the year.
Below: An early innovation took Dr. Pete Pickett to a German army base regarding Kirkwood's training program in Water and Wastewater Technology.

The League Board approved the League Fellows Program at the fifteenth anniversary to provide for quality staff development of top member institution leaders. Fellows are given special assignments to work on League-wide projects that will be of benefit to their own institutions as well as League institutions. As of November 1985, Kirkwood has participated in two League Fellow Projects: English Student Assessment Program, completed by Mary Wilson, and the Math Student Assessment Program, completed by Leland Fry. Kirkwood also participates in the annual Innovator of the Year Award designed to recognize League college staff members who have designed and implemented a significant innovation. These have included:

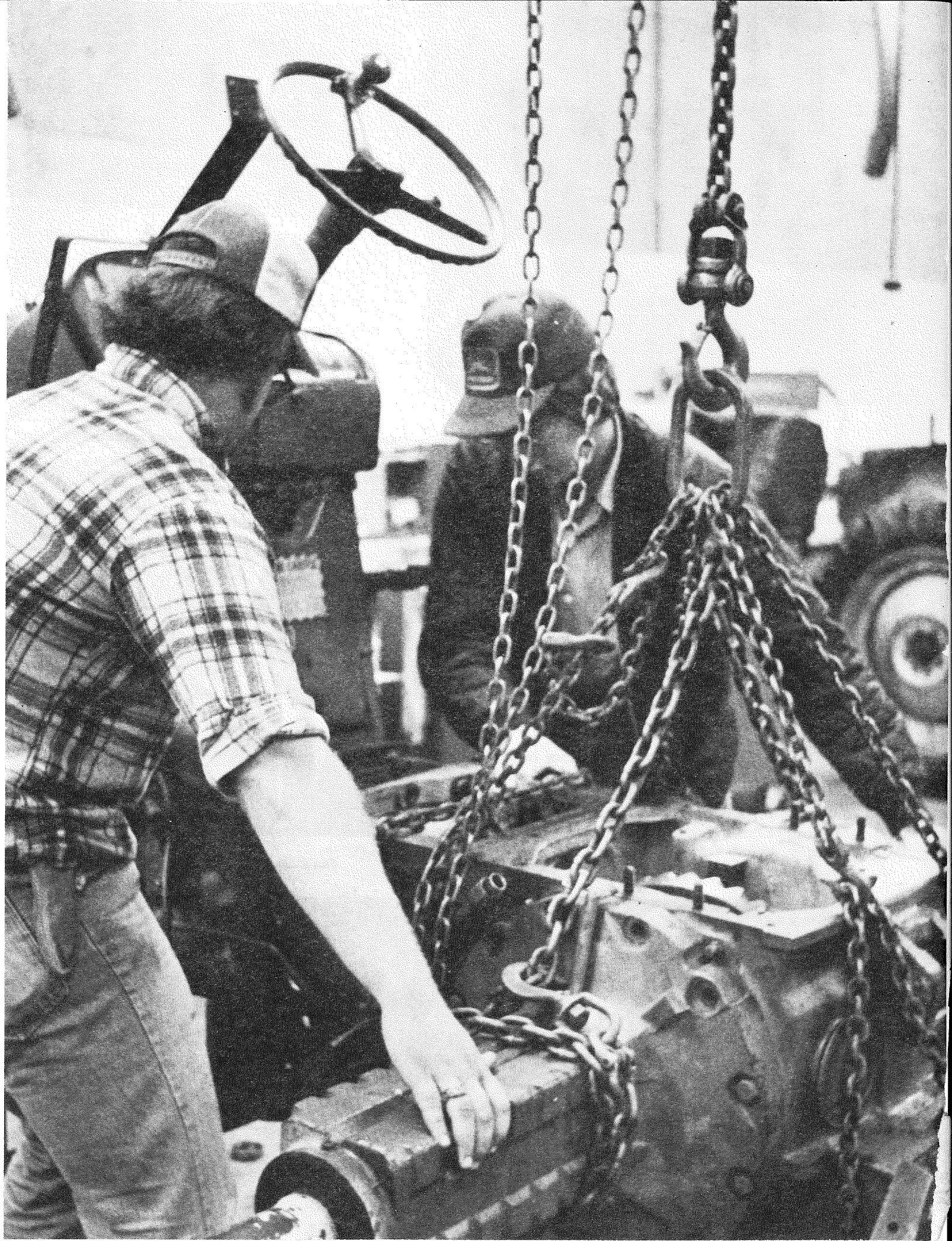
- 1984 - Norma Willis - automation of student aid forms
- 1985 - Charles Cunningham - design of videotaped accounting series
- 1986 - Larry Statler - establishment of Rural Diversified Enterprise Center

In recognizing the importance of developing leaders for the future, the League Board adopted an in-house program referred to as League Leadership Fellows at its May 1984 meeting. This program gives opportunity for key administrators to intern with selected mentors from other League colleges.



Jim Billings





VOCATIONAL- TECHNICAL EDUCATION

From Vision to Vocation

Training for a specific career or job at Kirkwood has come a long way - from the very first Automotive Mechanics Program in the rented building on Rockford Road, S.W. and the Floriculture Program in a building in the Town and Country Shopping Center to the highly sophisticated, technologically advanced training programs on the main campus today. There are now sixty-three vocational-technical areas in all, ranging from the three-quarter Information Processing Program to the six-quarter Automotive Technology Program, which now includes courses in computer work and electronics necessary to keep pace with the ever-changing automobile.

Leadership of the Vocational-Technical Division of the college began, of course, with the vision of Dr. Selby Ballantyne, the expertise of William G. Eddings, and those early, dedicated instructors, and the hard work and determination of the Board members.

In the early 1960's it was recognized that there was a need for post-secondary education in this part of the state, and on July 1, 1964, Bill Eddings was hired by Dr. Arnold Salisbury, then superintendent of the Cedar Rapids Community Schools District, as the Director of Vocational-Technical Education for the school system. With the passage of Senate File 550 in 1965, Area Ten Community College was developed by the



Bill Eddings

Bill Eddings is the reason we have the strong vocational-technical programs around here. He was a strong leader; he was aggressive; he would scratch and maim mothers to get the kinds of programs our students needed, to get the money from the state.

Don Page

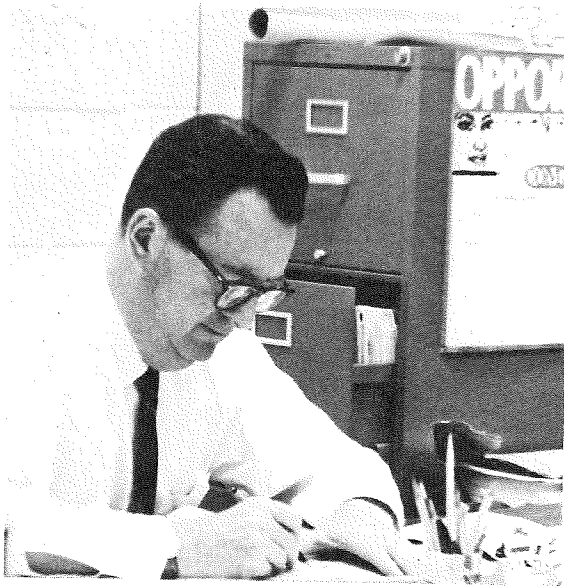
There really is no one word appropriate for the early facilities available to us for training students--challenging, discouraging, exciting, frustrating, everything rolled into one.

Dave Jensen

Those were good honeymoon days as a college and we were very much a family.

Katy McKay

Left: Students at work in the Ag Mechanics program.



Above: Frank Mulhern.

Right: Dental lab technician instructor Ed Adams helping student.

Below: Architectural drafting being taught by Francis Camizzi.

Below right: Dave Popelka instructing a student in the early welding program.

In 1980 Residential Carpentry changed from building just a regular home. Larry Bean was interested in developing some passive solar homes. A grant was available to make the public aware of the need for conserving fossil fuels and we applied for that grant in May. Our class was to start in June. We got the grant, had to design a home and build it all at the same time. The Iowa Energy Policy Council uses it as a model home and they call it Iowa's Ideal Home. Our goal was to try to influence and make the public aware of what could be done. I'm sure a similarly designed house could be built and heated for \$200.

Jack Neuzil

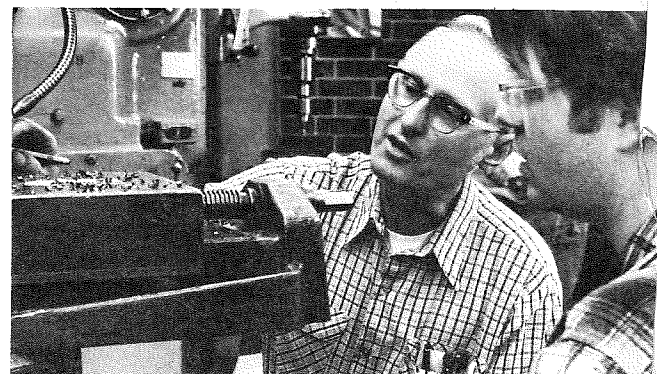
When we made the move to Linn Hall there was no electricity in our area for the first few days of class; we had to run a long drop cord to show a film. Someone fell over the cord. Fuses blew. We may have wondered then if it was all worth it!

Mary Early

State Department of Public Instruction, and those early vocational classes, and the instructors who taught them, were transferred to the community college. Some of those instructors who did so much to help build this kind of education included Sue Collogan in a nursing program, Irv Ebinger working with students in automotive mechanics, Bob Davisson in the electronics field, and Don Page in the counseling and guidance area. Classes were held in many rented facilities in Cedar Rapids, including the Rockford Road S.W. address, a building on 30th Street Drive, S.E., a greenhouse in Cedar Memorial Cemetery, a store in the Town and Country Shopping Center, the basement of Jefferson High School, a building on Eighth Avenue, the former Hawkeye Plaza on Sixth Street S.W. (now the Grant Wood Area Education Agency), and facilities at Mercy Hospital for the nursing program.

The move to Linn Hall (in time for the opening of classes for fall quarter, 1969) was truly a "family" affair, one that all Kirkwood employees helped to accomplish by packing boxes, cleaning the new classrooms, and moving equipment and books. Since leases on some of the rented facilities expired on July 1, 1969, much equipment and supplies had to be moved to the new building before it was really ready for occupancy. Structural changes have been made in Linn Hall since its construction - offices and even whole departments have been moved, rooms have been enlarged and/or diminished to make smaller rooms - to take better advantage of the facilities.

In 1985, David H. Jensen, formerly head of the Department of Business and more recently Director of Personnel, was named Dean of the Vocational-Technical Division.





TRADE AND INDUSTRIAL DEPARTMENT (INDUSTRIAL TECHNOLOGIES)

The history of trade and industrial training at Area Ten Community College is a most interesting one in that it all began under the auspices of the Cedar Rapids Community Schools, with William G. Eddings as the director. The six programs - Auto Mechanics, Machine Shop, Welding, Mechanical Design, Electronics, and Mechanical Drafting, plus an evening Machine Shop Program - were originally housed in the Henderson building on Rockford Road. Total enrollment that first year was ninety-nine students.

With the establishment of the fifteen area community colleges in 1966, these programs became the nucleus for the Trade and Industrial Department at Area Ten under the leadership of Jack Neuzil as department head. Programs were subsequently developed in Auto Mechanics, Auto Collision, Electronics Engineering, Machine Shop, Welding, Mechanical Engineering, and Mechanical Drafting. Machines and equipment for these early training programs were obtained from the National Industrial Education Reserve (NIER) and/or were on loan from the Cedar Rapids Schools; the NIER machines had been in storage since 1950 and had to be assembled at the Rockford Road address. Very little new machinery was available until after the move to the main campus in 1968.

These original trades and industry programs were augmented in the ensuing years by nine additional programs, including Architectural Drafting, Communications Electronics, Electrical Equipment Servicing, Graphic Arts, Residential Carpentry, and Wastewater Treatment. One outstanding accomplishment of the later years in trades and industry training at Kirkwood was the construction, by the students in the Residential Carpentry Program, of a solar energy house in Cedar Rapids. This house became a model for other training institutions and even construction companies to emulate. All of the programs in this area have been challenged in recent years to update their training, equipment, curriculum, methods, etc., to keep pace with our ever-changing technology.

Above: Joyce Downing, nursing instructor, with early class of students.

The challenges were many back in 1964 and 1965. Early instructors helped to design and build some of the equipment we used for the classes - like the electronic benches that Bob Davisson built and Irv Ebinger, who operated on a \$23,000 budget the first year.

Bill Eddings

We were the only ones with air conditioning in the Rockford Road building.

Bob Davisson

...Another thing that made me very happy was Amana Refrigeration, which is in my area, started a training program immediately through Area Ten. This was a big boost for support for the college.

Jim Sauter

Now our students are more systems-oriented rather than complement-oriented, although they have to understand the complements before they understand the systems.

Bob Davisson

In those early years, I can recall several advisory committees that spent numerous meeting dates, helping the staff and faculty get programs developed, so the students would receive a sound education and be ready to enter a particular occupation.

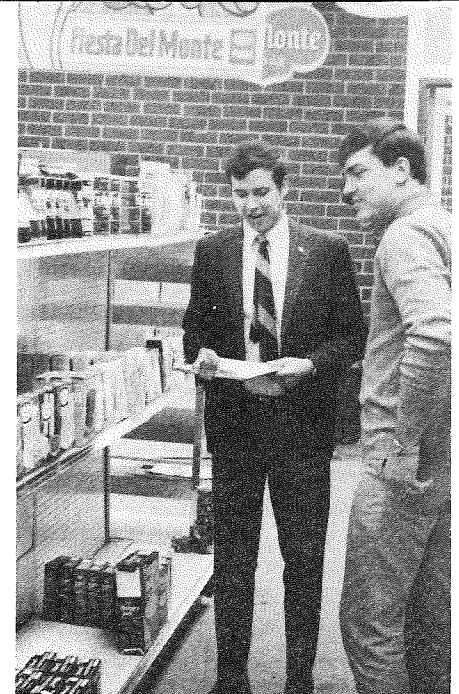
Dave Jensen



Above: An early fashion show presented by fashion merchandising students was held in the Linn Hall lobby.

Right: Dale Simon, originally hired as an accounting instructor, is now Assistant Dean of Business Technologies.

Far right: Scott Nicol and retail marketing student.



DEPARTMENT OF BUSINESS (BUSINESS TECHNOLOGIES)

Vocational technical training in the business area at the then Area Ten Community College started with the formation of the Floriculture Program in 1966 by David H. Jensen, newly-hired from the Cedar Rapids School System as the head of the Department of Business, and Neil A. Shepherd, recruited in 1965 from the floral industry in Grundy Center as the coordinator of the program. Members of the Society of Iowa Florists, as well as local florists serving on the advisory committee, offered invaluable assistance in deciding curriculum for the program and in readying facilities for incoming students in the fall of 1966. These were located in a vacant store in the Town and Country Shopping Center and in an old greenhouse at Cedar Memorial Cemetery.

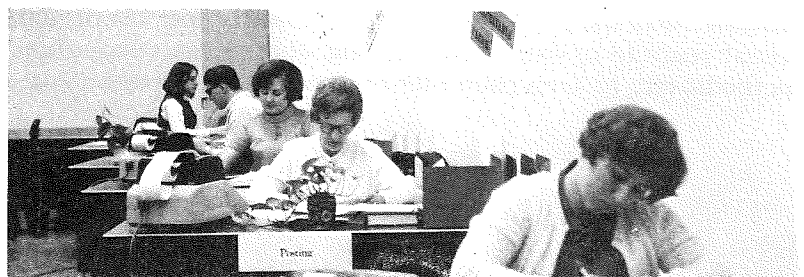
The ensuing several years saw the development of additional marketing programs, training in various specialized areas of office occupations, development of the one- and the two-year programs in accounting, the addition of the Food Service Program in 1972, and the introduction in 1983 of the Word Processing Lab and the one-year Information Processing Program. During these years three fully-developed training programs were moved to other areas of the college - Medical Records to the health area, Legal Assistant to the Arts and Sciences Division, and Floriculture to Agriculture Technologies.

The phenomenal growth of the department (as of 1983 known as Business Technologies) - from nineteen students and one instructor in 1966 to 1,623 students and twenty-six full-time instructors in 1985 - indicates the need for this kind of training in the seven-county area, the excellence of the faculty and staff, and the outstanding cooperation and assistance of the local business community.

One of the nicest 'success stories' that I know is that of Marilee Feldman Smith, a graduate of the 1977 Legal Secretarial Program, whose goal was to complete a B.A. degree, to become certified as a vocational educator, and to be employed at Kirkwood. She accomplished all of that and is now on the Kirkwood faculty in Business Technologies.
Shirley Grimes

We were very fortunate to be able to develop an outstanding faculty in the Business Department, all high-caliber people, dedicated to the philosophy of the community college, enthusiastic and excited about teaching in this new college.
Dave Jensen

Right: Students pictured in an early accounting class.





Mary Early

HEALTH OCCUPATIONS DEPARTMENT (HEALTH TECHNOLOGIES)

Training for those interested in employment in the health occupations field began at Area Ten with the advent of the Practical Nursing Program in 1966, located in a small house near Mercy Hospital. Sue Cullogan was director and teacher at that time.

In June 1967 Mary Bard Early was employed to design and coordinate the Medical Assistant Program. August of 1968 was the first "pinning" ceremony for the twelve students graduating from the program. The pin, designed by Dr. Selby Ballantyne, is still used today. Area Ten's Medical Assistant Program had the distinction of being the first one-year training program of its kind to be accredited in the United States, and it has just received its third five-year accreditation. The original full-time staff members are still a part of the faculty.

Vivian Klaus, now Assistant Dean of Health Technologies, was hired in June 1967 as a coordinator to develop the Dental Assisting Program. The first class began training September 1967. In December 1969 the program was granted full accreditation by the Commission on Dental Accreditation. Lynn Fraker, current instructor/coordinator,

Our first class of Associate Degree Nursing students began under the direction of Phyllis Drennan in the fall of 1970.

Shirley Andersen

June 1973. Dr. Robert Kent, from Tipton, Iowa, became the Chairman of the Advisory Committee for the Medical Assistants Program after serving two years as a member. He is still the chairman by popular vote.

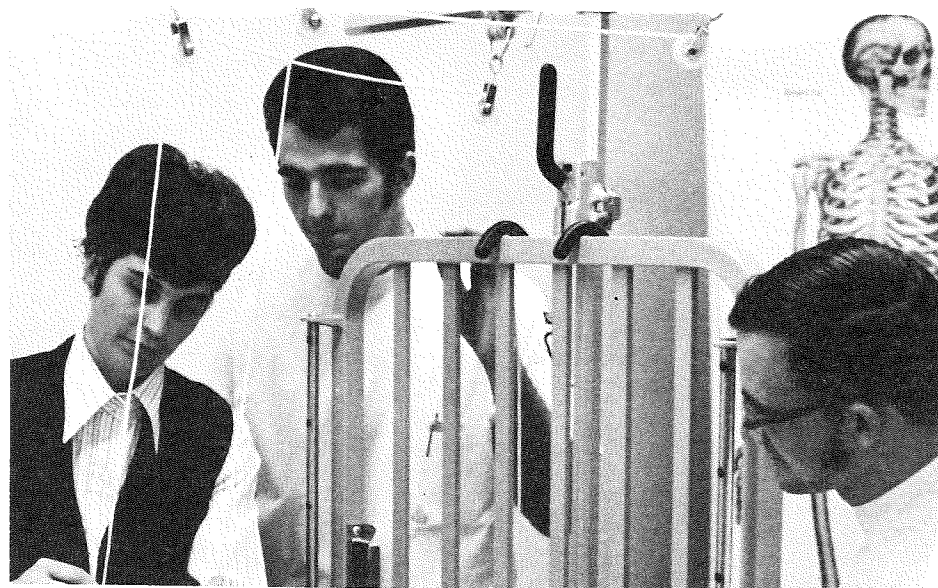
Mary Early

In February 1982 the first annual Medical Record Technology Student Inservice Workshop was held in Iowa Hall.

Terese Claeys



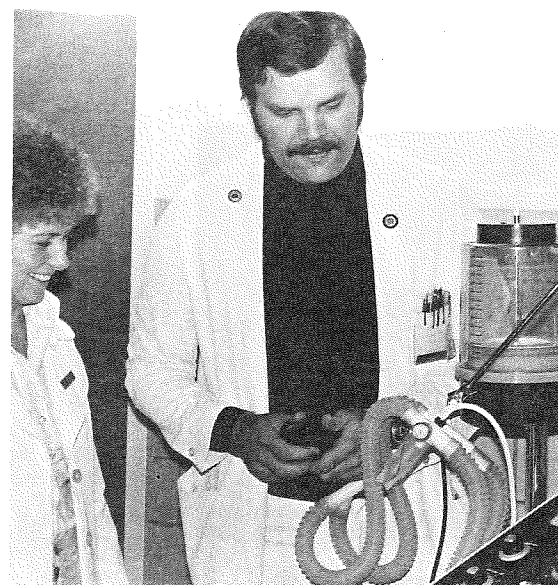
Left: Bob Ernst and student in Biology class.



Above: Orthopaedic Physician's Assistant instructor Noel Bishop with some of her students.

Above right: Respiratory Therapy instructor Rich Tomanka showing Cheryl Rutherford the ventilator.

Below: Dental Assistant instructor Vivian Klaus (right) instructing student. Klaus is now Assistant Dean of Health Education.



presented an Off-Campus Dental Program model to a national educators' conference in December 1984. This program received separate accreditation status with the ADA's Commission. It is a one of a kind program in the U.S.A.

In 1968 Frank Mulhern became head of the Health Occupations Education Department. Included were the Nursing, Dental Assisting, and Medical Assistant programs.

Additional training for health-related occupations was enhanced by the development of various one- and two-year programs, all fully accredited, including: Occupational Therapy Assistant, Respiratory Therapy, the Electroencephalographic Technologist, Medical Record Technologist, Orthopaedic Physician's Assistant, and training in Dental Lab Technician work. Health Technologies at Kirkwood now encompasses eight training programs in the allied health field in addition to the two-year Associate Degree Nursing Program and the one-year Licenced Practical Nursing Program.

The Respiratory Therapy program started as a jointly sponsored program with Veteran's Hospital in Iowa City.
John McCabe

Ten of the approximately fifty dental laboratories in Iowa are owned and operated by former Kirkwood Dental Lab Technicians students.
Bob Doubet

In 1979 under a new program which was planned and restructured with the help of a federal grant, we accepted nineteen students into a self-paced, competency based curriculum. The grant was provided to cover both the Respiratory Therapy and Occupational Therapy Assistant Programs.
Frank Lydic

(September 1977) the six-quarter Electroencephalographic Technology program was started as a jointly sponsored program by the Department of Neurology, University of Iowa and Kirkwood Community College.
Vivian Klaus



AGRICULTURAL TECHNOLOGIES

The Agricultural Technologies Area started on July 1, 1968, when Larry Statler, present Assistant Dean, began his first day on the job. He was hired to head the Agricultural Technologies Area and has been head of the department for the past seventeen years.

Classes began in the Fall of 1968 with a total of thirty-three students in the entire Agricultural Technologies Area. A manufacturing building located at 1207 Rockford Road, S.W. served as the early classroom. Farm Equipment Mechanics students repaired tractors and other machinery in a well-equipped shop. The Production Agriculture students started the first livestock enterprise in the spring of 1969. Kirkwood purchased twelve sows and a beef cow herd of forty purebred Angus. The first building utilized at the farm was a large white farmhouse which served as the location of Department offices and classrooms in the spring of 1970. The white barn is the only original building left standing on the total Kirkwood campus. The present dog kennel is also an original building but has been remodeled four times. First, it was a farrowing house; second, a lambing barn; third, a calving shed for beef cows; and now the dog kennel. Over the years a variety of buildings have been erected for the programs to enhance the educational services.

The Agricultural Technologies Area of Kirkwood is a recognized leader in community colleges in Iowa and throughout the United States. The following, while not all-inclusive, indicate some of the leadership qualities:

Iowa's first floriculture and horticulture programs were started in 1966.

The first area community college farm laboratory in Iowa was established in 1970.

Larry Statler, Assistant Dean of Agricultural Technologies Area, was a member of an advisory committee which started the Post-Secondary Agricultural Student Organization (PAS), a national and state leadership



Above: Farm site work. (Early 1970's)

Farm tours for children began in 1971. We invite all of the kindergarteners, pre-schoolers, and first graders in our vicinity. Over the last fifteen years we have averaged about 3600 children every Spring. During the first week in May we just kind of open up the farm. The Chamber of Commerce works with us on the project. We try to acquaint the children with Kirkwood and give them a little bit of information about agriculture as a career.

Larry Statler

The horsemanship program started out as a hobby thing, now it's well known we have a terrific horse husbandry program here at Kirkwood. We have put several hundred students through the program so sometime those hobby kinds of things became courses for people to get jobs.

Don Roby

In the summer 1985 the Rural Diversified Enterprise Center was opened. We attempted to get to the needs of the students to discover what their assets were and how they could transfer those skills into some new part of life. The rural community, both the farmer and the agribusiness world, has to trust us to help them get through their transition. It's exciting days for education.

Larry Statler

organization for all agricultural students attending community colleges.

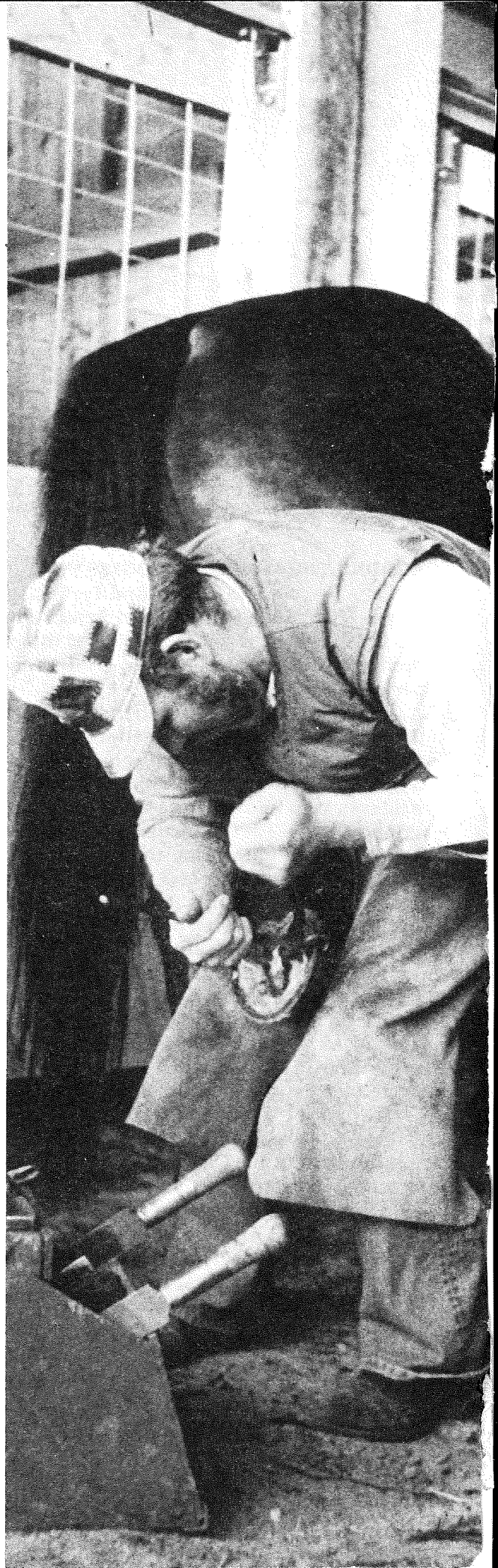
Kirkwood has the first, and only, Horse Science Technology and Small Animal Services programs in Iowa.

The Rural Diversified Education Center was started in the fall of 1985 to assist farmers in economic development.

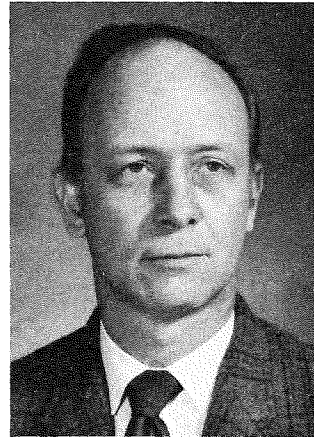
Students from foreign countries, especially Nigeria and Central America, have participated in agricultural education at Kirkwood.

This division has earned a reputation working closely with agricultural industry groups. All programs have active advisory committees which advise program personnel on curriculum, facilities, equipment, and teaching aid needs. In 1970 the Agribusiness Technology Advisory Committee suggested that students operate a store, and this is being done. Instructors in the Agricultural Technologies Area cooperate in working with industry in conducting about ten industry workshops per year for agriculture personnel already fully employed. Job fairs have been sponsored by the Horticulture Department for the past ten years. Each year approximately 280 agricultural students receive on-the-job training in their respective fields with industry. The faculty of the Farm Equipment Mechanics Program works closely with implement dealerships in obtaining tractors and machinery to repair in the Kirkwood laboratory. Students also receive instruction in delivering and picking up equipment.

Today over 500 students are enrolled in the seventeen programs designed to serve the citizens of Kirkwood's service area.



COMMUNITY EDUCATION DIVISION



Ralph Wahrer

Product of Imagination

In September 1966 Superintendent Selby Ballantyne told a campus audience, "I believe that adult education is one of the important services that this district should undertake." At this time Area Ten Community College (Kirkwood) signed agreements to assume responsibility for adult education programs in Iowa City. Soon agreements were signed with forty other local school districts for Area Ten Community College to conduct local adult education programs. Under the leadership and hard work of many committed professionals, including Ralph Wahrer and Gay Dahn, adult education offerings in a variety of programming areas were offered. The educational needs of the people of Area Ten were being served as never before.

Registrations for community education classes grew rapidly, stimulated by the Iowa Legislature's mandate for continuing education for licensed professionals in health, insurance, and real estate. Registrations increased dramatically from 6,803 in the 1968-69 academic year to 35,955 in 1974-75. They continually rose to 46,377 in 1984-85. Kirkwood became a state leader in providing training for

The first Adult Education registration was crazy. We were not in the least bit organized for a registration at that time. About 5:00p.m. someone remembered that in order to register students, we probably should have some kind of a registration form. We typed the forms for three registrations on a sheet of paper. Then we had to cut them apart and put pieces of carbon paper between so we would have duplicates - one for the students and one for us.

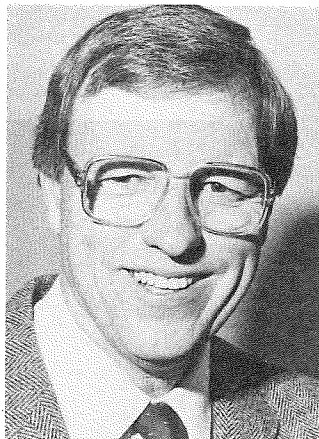
Dorothy Chittenden

At the time I started to work (1966) the 6th Street building was in the process of being remodeled. It had previously been a factory. The front part that were offices was finished off, but the Adult Education Director and his secretary were located in a large room in the back. We could hear the sound of the jack hammers going all day long.

Dorothy Chittenden



Roger Huggins



Don Roby



Gay Dahn

Selby Ballantyne's idea was that a community college should serve all segments of the population and since the handicapped are a part of the community, he felt the need and the rehabilitation center addressed that need.

Mary Lou Heitz

...we were responsible for doing all kinds of things -if we needed an office built, we would build the office ourselves, and we would get the lumber and we would pound the nails, and do whatever needed to be done to get the office built, or any other types of program changes that were to occur.

Wendell Maakestad

...it was wonderful to be a part of the college, to be on campus, and for other people at the college to begin to realize that the skill center was really a viable part of the college.

Mary Lou Heitz

business and industry. Seminars and workshops also became a popular form of delivery for specialized training during this time.

According to the 1983-84 directory from the American Association of Community and Junior Colleges, Kirkwood was second in the nation out of over 1200 community colleges and technical institutes in number of community education students served.

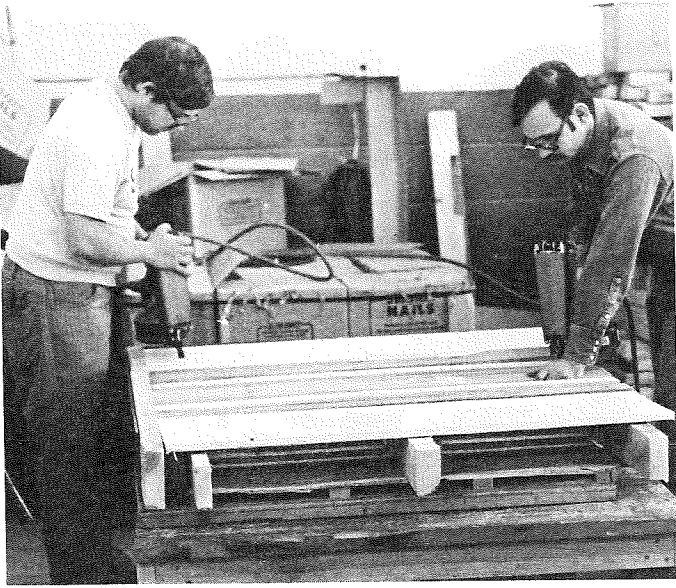
In 1984-85, and for part of the 1985-86 year, Donald Roby served as Vice President for District Instructional Services, with jurisdiction over the community education program. Following a reorganization, Roby became Vice President for Instruction. Roger Huggins was named Dean of Community Education.

APPRENTICESHIP TRAINING

During its first twenty years of operation, Kirkwood has had the largest apprenticeship enrollment of all fifteen state community colleges and vocational-technical schools. Originally, apprenticeship training for the Cedar Rapids area was provided by the Cedar Rapids Community School District. In 1966 union apprenticeship training, along with responsibility for seven full-time study programs in vocational-technical education, was transferred to Area Ten Community College (Kirkwood). The apprenticeship areas under the College were: tool and die maker, electrician, carpenter, plumber and pipefitter, sheet metal worker, painter, iron worker, and industrial maintenance asbestos worker. Today Kirkwood continues to provide apprenticeship training by agreement with local unions in the area.

SKILL CENTER

The Kirkwood Skill Center has been serving the area since 1965 evolving from what was originally called Linn County Industries for the Handicapped. The program was started by a group of community-minded citizens who believed that handicapped persons could lead useful, and productive lives in the community.



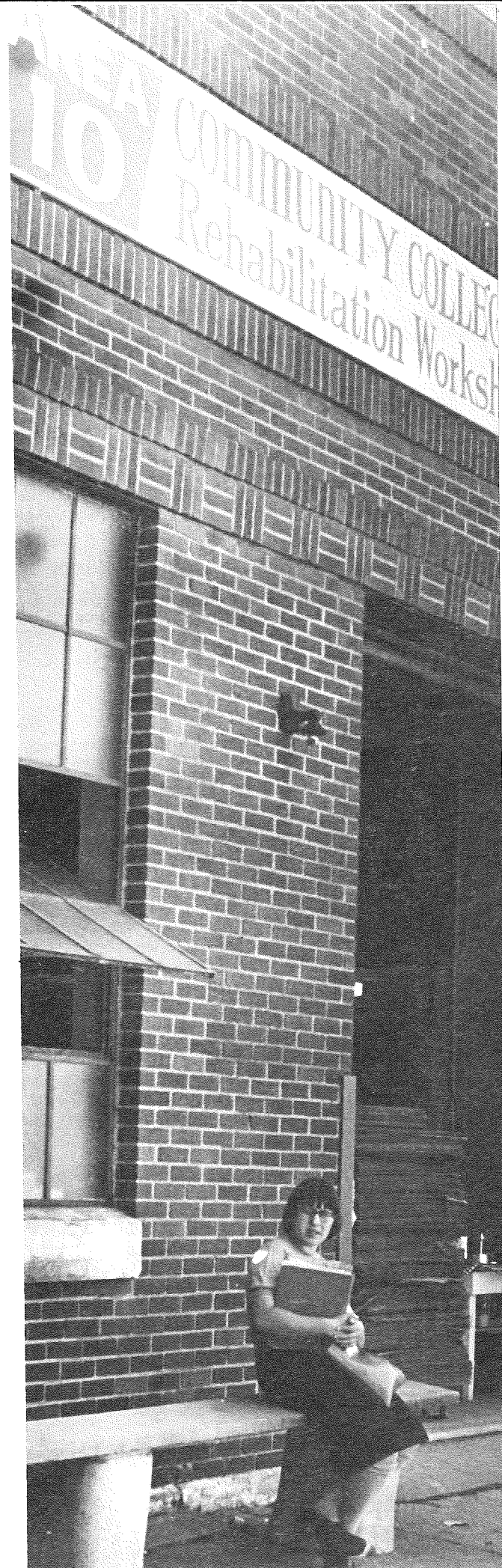
The sheltered workshop started operation on January 19, 1966, as an activity center for the severely handicapped. It was located at 751 Center Point Road, N.E., Cedar Rapids, in what was the old county garage. The building was leased to the workshop as a temporary site for \$1.00 a year and United Community Services spent \$22,000 converting the garage into a work area. Another \$10,000 went to help underwrite the start-up of this program. Frank Mulhern was the first director. In addition to this site, the Rehabilitation Facility on Oakland Road was opened in July 1968. This was designed to help the less severely handicapped.

In response to a growing enrollment, the Rehabilitation Facility introduced a number of evaluation areas to assist students in determining their potential in various vocations. Space and equipment were set aside for full-time Iowa Division Vocational Rehabilitation counselors to act as coordinators for clients. Under this format, another service was introduced to the program: the establishment of a multi-disability center to serve the physically, emotionally, economically, and socially handicapped persons of the seven county area.

In August of 1969, after fire destroyed the facility on Center Point Road, the decision was made to combine the sheltered workshop and the rehabilitation facility and move them to 1207 Rockford Road, S.W. The name was changed to the Kirkwood Skills Center in 1972 to reflect the broader nature of its programs. In January 1978 the center moved into Jones Hall, a new 44,000-square foot, barrier-free facility. The building was built at a cost of \$1.3 million dollars and was located on the Kirkwood campus to provide better access to college resources.

Today the Kirkwood Skill Center is nationally recognized as one of the most comprehensive rehabilitation facilities associated with a community college in the country. During the program's existence, individualized rehabilitation services have been provided to several thousand individuals.

Above: Skill Center project, 1975.
Right: 1969 site of rehabilitation workshop.





Above: Trudy Stewart (right), instructor of the KEY health program in Cedar Rapids.
Below: David Horsey (center), building trades instructor in the KEY program at Washington, Iowa.

Ralph Wahrer, who was the head of Community Education, certainly had a view of a broad based access of activities, helping the people complete their high school degrees, and some very significant kinds of programs in that area. He used to talk about buying space on a satellite and making Kirkwood the community college of the world.
Don Fuller

I am a real old timer. I was a returning high school drop-out. Marty Ribble and Gay Dahn were so very encouraging and supportive. You really needed encouragement after searching, at some length, for a parking space at the old 6th Street building location.
Marsha Ann Barta Valley

HIGH SCHOOL/ABE PROGRAM

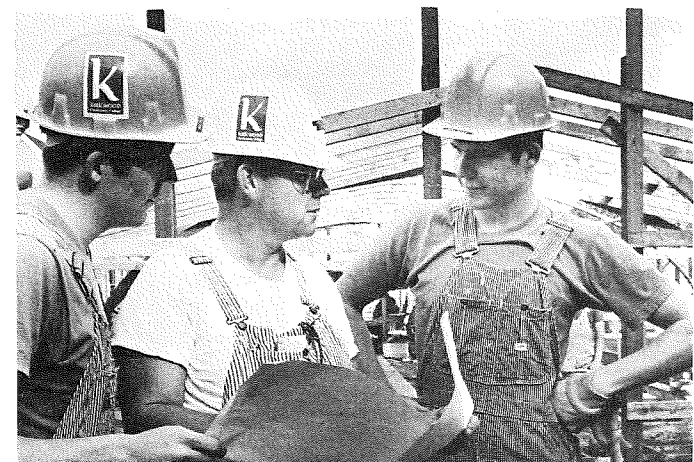
Point four of Section 280A of the Code of Iowa states that, "Programs for high school completion for students of post high school age should be provided." Based on this legislative mandate, Kirkwood, soon after its inception, began an active high school completion program within its adult education division.

Adult Basic Education (ABE) funds from the federal government were channeled through the newly-formed community colleges and vocational-technical schools. The funds provided the basis for the ABE literacy classes offered throughout the seven-county area served by the institution. Classes were established wherever a need existed, and preparation was given for the General Educational Development (GED) high school equivalency testing program as well as basic skills. The GED program was transferred from the Cedar Rapids public school system to the newly-formed Kirkwood program.

In 1968 a proposal was made by Gay Dahn for an addition to the high school completion program aimed specifically at high school age dropouts. College professionals initiated an alternative high school program to be funded, in part, by local school districts. Initially, a few temporary buildings on East campus were used to house this addition to the Kirkwood high school program. In the fall of 1969, approximately fifty students were enrolled in the "dropout" program.

A high school correspondence program, one of a few in the nation, was written by Marti Ribble Milani and implemented in 1968. The Kirkwood Exploration Experience and Exposure for Youth (KEY) vocational program became an important component of the high school program. This provided secondary vocational classes to cooperating high school districts as well as the dropouts in the Kirkwood high school program.

Through a special needs grant from the State Department of Public Instruction, downtown learning centers were established in Iowa City and in Cedar Rapids during 1972, followed by additional centers at Washington, Williamsburg, Monticello, and Marion. Later, centers were added in Vinton and





Hartwick and, in 1985, at Stanwood in Cedar County. The College had a total of nine high school learning center locations in 1985 including the main center at the Lincoln Community Education Center in southwest Cedar Rapids.

Through the years the high school program has continued to grow and expand its offerings. In the mid-seventies, a reorganization of the high school department took place. An English as a Second Language (ESL) program was developed. Florence Masters originally designed this program to serve Southeast Asia refugees, but later it was expanded to serve immigrants from over forty countries.

Each spring approximately 900 diplomas (a combination of GED diplomas and Adult High School diplomas) are issued to Area Ten citizens ranging in age from the late teens to the eighties. Based on the number of graduates, Kirkwood operates one of the largest high schools in the state of Iowa. The backbone of the program is hundreds of dedicated part-time instructors who have worked in the program for the past twenty years to make it a success, and the commitment of the College actively and aggressively to follow the mandate of the legislature in providing these services to the citizens of the state of Iowa.

Above left: Florence Masters with ESL students. Above: The original site of the Learning Center in Washington, Iowa. Pictured are, left to right: Sandy Weller, Carol Ballantyne, and Judy Ridley. Below: Marti Ribble Milani with Iowa City Learning Center student.

When the IndoChinese influx came, Pete and Don put together an ESL program with federal money. As soon as you go into an international program it becomes terribly complicated because foreign people do not solve problems in the way we solve them. They do not react in the same way and when you have students who are of eighteen different nationalities you learn you can't always do things the way we were used to doing them not at first. But it was fun. It was enough to give anyone a heart attack or a headache, but it was "grandious" fun and wild.

Florence Masters

The wide age span of today's Kirkwood students was apparent back in the early days, because there was a need for 'adult education' as well as for education and training for the very recent high school graduate.

Bill Eddings





Right: George Maybanks counseling a high school completion student.

Below: Iowa State Men's Reformatory staff (left to right) Ed Petrick, Harry Neville, Ron Goldsmith, Bill Doyle, and Max Fliehler.

I think had I thought more along, you know, about the magnitude of this, I would have kept notes and I would have been much more diligent about leaving some sort of record, but those days were so packed and everything was growing. Kirkwood was like, it was more than a school, more than a job, it was symbolic of the time, where the people were speaking, the doors were open to the people, it was a people's college.

Marti Milani

RIGHT TO READ PROGRAM

As the Kirkwood high school program expanded in the early 1970's, the need became apparent for a program to help those students who were functionally illiterate and in need of intensive instruction. Kirkwood professionals made contact with Laubach Literacy International which sent a trainer to Kirkwood in the summer of 1973. Twenty volunteer tutors were trained and the program began. Additional training sessions were conducted in Iowa City and Washington. Instruction was one-to-one and the program was patterned on Laubach's famous "Each One Teach One".

The need for services continued to grow. In 1976, a proposal was submitted for resources to include the national Right-to-Read Program for adults. Kirkwood received federal funding for three years. By the end of the first year, over 100 tutors had been trained and more than 100 students had been served. Although a variety of teaching techniques and materials are used, the Laubach Method remains at the core.

REFORMATORY EDUCATION

Chapter 28E Code of Iowa 1966 was written so that area schools could conduct educational programs for residents at state institutions. A November 6, 1968, memorandum of agreement between Kirkwood and Iowa State



Men's Reformatory (ISMR) began a working relationship to provide educational programs which continues to the present day.

Program highlights at the reformatory include:

- July 1971, College parallel studies program was added to the curriculum
- July 1974, Chapter I ESEA (Title I) began
- July 1976, "Right to Read" project was added. Inmates were trained to tutor their peers
- December 1978, "Telenet" was put into operation adding college level classes for credit by electronic means

DRIVER EDUCATION

In the spring of 1969, Kirkwood first became involved with teaching adults how to drive after receiving a grant from the Iowa Division of Rehabilitation, Education and Services, to train handicapped people. With the grant money, Kirkwood purchased a trailer that housed four driving simulators equipped with hand controls. This trailer was moved throughout the seven counties that Kirkwood serves so that handicapped individuals could be served in a location near their homes.

Since that beginning in 1969, Kirkwood has expanded its program to include not only handicapped adults but any adult wanting this instruction. A program for high school students, a course for riding motorcycles, and a course for riding mopeds are all part of the program.

TRUCK DRIVING

Kirkwood inaugurated a semi-trailer truck driver training program in 1971. The course was originally taught by part-time instructors and equipment was rented from Ruan Truck Rental. After two years of offering the course on a random basis whenever sufficient numbers of students enrolled, interest in the program increased enough for the College to hire its first full-time instructor.

Several local industries and organizations such as CRST, FMC, Ruan, and the Teamsters Union have helped the program by donating equipment, materials, and personnel. An important addition to the truck driver program was construction, in 1977, of a driver training range at the southwest corner of the Kirkwood central campus.



Above: Curtis Ives (right) was one of the first truck driving instructors.



Above: One of the first Beyond Rubies conferences. Pictured are Christy Smith Crenshaw, Jean Kilbourn, and John Swanson.

Below: Chuck Cuning (right) showing Virginia Ross, Lowell Rutz, and Byron Thomas how to operate Telenet equipment.

Initially, the community was reticent about Community Education because they could not see putting money into it. What we had to do was get the message to the public that the direct funds spent on leisure and recreation courses were not taxpayer funds - they were funds that were generated as a result of offering these courses. Once the community got this concept I think they accepted it.

Don Roby

Ralph Wahrer, who was the (first) head of Community Education, used to talk about buying space on a satellite and making Kirkwood the community college of the world.

Don Fuller

BEYOND RUBIES

In 1979 Christie Smith Crenshaw, John Swanson and representatives from colleges and businesses in the community organized a women's conference entitled "Beyond Rubies." The source of the title was a quote from Proverbs 31:10, "Who can find a virtuous woman? For her price is far above rubies."

The first conference was held April 1981, with thirty-two workshops and an attendance of slightly over 200. In 1983 three colleges-Mt. Mercy, Cornell, and Coe- and St. Luke's School of Nursing became co-sponsoring organizations. The completion of Ballantyne Auditorium enhanced the effect of the conference and, with the completions of Cedar and Benton Hall, the conference has had sixty workshops and a combination of four keynote addresses and dramatic presentations each year. Five hundred and sixty-six participants registered for the 1986 meeting.

SOLO HARMONY

Solo Harmony: A Conference for Single Adults is another Community Education program that has become an annual and sometimes semi-annual event. The first conference was held in November 1983 and, with over 300 in attendance, proved to be an instant success. Subsequent conferences have drawn as many as 500 registrants, many from out-of-state.

The idea of conducting a special interest program for the divorced, separated, widowed, and never-married was originally conceived at the same time as "Beyond



Rubies." However, it was decided that a women's conference would be sponsored first, with the singles conference developed later.

John Swanson and Susan Knutson organized a Steering Committee during the spring of 1983. This committee selected the Solo Harmony name and identified a very strong list of potential keynote speakers and workshop leaders.

THE COUNTY COORDINATOR SYSTEM

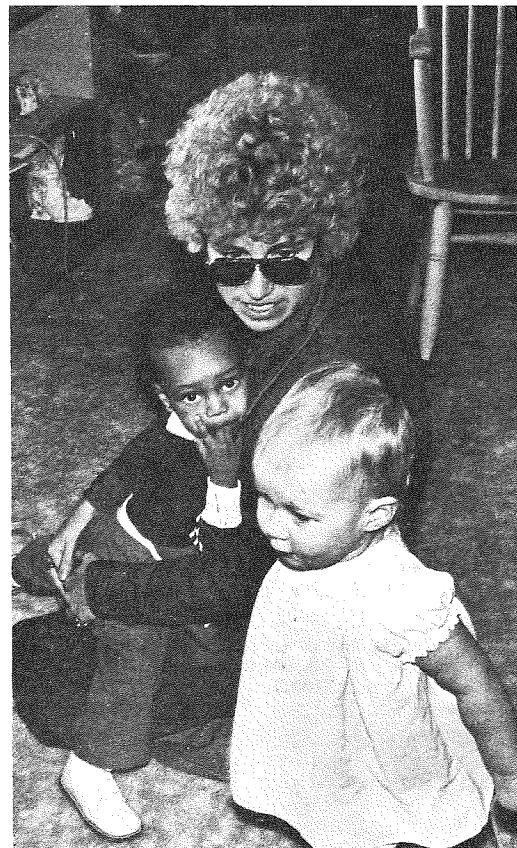
The County Coordinator System was developed to give Kirkwood a representative in each of the outlying counties and to oversee classes on the Kirkwood Telecommunications System (KTS). The first county to receive the KTS signal was Johnson. One year later the Anamosa, Vinton, and Washington centers were added.

The county coordinator wears many hats. One duty is to supervise local high school KEY vocational programs that are offered in their centers. Williamsburg, Washington, Iowa City, and Monticello have offered programs to local high schools in welding, auto mechanics, health occupations, building trades, and child care. Students spend a two-hour block of time each day at the Kirkwood Center.

Additional hats worn by the county coordinator include: admissions counselor, student advisor, financial aid advisor, and a materials delivery person. The county coordinator is truly Kirkwood's representative in the county.

ECONOMIC DEVELOPMENT PROGRAM

Economic Development is a new venture for Kirkwood. In 1983 the state legislature passed the Iowa Industrial New Jobs Training Program (House File 623). This legislation allowed Iowa community colleges to provide education and training of workers for new and expanding industry. Kirkwood's contract with the Norand Corporation of Cedar Rapids was the first agreement in the state to link the business and educational communities. This contract provided the model for many such training agreements which followed. Among those persons involved at the beginning of the program were Shirley Grulke, Dave Gustafson, Bob Kucera, and Dan Schaeffer.



Above: Child Care Center, opened September 1, 1976 with Pat Otis as director. The center provides care and developmental activities for the children of students attending classes at the college.

Iowa Industrial New Jobs Training Act, this whole economic development effort on the campus has just mushroomed. We don't do the packaging of the training side of it, we do the contract side. We negotiate the contracts with the company, work out the budgets with them, determine the scope and size of the package and hammer out the contracts through attorneys on both sides. The Economic Development Center handles the coordination of all the training.

Mike Blouin





Right: Interest in martial arts continues at KCC.
Below: Action at the Kirkwood softball complex located on Airport Road.

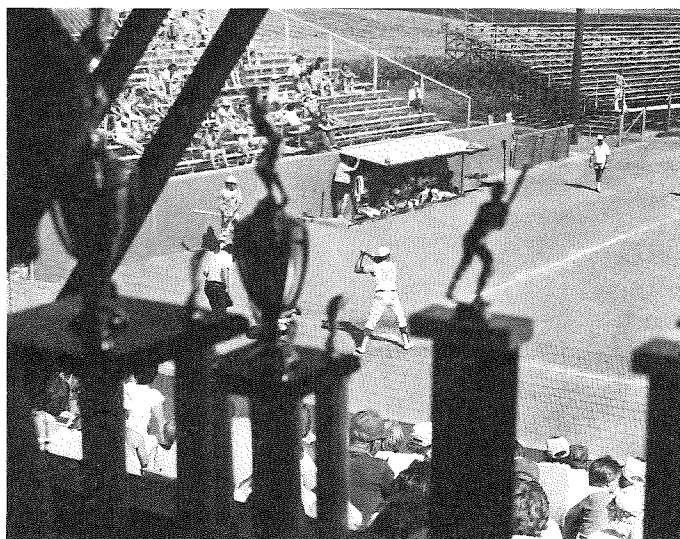
RECREATION

The Kirkwood Facilities Foundation purchased the Welty softball complex on Airport Road in 1977. This complex included 21.5 acres of land, a 4,000 seat lighted softball stadium, a second softball diamond, concessions building, and extensive parking. The College added a third diamond and installed additional lighting for night play.

Kirkwood began sponsoring recreational softball leagues for men, women, and mixed groups. The complex has also been the site for state, regional, and national softball tournaments. The Kirkwood women's softball team also uses the complex for practice and games.

Kirkwood has set up program courses in school facilities and private agencies in all seven counties, offering a variety of recreation programs to meet public needs.

Kirkwood was one of the first in this area to offer aerobic fitness programs. Community Education aided in the development of the Kirkwood Wellness Program for Kirkwood employees. The latest addition in the recreation area for Kirkwood has been the Coaching Authorization Program which was given state approval in July 1985.





Above: One of the first meetings of the ACCTion coordinating board held on Kirkwood's campus.

ACCTion CONSORTIUM

In the fall of 1974 work was begun on a Title III proposal to form a consortium of two-year public and private colleges to improve and strengthen those colleges with technical assistance in the form of staff, program and organization development.

The concept of providing developing institutions with technical assistance in the areas of instruction, resource development, student development, and community services was the brain-child of Marie Y. Martin, then director of the U.S. Office of Education's Community College Unit. She believed that by sharing expertise, colleges nationally recognized for their innovation and leadership qualities could be a tremendous aid to developing institutions throughout the country. Superintendent Ballantyne and Board President Bud Jensen, recognized that the formation of a consortium of 120-150 colleges from across the United States would provide a tremendous amount of political influence for two-year post-secondary institutions.

A proposal was submitted and approved for funding under the Strengthening Developing Institutions Program, Title III, administered by the U.S. Office of Education. Implementation began during the 1975-76 fiscal year with 114 participating colleges.

Mike Crawford became the executive director of the ACCTion Consortium and, along with a former Kirkwood employee, Daryle Holbrook, took responsibility for overseeing the operation of the consortium from the ACCTion coordinating office in Washington, D.C. Serving on the ACCTion Coordinating board were seven members representing colleges on the Association of Community College Trustees (ACCT) board at the time. The name ACCTion reflected the association's acronym, giving credit to its early impetus in organizing the project, although no formal connection existed.

Dr. Ballantyne assigned Gay Dahn the dual responsibility of directing the Community Services ACCTion Center and continuing as director of the community education division. Kirkwood received \$367,478 of the \$1 million grant the



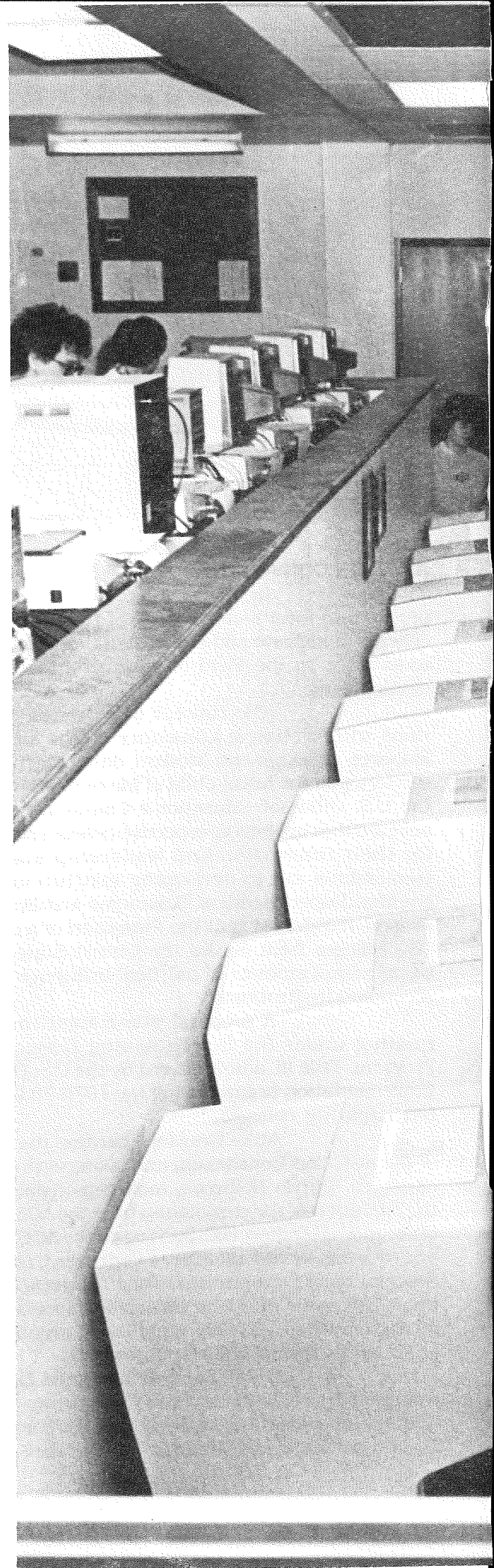
Mike Crawford

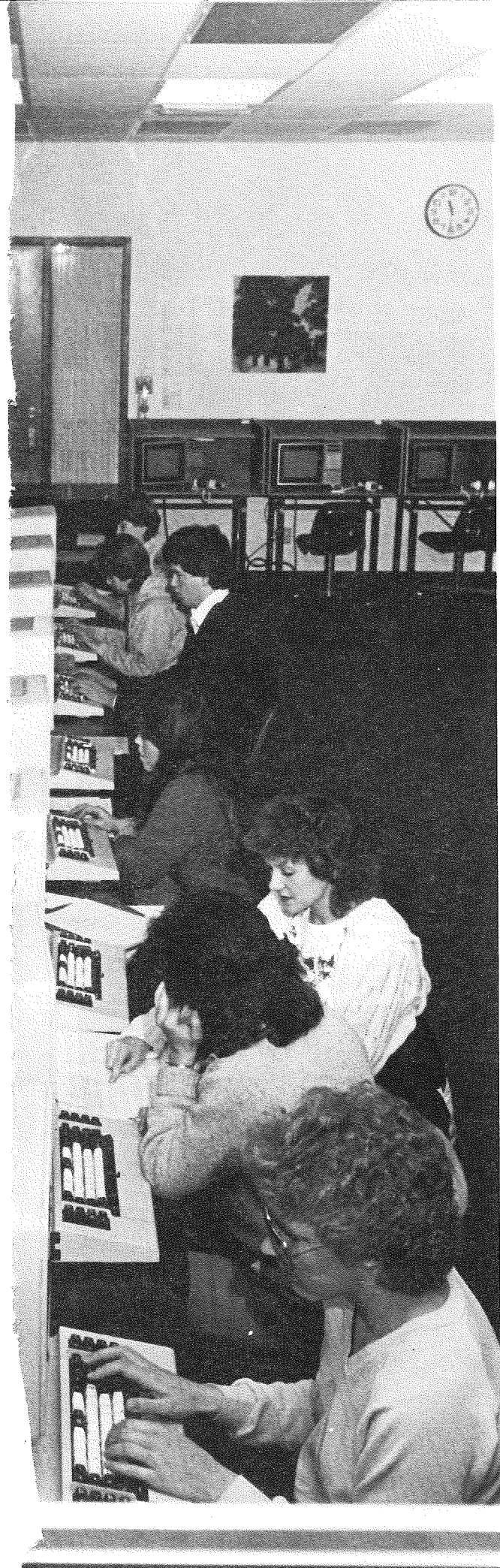
first year. That amount was divided, with approximately two thirds of it used to fund the ACCTion coordinating office in Washington, and the remainder used to provide travel reimbursement, consultant fees, and other expenses for the colleges served by the Community Services ACCTion Center.

Utilizing the Kirkwood Community Education staff and two part-time ACCTion employees, Kirkwood professionals set out to develop a program of technical assistance for the thirty colleges that were assigned to them that first year. The following kinds of technical assistance activities were provided throughout the seven year period that ACCTion was in existence:

- OBSERVATION VISITS to exemplary programs at other campuses
- CONSULTANT SERVICES provided by ACCTion staff or other experts
- INFORMATION SERVICES in the form of newsletters, promotion materials, and access to a clearinghouse of community education programs and services
- AN INTERNSHIP PROGRAM
- REGIONAL AND THEMATIC WORKSHOPS/SEMINARS to provide personnel in each college with technical and theoretical knowledge, new ideas, program development processes, and problem-solving skills necessary for effective program and institution development.

By making Kirkwood staff and programs accessible to over 250 colleges during the seven year period, a great deal of information was exchanged and many lasting friendships were formed across the country. ACCTion put Kirkwood in the spotlight nationally and secured a great deal of respect for the college, its staff, and its accomplishments.





DATA PROCESSING SERVICES

Area Ten's very first computer, in the 1966 era, was a 1440. It was very "slow" in its operation when compared with today's IBM 4341. Its first "system", designed to handle student records, could include only sixteen courses. A succeeding system designed by Patrick Murphy, now Director of Administrative and Educational Data Processing, handled 118 courses per student. The system now used is an open one that will accommodate an unlimited number of courses. It is to the credit of those early data processing instructors that all student records were put on the computer from the very beginning. There are now 110 terminals on campus and all instructional units, library facilities, remote college units, bookkeeping, registration, counseling, admissions, student activities, book store, and all buildings on campus are hooked into the computer.

Various agencies with which Kirkwood has worked in the data processing field have included nine of the fifteen community colleges in the state, the Grant Wood Area Education Agency, the Iowa Development Commission, the Iowa Department of Transportation, Linn County voter registration facilities, and the Cedar Rapids Community Schools.

In the 1960's, employees in the data processing area worked nights and on weekends processing records for the



Cedar Rapids schools, first at Jefferson High School and then in the Eighth Avenue building. In that building the computer room was actually the boarded up swimming pool of the former health/recreation establishment with supplies stored in the pool. In the early 1970's Kirkwood's computer was used by the Grant Wood Area Education Agency to provide guidance and counseling services to area high school students. A van was taken to various schools with telephone lines hooked up to the computer on campus.

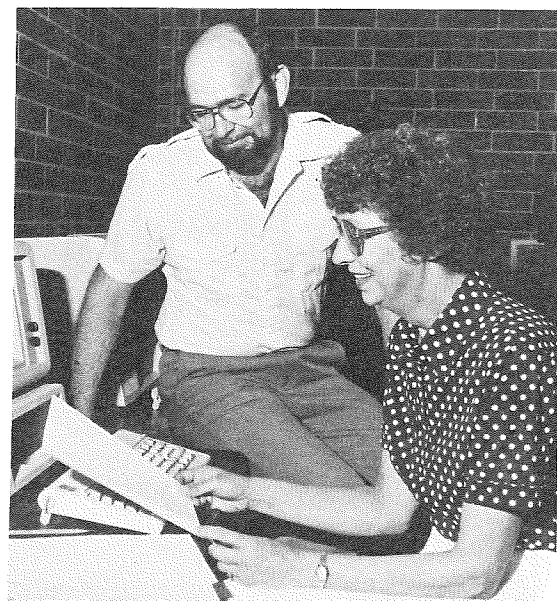
Kirkwood's computer lab opened on January 17, 1983 and it now includes twenty-seven IBM terminals (the 3278's), seven Apples, and twenty-eight IBM personal computers. All programs and departments of the College use the lab, in addition to students in the data processing field. Individuals sign up for time in the lab by means of a computer program designed for that purpose.

In the early days of data processing education at Kirkwood, few students completed the program because they were hired by business and industry before they graduated. One such person was Pat Murphy, who actually did graduate from Kirkwood and was then hired part-time to help move equipment from Jefferson High School to the Eighth Avenue building. He later became a full-time computer operator and is now director of the total operation.

Above: Area Ten's first computer housed in the building on 8th Avenue, S.E.

Below: Helen Finney and Mike Williams working in the computer lab.

Right: Students registering for courses in the Linn Hall Lobby in 1971.





STUDENT AFFAIRS DIVISION

Envision the Enhancement

Almost all the staff members were relatively inexperienced in the roles that they were playing. It was a sense of excitement, a trying something you've never tried before, and often you know, hoping that it would work. We were all feeling a little bit proud of ourselves and look what we've done!

Lois Wiehe

I think we had a sense that we were starting something new, it felt like a beginning, we were on a transitional campus, we were quite aware that it was temporary. There was a sense of excitement and we talked a lot about the mission of the college in those days. We were aware that we were a comprehensive community college. We were at the beginning of the whole national community college movement. We talked about it a lot.

Hannah Weston

Our vo-tech students and our Arts and Science students are brought together in Student Activities.

John White

From Kirkwood's inception, the staff recognized that students and student life were at the core of the institution. In February 1966, while still operating as a small vocational school under the Cedar Rapids School system, the first student services person, Don Page, was employed. There were ninety-nine students and twelve other institutional staff members then.

In 1966 most classes were held in the Henderson Manufacturing Building on Rockford Road, S.W. Other sites included a former health club on Eighth Avenue, S.W., the greenhouse at Cedar Memorial Cemetery, a former flower shop at Town and Country Shopping Center, a large garage on 30th Street Drive, S.E., and a house by Mercy Hospital.

In 1967 the Hawkeye Plaza building, a former warehouse, was converted into classrooms and arts and sciences classes started. The student services staff increased to three members, two professionals and a secretary, in January 1967, and to eight by that fall. Most were counselors, but they did all the admissions, placement, financial aid, activities, registration, and housing, as well as counseling, taking up the tasks that an additional sixteen staff members handle today. The student/counselor ratio was 300/1 in those days.

Students kept enrolling in larger numbers and, until 1974, the student services staff increased accordingly.



Ron Napier



Jim Miller

I remember the parking problems - we even had parking problems in those days (1966), because we had no parking lot.

Don Page

Registration for fall 1969 classes in Linn Hall found cars lined up for several miles out on Highway 30, trying to get to the main campus. Dr. Ballantyne even helped direct traffic and park cars.

Bill Eddings

We moved into Linn Hall two days before the Fall registration. It was really traumatic to go through: a real trauma. We had no lights up stairs and we had no sod on the back hill of Linn Hall. We had a rain, as a matter of fact, we had what's known in Texas as a "gully washer" and we had about six inches of mud in the lobby where the students were to register. The custodians were here all night long scraping the mud out. We lost a tractor on the hill - it slid down with the mudslide and ran over all the glass in the Greenhouse. It was really an experience to go through the 1969 registration.

Sue Lightfoot

Take a simple little function, like registration. You would be sitting at tables with central administrators and faculty and everyone was working together to get the job done whatever needed to be done.

Harry Scott

Enrollment was then 3,547. In the meantime, off-campus learning centers were established in each of the seven counties that comprise Kirkwood's service area--the largest of these is in Iowa City. As a result some students did not have to set foot on the main campus to take classes.

The growth of student affairs slowed when enrollment and budget growth leveled off. But there has continued to be strong support for the provision of services. Currently a staff of sixty serve as a part of what has come to be known as the Student Affairs Division.

REGISTRATION AND RECORDS-ENROLLMENT SERVICES

The first registrations in 1966 took place right in the classrooms. The student services staff rotated to the various sites, and students filled out the forms and paid their tuition, which was then \$67.00 a quarter.

Ron Napier began work as registrar in 1967 when the new Arts and Sciences program joined with the Vo-Tech classes in Hawkeye Plaza, 4401 6th Street, S.W. Registration was held in the lounge area, with students proceeding around the perimeter of the room. First, students would have their pictures taken. While their pictures were being laminated for their I.D. cards, students would work their way around the circle, collecting IBM cards for the classes they wished to take. Once all their cards were collected, the students could pay their tuition, and then pick up their I.D. cards.

When the first registration was held in Linn Hall, in 1969 the number of students had doubled and the upper and lower lobbies had to be used to create a "flowing pattern." Of course, the smooth flowing circle concept was lost. The new effect was a "scramble" system, with students moving in what appeared to be a random shot from table to table, picking up IBM cards. Long lines were everywhere.

Today registration is totally different. Virtually everything is done "on line," that is, dealing directly with the computer. There is now an opportunity to register early, and choosing classes is much more an individualized activity.

Kirkwood was one of the first colleges in the United States to offer a "phone in" registration, starting in 1974. Students can register "on line" for off-campus classes in the county where their classes are held. In fact, there are now many options concerning time, place, and method of registration for classes, all of which have made registration at Kirkwood much less of a hassle for the student.

ADMISSIONS

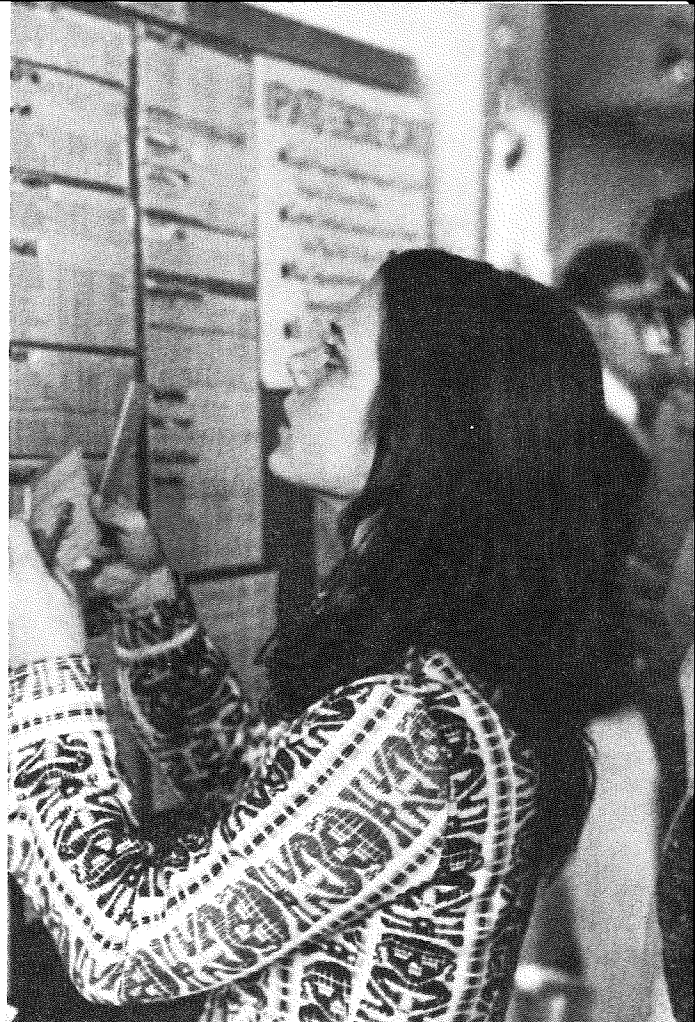
The process of being accepted to Kirkwood has also changed over the years. The admission process has evolved into an automated system from a totally manual system. In the first few years, applications were recorded by hand, a memo was sent to the specified department, and an individually-typed letter of acceptance was sent to each student. Today, after a student has filled out an application, Kirkwood remains in constant contact with the student by sending periodic newsletters, as well as other information. All persons who contact the admissions office are now entered in an automated admissions follow-up system.

Originally, Kirkwood was in contact with less than fifty high schools, mostly within Area Ten (seven county area), whereas today the college is in direct contact with over 300 secondary schools. The admissions staff was then one person; now there are three members who make school visitations.

Tours were also organized differently in the past. In the early days, a tour of Kirkwood Community College could take an entire day because the campus was so spread out over the city. Campus tours are much less lengthy today; the campus can be toured in about an hour.

FINANCIAL AIDS

As enrollment increased, the need for more financial aid for students was also recognized. The financial aid available at Kirkwood has grown from \$30,000 in 1968 to over \$6 million annually. About seventy-two percent of the students receive some sort of financial aid while at Kirkwood. More restrictive government regulations have forced the financial aid



Above: Students check class closings at registration.

It may be true that other institutions have newer or 'state-of-the-art' equipment than we do here at Kirkwood. However, I believe that our software is more advanced and that we provide better and more service to the students and to the college as a whole.

Pat Murphy



Above: College administrators serving students. Facing camera, left to right: Charlie Decker, Ira Larson, Ken Kupka, and Pete Pickett.

This school is a monument to Selby Ballantyne. He cared about the students.
Hannah Weston

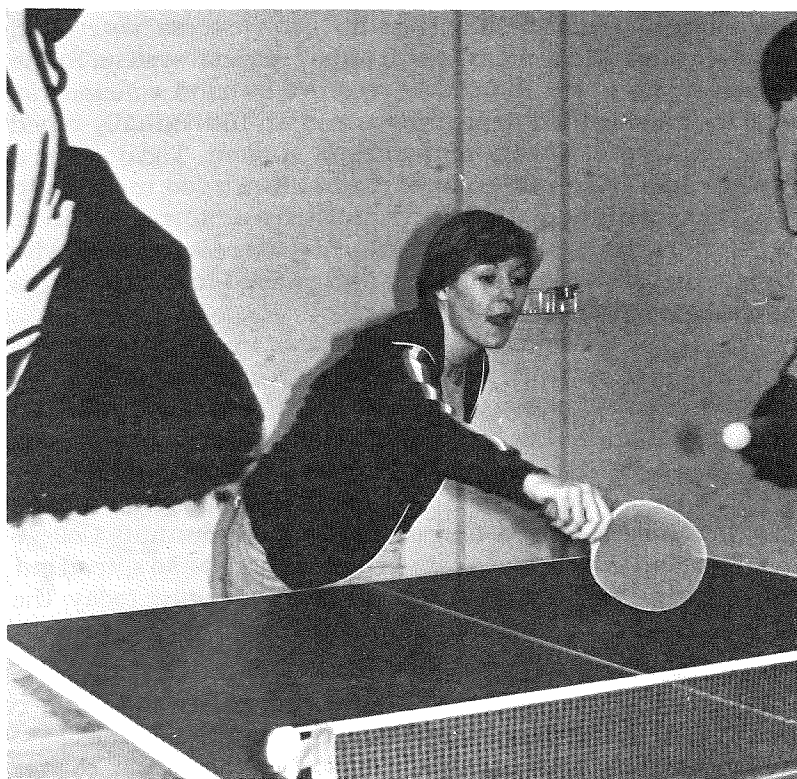
In the spring of 1971 (there had been campus riots all over the country) the student government at Kirkwood organized what was known as Dr. B Day (I still have my great big Dr. B pin). They totally surprised Dr. Ballantyne. It was an expression of student support for him as president of this institution. It was a warm, happy occasion.
Liz Anderson

If you see students performing on the stage in Ballantyne hall, you'll know they're not just a group of Arts and Science drama students because you'll note the lead may be an Agriculture major student and so on. That's true of the athletic events as well.
John White

Our students organized a Dr. B Day and President Nixon sent Dr. Ballantyne a note of congratulations because he was one of the few college presidents to be honored by students at that time.
Don Fuller

Right: Iowa Hall Game Room

office to change its policies and procedures. For example, males over eighteen have to be registered for the selective service in order to receive aid and copies of income tax forms are required to be on file for many aid programs. Because so many students need aid, it may seem that the process is less personalized, although Kirkwood financial aid personnel, under the direction of Jim Graichen since 1968, try to maintain personal contact with the students.





STUDENT ACTIVITIES

Before 1970 very few formalized activities were available for students who usually left the campus after classes. Some students still do not take advantage of the opportunities on campus, but the availability of activities is dramatically different today than in the early days.

Until Iowa Hall was built, there were limited areas to hold events. Building S, on East Campus, was used for plays in the early days. There was a cafeteria in Linn Hall, but most events were held off-campus. Even Iowa Hall was not an appropriate place to hold plays, but it was done - either on the third floor of the building or on a makeshift stage in the Coffee House, which is now the Theater Lounge. Obviously, past productions were not the extravaganzas now held in Ballantyne Auditorium.

John Denver made two appearances in Cedar Rapids early in his career as a joint Kirkwood-Coe-Mt. Mercy student affairs project. The Carpenters also appeared before they reached the peak of their popularity.

The Student Affairs department organized "Dr. B" day, a day set aside to honor Dr. Ballantyne and to say "THANKS" in a big way. The entire college joined in for the memorable occasion.

Playboy Casino was a money making enterprise sponsored by Student Affairs in November 1973. This

Above left: John Denver appeared in Cedar Rapids.

Above right: Dr. B Appreciation Day, May 1971.

We brought John Denver in concert two times. Well, he was never actually on campus, here. He performed at Sinclair Auditorium at a jointly sponsored Coe and Kirkwood Student Activity Concert. While here (1971) he introduced a new song that he'd never sung publicly in concert before, Take Me Home, Country Roads.

John Swanson

...students were involved in every facet of the Playboy Casino Night, the selling of the tickets, arranging for the prizes, staging the event, and the promotion. It was an excellent learning activity and experience for them as well as being a fun sort of thing... \$8,000 profit went to help pay for seventy-two students to attend the National Retail Merchants convention, in New York City, Fall 1973.

John Swanson

Below: Playboy bunnies (KCC style) at Casino Night, Fall 1973.





Above: Circle K club members distribute food drive groceries for families in need.
Below: Lori Gegner Sand with Communique staff members.

A very interesting group of veterans attending Kirkwood formed a group known as the Veterans Against the War in Vietnam... They demanded to know things and to do things that students just out of high school would not demand. For example, they wanted to know exactly how each and every dollar they paid Kirkwood was being spent.
Liz Anderson

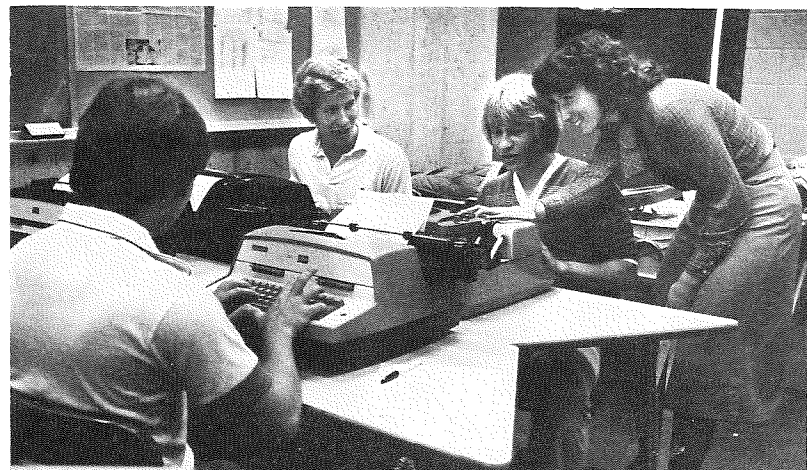
In the early 70's the students were really concerned with world conditions and the Vietnamese war was on. I find now that the students are, what would you say, more practical. They want to get out and start making money. Then it didn't seem to be so much of a concern. I was going to school at the same time and it was stimulating to be working with the students. They were very aware of what was going on in the world and they were much more likely to choose a topic for a research paper that was controversial or around a revolutionary topic.
Voanne Hansen

proved to be a good way to bring students, staff, and community together. Administrators were responsible for the extensive planning and promoting, but the students helped and through this activity learned marketing and advertising, as well as how to work closely with the public.

Kirkwood's student government groups have changed to reflect the changing values of students. In the late 60's and early 70's the veterans modeled their student government after national governmental systems. Today there is more emphasis on clubs, with a separation of clubs from the government, which now consists of a policy-making board with a small Executive Board.

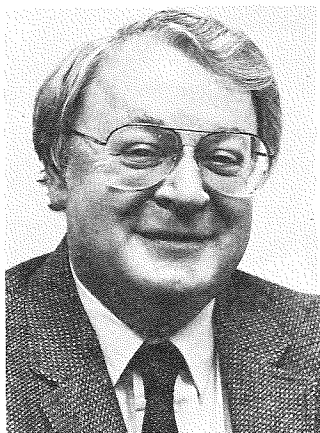
Clubs and organizations have always been a vital part of Kirkwood. Many programs of study have formed clubs in order to raise money for trips. Five years ago there were thirty groups; currently there are forty-seven groups on campus.

Kirkwood's student newspaper, the *Communique*, first appeared on campus in 1967 and has survived the evolution of numerous other student publications. These included literary art magazines: *Bicycle*, *Spare Tire*, *Fingerprints*, to today's *Cedar Valley Divide*, a yearbook which was published from 1968 to 1971, and a student feature magazine known first as *Prism*, and later as *In Full View*. The student newspaper also includes a section published by a journalism class called *Focus*, which takes an in-depth look at various campus departments.





John White



Don Page



Bill Grundy

COUNSELING AND PLACEMENT

During the first years of Kirkwood's existence, counselors served in many capacities. Fortunately, counselors now devote nearly all their time to counseling, that is, helping people make decisions about career, educational, or personal concerns. Until the Advising Center was established in 1982, counselors did much of the advising (building a schedule of classes to ensure graduation requirements are met) for Arts and Sciences students. Voc-tech students all took the courses prescribed by their program.

What is the counselor's role? Among other duties, counselors may help applicants to Kirkwood make a program choice; they help students dissatisfied with their program of study switch to something else; they work with persons in the community making career change decisions; they teach classes such as human potential labs, career decision-making, assertiveness-training, and stress management; they help students through stressful situations with individual counseling; they provide information about transferring, and they are in charge of the student-to-student tutoring program.

From the very beginning, counselors were scattered around the campus so they would be readily available to students. Starting in the early 70's the counseling office stayed open four nights a week. A few years later a counselor was hired on a part-time basis in Iowa City. As the economy of Eastern Iowa changed, so did the efforts of counselors to serve greater numbers of the unemployed and farmers through career change workshops.

Placement of students in jobs was a lot easier in the "old" days, when the economy of our area was healthier. Graduates can still find jobs, but in 1986 it takes a lot more work. Going out into the area and looking for jobs for Kirkwood graduates is a function the placement office didn't have to do very often a few years ago. The placement office added some clerical help several years ago, and now students can get resumes typed, duplicated, and sent anywhere in the country.

We used to have to approve housing. I remember spending hours in my car going from rooming house to rooming house looking at a single room to make sure it had a desk and a light, and a bed, and washing facilities nearby.

Don Page

I was at Kirkwood long enough not only to see students graduate from one program but then to come back and maybe take a different direction... the Kirkwood experience opened doors that hadn't been opened before.

Lois Wiehe

I left Pittsburgh with a U-haul truck and was heading for Des Moines. My advisor at Pittsburgh suggested I stop and see his friend at Kirkwood, Pete Pickett. I stopped off with actually no intention of staying here, but I met Don Page and Pete Pickett and Frank Malone and Selby Ballantyne. I was really impressed with what they were talking about. So, I decided to stay.

Harry Scott



Above: Kirkwood's 1980 State Junior College champions coached by Byron Lehman (right).
 Below: Kirkwood's women's softball team won second place at the National Junior College tournament.





ATHLETICS

The College began its athletic program in 1968 when Director of Student Activities Hal Walter persuaded Rich Koolbeck, a math instructor whose background included coaching, to put together a men's basketball team. That first team included men returning from the armed services as well as recent high school graduates, so the range in age varied from eighteen to twenty-nine.

During the early years and until Johnson Hall was built in 1982, home games were played at various sites around Cedar Rapids, including Taft Junior High, Harding Junior High, Coe College, and Prairie Junior High.

From the beginning, when the team was organized with "walk-ons" and local talent and played for "the fun of it," through today, when some scholarship help is available and coaches are able to recruit players, the men's basketball teams have had successful records with the 1980 team winning the state championship, and Rick Keel being named an All-American.

The baseball program started in the spring of 1969. Since Kirkwood did not have a baseball field, the team played its home games at Jones Park. Cooperation from the community again aided the program as teams throughout the years have used ball fields at Daniels Park, Washington and Jefferson High Schools, Norway High School, and the Cedar Rapids Veterans Memorial Stadium. Kirkwood's baseball teams historically have enjoyed winning seasons, with the current coach, John Lewis, owning a 200 winning record. Three players have been drafted by pro teams: Mark Bentley, 1980; Mike Haver, 1984; and Bill Budke, 1984.

Far left: Coach Rich Koolbeck in the locker room during one of the first basketball games.

Left: Pictured are players and coach from Kirkwood's first women's basketball team formed in 1978.

Below: First golf team at Area Ten (Kirkwood) in 1969 coached by Bob Young.

Left to right: Bob Young, Harvey Wehde, Jim Twaddle, Steve Kehrér, Paul Taylor, Bob Faust, Bob Meskimen, and Dan Colby.

I interviewed with Bill Stewart and one of the questions he asked me was my view on athletics. I know less about athletics than almost any citizen of this country. So I came up to bat and bunted on that and by the time I got here (1979) he had transferred the whole athletic area to the Dean of Student Services and it was no longer housed under the Academic Dean.

Louise McCants



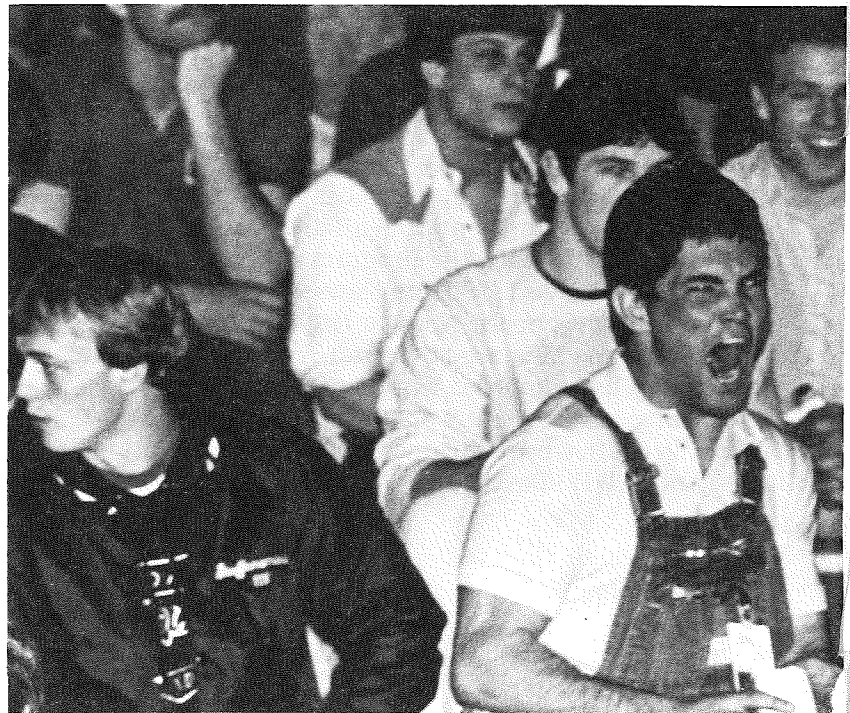


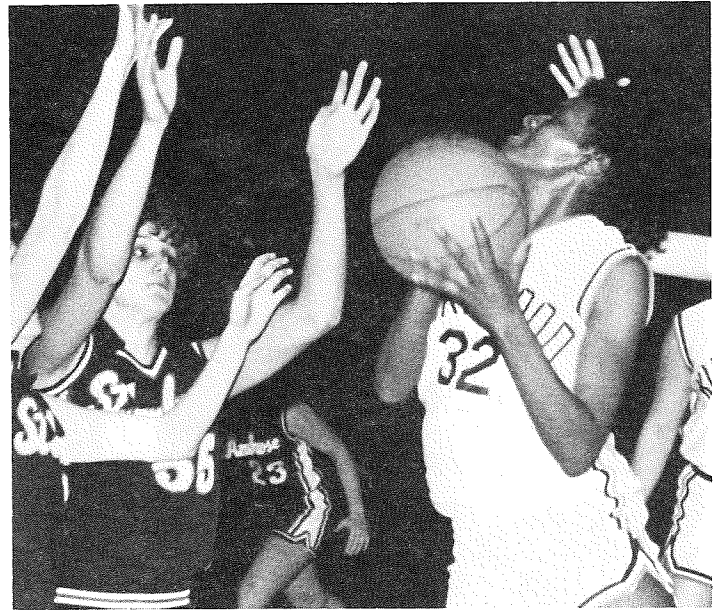
Joyce Bilow

The wrestling program, begun three years ago under the tutelage of Jack Wortman, has grown from seven or eight participants to twenty-five to thirty participants this year. It ranked eleventh in the nation at one point in the season. The program claims All-American wrestlers in Rawley Alger, who wrestled during 1984-85 and Bill Butteris, 1985-86.

Kirkwood's golf team, also started in 1969, has been a state contender almost every year.

Women's interscholastic sports began in the 1978-79 school year when the basketball and softball teams were organized. The softball teams have been strong, going to the National tournament five of the last six years and finishing



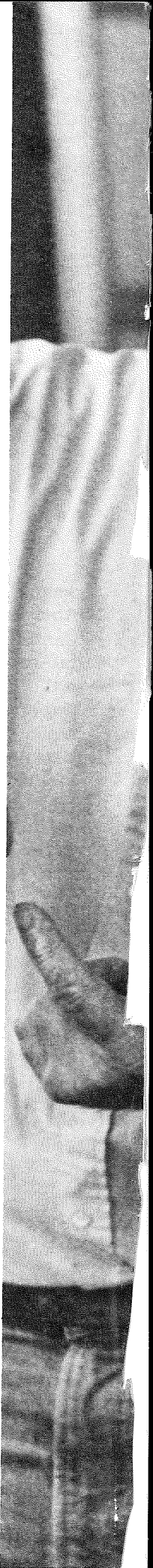


second in the nation in 1983. Kirkwood boasts several All-American players: Tina Carroll, 1980; Jean Wagner, 1981; Jennifer Wagner, 1982; Kelli Alberts and Lori Young, 1983; LuAnn Campbell, 1984 and 1985.

The women's basketball team also has had impressive records the past three years, finishing second in the state two of those years. Kathy Helle, playing during the 1983-84 season, was drafted by the Women's Basketball Association, but elected to continue her education rather than play professional basketball. LuAnn Campbell, playing during the 1984-85 season, was voted All-American status. She has the distinction of being the first two-sport All-American in Kirkwood's history.

Below: Kirkwood's mascot with statue of Samuel Kirkwood in Linn Hall lobby.







ARTS AND SCIENCES

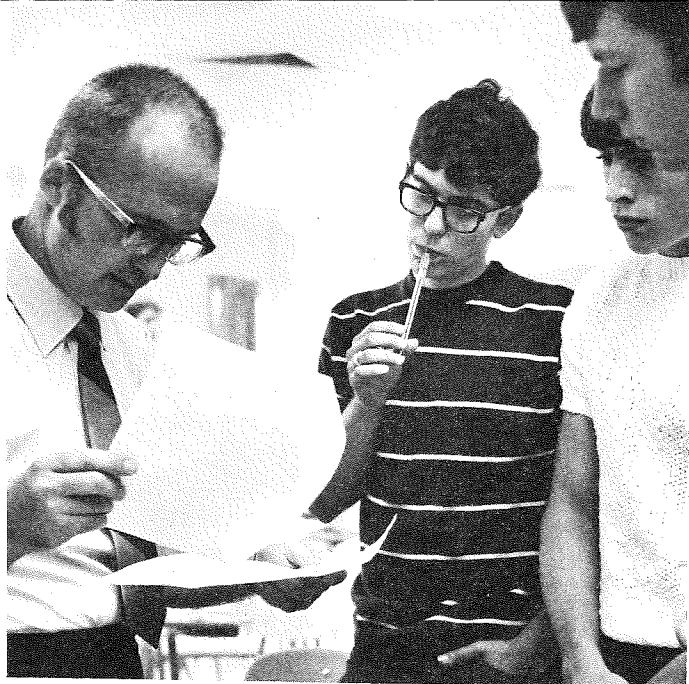
Taking for Credit

From its very beginnings, through the present times, Arts and Sciences has striven to recognize the uniqueness of each individual and to meet the diverse educational needs of Kirkwood's students.

With the growing recognition for the need of post-high school education for adults, Arts and Sciences developed the Associate of Science/Career Option degree in 1968. Career option programs allowed persons to study for one or two years in college transfer courses and at the same time develop occupational skills suitable for employment.

The first two career option majors established were Library Technician and Law Enforcement and Corrections, followed in 1969 by the Teacher Associate Program. Since that time the following career option programs have been added: International Trade, Human Services, Handicapped Services, and Legal Assistant.

The newest career option program, Communications Media and Technology, was established in 1981. This program is designed to give students a solid foundation in liberal arts as well as a broad range of experience in print, radio, TV, photography, graphics and advertising.



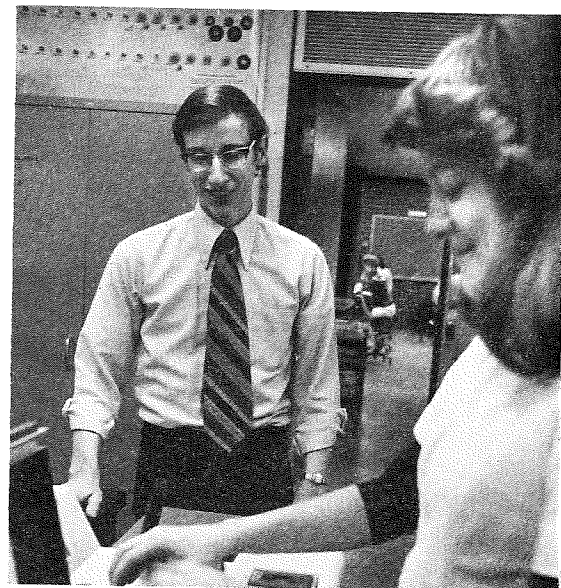
Above, left to right: Richard Puffer, 1967 Dean of Arts and Science, going over schedules with students. Louise McCants, Dean of Arts and Sciences. Bob Hoyer in Science Lab.

I should give credit to the strong programs that were in place in Arts and Sciences already when I came here. There was a very, very strong science component here... there was a top notch engineering program, a really good math program, and a good program in the first two years of the university parallel sciences. They were strong then; they are strong now.
Louise McCants

Physics was one of my favorite classes. It answered all the WHY questions of my youth. Mr. Poduska put it all on a level that I could understand. Logical, practical, and fun demonstrations with a new approach and for me at 39 (years old) it was a refreshing look at the new world around me.
Connie Olson

My first big assignment as a secretary was to collect data for Dr. Pickett. He had to plan, during that first year, to have the correct core courses that were necessary for students to transfer to four-year institutions.
Arlene Shipton Allison

One of the first goals was to get North Central Association accreditation. The standard procedure was to set up a five year plan and then apply for approval. Selby Ballantyne said, "We'll do it in three." And we did.
Ralph Latham



THE ARTICULATION AGREEMENT

A significant milestone for Kirkwood and all community colleges in Iowa occurred in 1981 when an articulation agreement with the Regents' institutions was signed. The agreement provided that community college students, upon earning an Associate of Arts degree, would transfer to the Regents' schools - having met their freshmen and sophomore requirements. This articulation agreement was a major step in smoothing the transition of Kirkwood Community College students to the four-year institutions.

Dr. Louise McCants had been instrumental in getting the agreement working not only with the Regents' institutions on Kirkwood's behalf, but also organizing the community colleges toward this effort.

Prior to the Regents' agreement, Mount Mercy College granted blanket acceptance of credits from Kirkwood graduates holding Associate of Arts (AA) and Associate of Science (AS) degrees. That agreement was formalized in 1971.

While the Arts and Sciences were formalizing agreements, the Math/Science area was also working on cooperative programs with various state and private four-year colleges. The first co-op program was pre-engineering. Started in 1975, this program allowed students to get their first two years of engineering education at Kirkwood. Approximately 200 students continue to take advantage of the pre-engineering curriculum at Kirkwood.

Other similar programs include pre-nursing, pre-computer science, and pre-environmental science and forestry. In 1985, a pre-airway science program was added. Kirkwood now provides the first two years of the Federal Aviation Administration-approved Airway Science program.

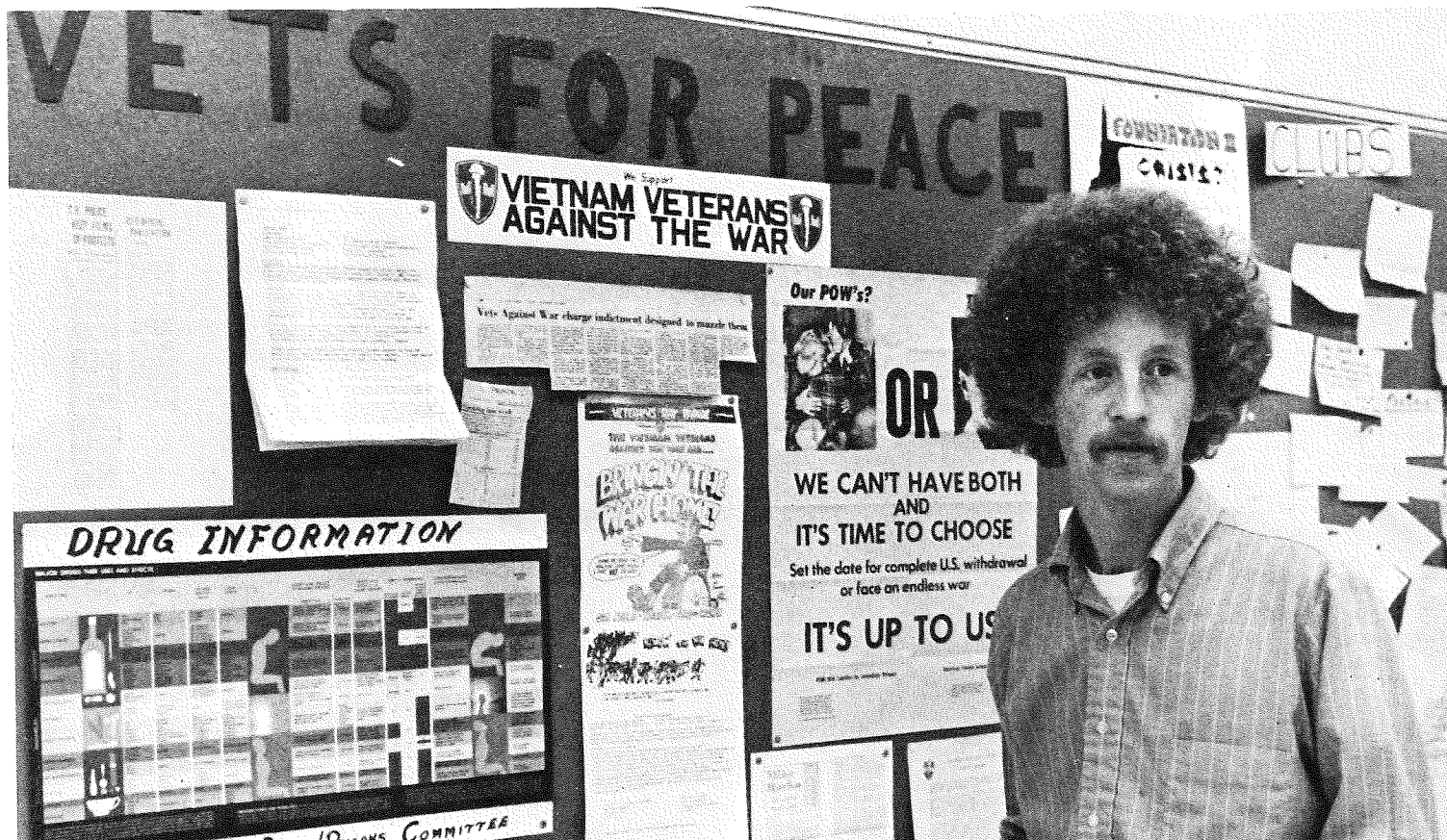
CAREER OPPORTUNITY PROGRAM

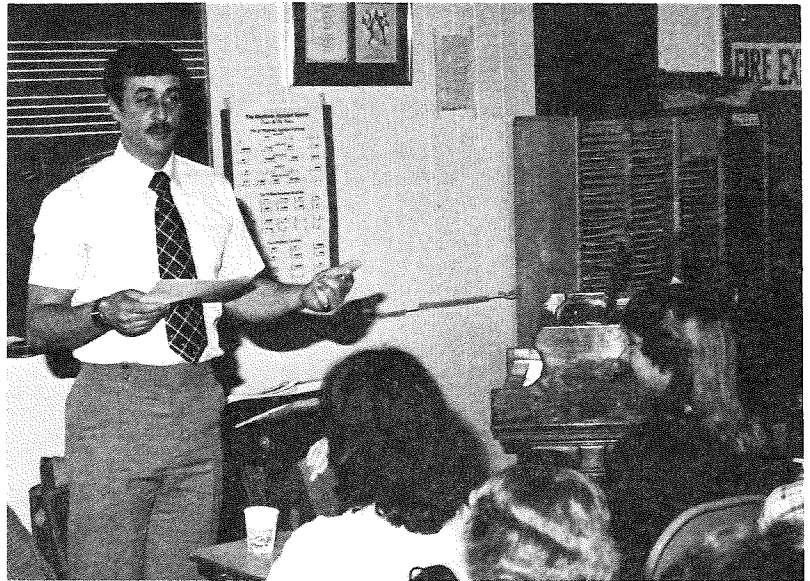
One of the first major innovative Arts and Sciences programs was the Career Opportunity Program (COP). Started in 1969, this federal program was designed to give minorities, Vietnam veterans, and individuals below the national poverty level, an opportunity to become teachers. According to Sharlene Gillette, who served as coordinator of COP from 1973-1975 (when the program ended), the program was a cooperative effort between Kirkwood and Mt. Mercy College. Kirkwood provided the first two years of COP and then students who wanted a teaching certificate could transfer to Mt. Mercy.

The unique aspect of the program, according to Gillette, was that students were required to be teacher's aides in addition to attending classes.

In the early or middle years we had a lot of returning veterans. a great, many returning veterans who really made, I think, personal and emotional impressions on all of us. I had a kind of awe for these people who had lived a life that I hadn't any imagination of ... Here they were learning from us or trying to learn from us and they really knew much more than we could ever know. Those were really, very, very striking impressions that I have of the groups of veterans - they were not aggressive or hostile in any sense - they just had experiences that set them apart from the rest of us.

Hannah Weston





Above: Cliff Whitelegg, Instructor, Fine Arts
Below: Bill Rosberg, Weekend College coordinator.

One of Pete's (Dr. Pickett) first jobs when he came (1967) was to put together a catalog because we were going to start an Arts and Sciences Division.
Don Page

FUTURE COLLEGE

In the fall of 1973, an experimental liberal arts curriculum was started. This non-traditional program, known as Future College, granted thirty-six quarter hours of credit toward the Associate of Arts degree over a three quarter period.

Twenty-five to thirty students comprised each self-enclosed group. The focus of the year was on general topics concerning the nature of man, his institutions, his environment, his belief systems, his creativity and his attempt to deal with the meaning of existence and death. Instructors included a humanist with a social science/history orientation, a biologist with an environmental orientation and a composition/literature instructor with a counseling emphasis. A common reading list served as a basis for class interaction; however, the primary emphasis was on the development and completion of small group and individual projects.



Bob Young



Doreen Maronde





Above: Sarah Klinefelter, Head, English/Speech, 1977

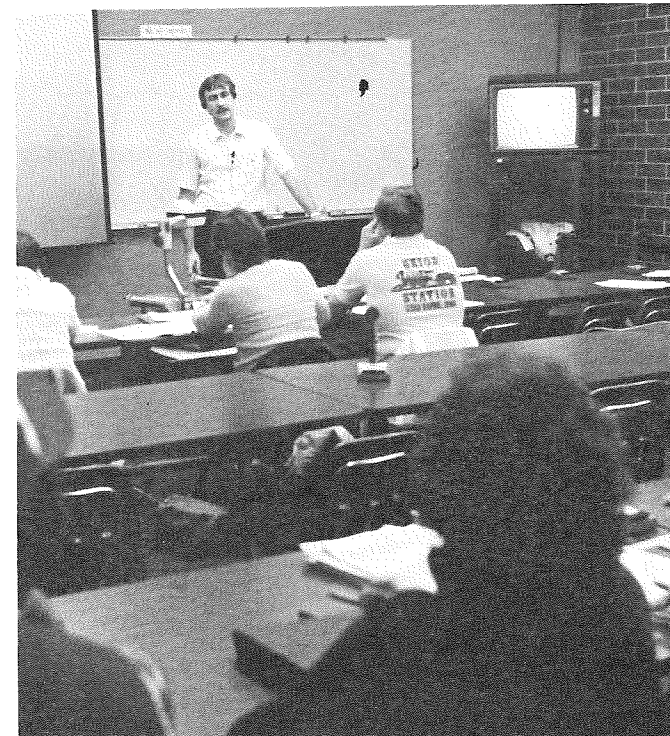
Wednesday College offered classes that met one day a week. They were the regular transfer classes. The theory was that a student who was extremely dedicated would be able to take a full load of 12 hours by coming only on Wednesday. Employers were willing, wanting to send people back to school to upgrade their skills. They would be willing to release them for a day or for a half day.

Doreen Maronde

Building the Arts and Sciences as it matured, was a great deal of fun and I had competent people, Charlie Blank, in the evening, and weekend, and in the part-time program. It was really exciting to build some of those programs.

Don Fuller

Below: KTS classroom.



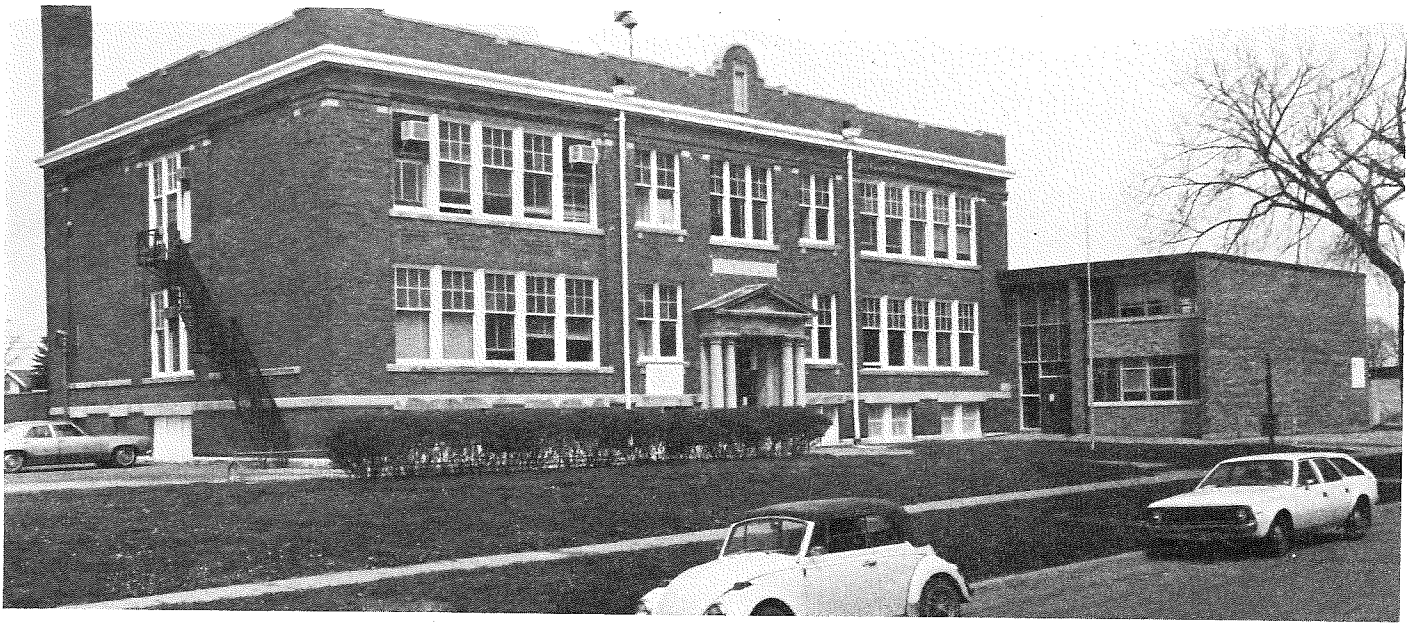
2-3-2

And still another program established in the 1970's to "reach out" to the non-traditional student in the Kirkwood area was the 2-3-2 Program - two years of college in just three years by taking two classes each quarter. The 2-3-2 Program was designed in 1972 for men and women who, due to work or family commitments, could not begin or continue college on a full-time basis.

Along with the 2-3-2 Program, Wednesday College was added. Kirkwood provided the opportunity for students to take a class on Wednesday morning, another on Wednesday afternoon and still another Wednesday night. Thus, students could earn an AA degree at Kirkwood by coming to college only on Wednesdays.

WEEK-END COLLEGE

In 1982 the Arts and Sciences division established a week-end college. This was an effort to provide students a comprehensive offering - particularly to students who intended on becoming business majors. The program ran successfully for about two and a half years and then declined to where only one or two courses were offered. In 1985 an effort was made to revitalize week-end college and numerous Arts and Sciences and Vocational-Technical courses have been offered on the week-ends.



Above: Lincoln Learning Center, 18th Avenue and 9th Street S.W. Cedar Rapids.

Following my employment interview at Kirkwood I asked if I could see a classroom. Don Fuller (who had done the interview) led me over to one of the little huts that served as an Arts and Sciences classroom at the time. It was late afternoon, and the building had a whole wall of west windows and the drapes were open, the room was positively aglow. It was at that moment, not at a moment in the interview, but at that moment that I wanted to teach at Kirkwood.

Rhonda Kekke

Below: A scene from 'You're a Good Man, Charlie Brown.'



OFF- CAMPUS SITES

In addition to various scheduling patterns of on-campus classes, the Arts and Sciences division started branching out to off-campus sites. In 1970 classes, primarily in Law Enforcement and Corrections, were being offered in Iowa City. A few years later Arts and Sciences classes were also being held at Harding Junior High School and Monticello.

A major change occurred in 1979 when the College reorganized. From 1970 until 1979 both Arts and Sciences and Vocational Technical divisions were under one director, Don Fuller. In 1979 that was changed to a Dean of Arts and Sciences, a new position held by Louise McCants and a Dean of Vo-Tech, a position that Don Fuller held.

A shift toward a more traditional Arts and Sciences program occurred in 1979. Although there were still off-campus and evening schedules, the KTS system was widely used and the course offerings in Iowa City were expanded. The Arts and Sciences at Kirkwood more closely resembled many of the four-year college programs.

A new advising center was established in the Arts and Sciences division at this same time. When Cedar Hall was built in 1983, a portion of that facility was set aside for an advising center. The Advising Center today is a very vital component of the Arts and Sciences and is staffed by a full-time academic advisor.

During this same time there was a major re-examining of general education or core requirements in the Arts and Sciences. Until 1981 students could earn an Associate of Arts degree at Kirkwood by taking only thirty-six required hours out of the ninety needed for the degree. In 1981 those requirements were changed to sixty hours out of the ninety that were required and in 1983 the exact courses that needed to be taken for the degree were more clearly specified.

The result was a significantly strengthened Associate degree program. The number of required credit hours in humanities discipline was increased from eight to twenty and the number of courses from which those hours could be selected was decreased. A change in the structure of core categories



Karen Mooty, Academic Advisor

ensured that students would receive a balanced representation of humanities disciplines (literature, arts and ideas, history, and foreign languages). Kirkwood's total core requirement for all categories (Humanities, History/Cultures, Communication, Math and Science, and Social Sciences) became sixty credit hours; thirty hours of elective credit would complete the ninety-hour requirement for the Associate degree.

DRAMA

In March 1969 the first play open to the public was presented in the lecture hall, Building S, on the new campus on Bowling Street. Performed by the Area Ten Community College Dionysian players, the production included Edward Albee's "The American Dream" and "The Sandbox." Lucille Bills directed the performance. Bills, who had theatre contacts, was able to borrow the needed make-up, costumes, and supplies for this play.

Dr. Robert Aldridge joined the faculty in 1973 to teach theatre courses, and the first play open to the public in Iowa Hall was produced in the spring of 1975. The play, "The Battle of the Sexes," was held in the coffee house (Journey's End) which now serves as the theatre lounge, costume shop, and connecting entry between Iowa and Cedar Halls. Since Aldridge operated with no budget at that time, the director spent sixteen dollars of his own money for make-up and odds and ends and the students rounded up the costumes for "Battle of the Sexes."

Kirkwood produced only one play during the academic year but in 1980, all that changed. During the 1980-81 school year, Aldridge started directing three plays including a musical. Raleigh Williams, vocal music instructor, directed the music for that first production - "You're a Good Man, Charlie Brown." Since Ballantyne Auditorium did not yet exist, the play was done on the third floor of Iowa Hall. John deNeui's rural carpentry students built a portable stage for the event. Productions started taking on a more sophisticated look in 1983 with the opening of Cedar Hall and Ballantyne Auditorium.

Some contrasts of those early years and the current situation are funny in a way and yet they're also very impressive. I think of Bob Aldridge and the kind of theater program he was running in the early years where there was absolutely no budget for theater. I remember one year he worked with a budget of about \$23.00 and I think he bought a makeup kit with that and the rest of the things people brought in - we scrounged costumes, and sets and really made do with whatever we could.

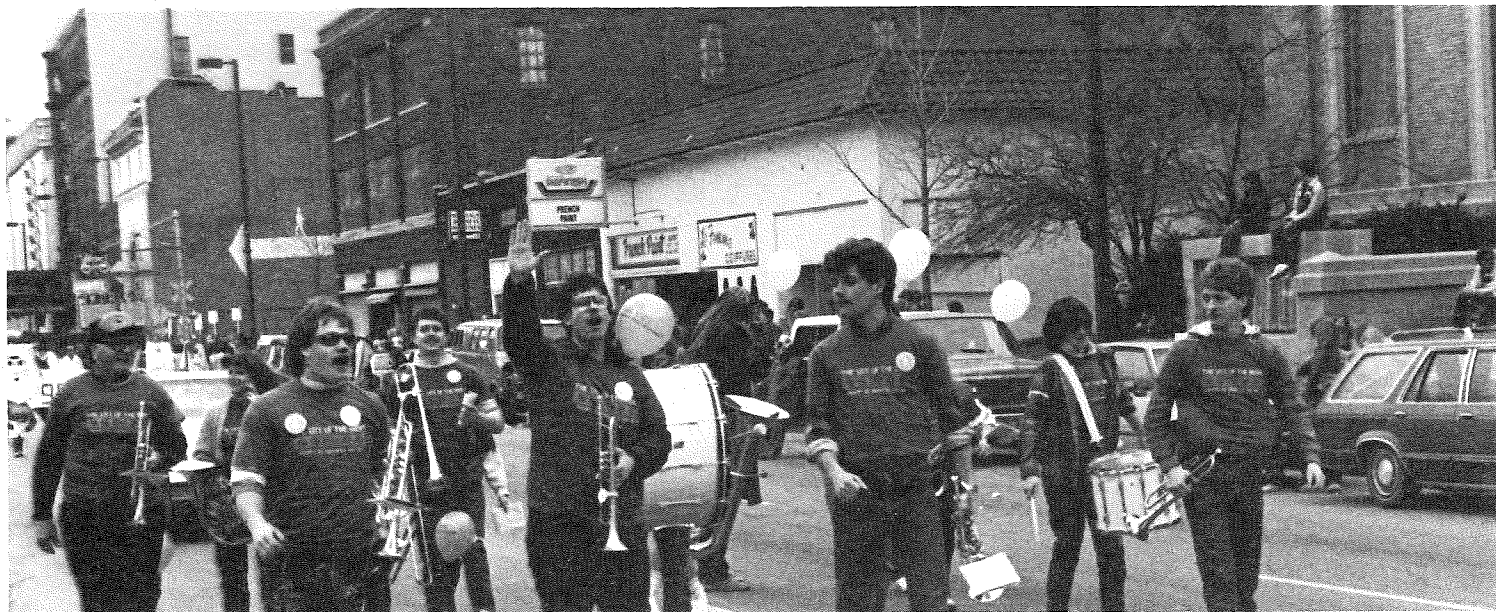
Doreen Maronde

Larry Patten built the first lighting board for our Drama Department over in Building S. I can remember that it was a kind of strange little stage in a classroom.

Don Fuller

Below: Dan Baier and Annette Sparks in the student production "Dracula."





MUSIC

In many ways, the turning point in our music program was marked by the move to new facilities in December 1982. Before then the music instructors worked out of the "temporary" buildings on the East Campus.

Chuck Traylor and Elgene Shea were responsible for the early music program at the college. Traylor chaired the Fine Arts Department, taught a modularized theory program, and offered a course on music education designed for elementary school teachers. He also directed the mixed voice chorus during part of his tenure. Shea taught private voice and piano and directed a show choir called Area Code 319. Since Kirkwood had no performance hall, the groups performed in Linn Hall lobby and in East Campus buildings. The college offered no instrumental program in the early years, but Kirkwood students who wished to play were enrolled in the Coe College Band.

Rhonda Kekke remembers trying to find a practice piano in the first few weeks of her employment as a speech teacher. To her surprise she discovered that the college's only piano was a small grand which was located in one of the faculty offices and not really available as a practice instrument. She also remembers accompanying Elgene Shea in a number of recital performances. Rhonda and several other faculty, such as





Ralph Latham and Bob Frenier, supported the program with their own performing talents.

In the fall of 1982 building R on the East Campus was one of the busiest and noisiest spots around. That fall Cliff Whitelegg was hired to begin an instrumental program. He lost no time and had a jazz performance in Iowa Hall in late September. Both the jazz ensemble and Allen Koepke's two vocal groups, the Kirkwood Chorale and a show choir called Projection, were rehearsing in the tiny facility. The directors had to set up equipment before each group's rehearsal. They also taught theory, music appreciation, and jazz improvisation in the room.

The December 1983 move to new music facilities made life less hectic. Both vocal and instrumental music had well-equipped rehearsal facilities. Four practice rooms with pianos were available for student use, and the program now had two fine performance halls: Ballantyne Auditorium and the Cedar Hall recital and lecture hall.

The student groups increased the number of off-campus performances. In addition, regular on-campus concerts and recitals featured the student musicians. Both vocal and instrumental groups began to participate in mid-western jazz festivals and the performers brought home honors for their work. The department also cooperated with the drama department on an annual musical theater production.

The studio program expanded, with area professionals serving as private lesson teachers in voice, piano, and many instruments.

In 1984-85 the new instrumental director, James Kurschner, and vocal director, Allen Koepke, began a systematic effort to recruit talented high school musicians from the seven-county area. The college also began a drive for scholarship funds for top students. The time was well spent, and a strong group of new students began as music majors in the 1985 fall term. The twentieth year of the college saw the emergence of a vocal jazz group called Jazz Transit. Plans were also made for a Community Concert Band to parallel the Community Chorus, which had been performing since 1982.

Above: Joanna Holt-Brown (center) choreographs a dance with students. Below: Allen Koepke directs orchestra practice.

The introduction of the concept of music as a discipline that would be taken very seriously at Kirkwood was a joyful undertaking for me.
Louise McCants



My classes at Kirkwood were the most enjoyable of all my college classes. My first quarter at Kirkwood was filled with Comp and Lit and last summer on my trip to Greece all the Greek mythology came alive. I could remember all the great Greek stories and the wonder with which my instructor told them.

Connie Olson



Don Fuller

HUMANITIES

Kirkwood's first humanities core was established in 1967 under less than ideal circumstances. A small staff, mostly administrators, was rushing to get ready to open Kirkwood's doors. There was pressure to have the program description in Des Moines the next morning and a harried administrator, with no time to consult a still-skeleton faculty, reached for the nearest college catalog and copied its core requirements. The requirements were appropriate for the time. It was the 1960's, the beginning of the "do your own thing" era. Eight quarter hours of humanities credit were required. Students could choose anything, from history to foreign languages, from art appreciation to religion. Choice, rather than a coherence, was the theme. Later, as more courses were added to the curriculum, most became core.

During the 1970's, two important thrusts influenced Kirkwood's humanities program. First, there was the carry-over from the late sixties of the attitude, mentioned above, that students should be able to write their own program, explore wherever they wanted, and when their credits added to the right number, be granted a degree. This atmosphere caused concerned faculty to focus on selling individual courses. The way to attract students was to make the humanities more palatable by changing course titles and spicing up the contents. Faculty developed courses such as Literature of Terror, Science Fiction Literature, and Popular Literature; and even tried adding a humanities component to composition and considered courses such as Sports Literature, the Literature of Business, and the Literature of Fishing. Perhaps the most ambitious attempt was a series of courses called "Utopia" where students were invited to invent their own society.

A second thrust during the 1970's was represented by the magic word "relevance." As espoused by Nixon Education Commissioner, Sidney Marland, this meant education for the job market, with special emphasis upon vocational-technical programs and career programs. This



Kirkwood's Humanities Committee, 1985.

placed the humanities on the menu only as dessert, something added after the nutritionally-relevant career courses had been devoured.

In this less than inspiring environment, many Kirkwood humanities faculty began to experience burnout. Teaching is not a profession in which to get rich. Rewards come from a sense of usefulness and love of subject. Not only was the relevance of their work questioned, but other pressures compounded the sense of despair. Class size grew from thirty to forty students. Faculty taught sixteen credit hours nearly year around. As the job market collapsed, small salaries became even smaller, eaten away by inflation. The final blow was the prevalence of the notion that the humanities were at worst, irrelevant, and, at best, frivolous extras that should be added to "the important stuff" if there was room.

Against this backdrop, in 1978 John Mullen and Don Fuller attended a St. Louis humanities conference about bringing the humanities to vocational-technical students. As it turned out, this was a turning point in Kirkwood's humanities program. Not because the faculty accepted this challenge and created a program for vo-tech students; that did not happen. What did occur was a reaction - a

We've always known our greatest resources have never been our money - it's been our people. Our people have accomplished great things in this college and it's the people that deserve the credit.
Bill Stewart

I was interviewed when Kirkwood was in an old factory, on Rt. 218, and I met Pete Pickett in this huge factory building. Having come up from Iowa City, I wasn't 100% persuaded this was a college, even. It looked to me like a factory. I was hired sometime early in the summer and he said, "When you come back in the fall, there'll be some buildings", and I didn't quite believe it. When I came back at the end of August, here was this ground full of Quonset huts... most of them contained two classrooms--they were divided down the middle, and held maybe 50-60 chairs, one side was all windows. Arts and Sciences used maybe seven or eight of them those first years.
Hannah Weston



Above: Rhonda Kekke, Speech instructor, with students. Rhonda was the moving force to initiate writing the Humanities grants. She became the first project director. Currently, she is Assistant Dean of Communication Arts.

Below: Tom Sears, History instructor, became the new Project Director of Kirkwood's Humanities grants, August 1986.



reaction against a shallow definition of "relevancy" and a reaction against the idea that the humanities were not central to higher education.

In 1979 fifteen faculty and administrators began meeting on Friday afternoons to thrash out solutions to the challenge to the humanities. This was the beginning of the humanities committee. The committee began by considering the needs of vocational-technical programs, but it soon realized that rebuilding its own program was its most urgent task.

The first problem was to make the humanities program a Kirkwood program that reflected the educational philosophy of those who would be teaching the courses. Before that could happen, the faculty had to reach some consensus on philosophy. What should be included in a good core program and why? This cost time, energy, some hurt feelings, and the acceptance of compromise, but it happened.

One important philosophic decision was that a core program should be more prescriptive. It should reflect the faculty's judgments about what kind of humanities courses every liberally-educated student should experience. In accordance with this idea, the number of humanities credits was expanded from eight to twenty and the number of acceptable courses for the core was drastically narrowed. The humanities core was divided into two categories: (1) Humanities: twelve-hour requirement and (2) Historical-Cultural: eight-hour requirement. The twelve-hour humanities category was further subdivided into Arts and Ideas, and Literature.

Students were required to take at least one course from each area. By doing this, faculty assumed responsibility for providing a well-thought-out program of



Above: Liz Anderson, Instructor, Communication Arts, works with students.

humanities courses that required students to experience certain kinds of processes and content that faculty judged crucial to students' education.

Kirkwood's humanities program received essential aid through three grants from the National Endowment for the Humanities. Beginning in 1979, Kirkwood worked under a consultancy grant that allowed faculty and administration to work out problems through weekend retreats, visits to notable humanities programs at other schools, and periodic meetings with a visiting consultant. This grant was followed by a pilot grant in 1981-82, which was used to develop the "Encounters in Humanities" course. An interdisciplinary course using the inquiry method, "Encounters" was designed as an introduction to humanities that taught students a method of analysis that would carry over to other courses. Finally, starting in 1984, Kirkwood faculty began work under a coherence grant: strengthening core through faculty development.

This final grant stretches over three years and is designed to help an over-worked humanities faculty revitalize itself. The grant provides summer released time for faculty to participate in six-week seminars devoted to areas of study relevant to faculty needs. The first seminar, conducted by Allan McGill, a European intellectual historian, from the University of Iowa, was devoted to the emergence of modern Europe. A second summer explores "the philosophy of work" under the direction of Frithjof Bergmann from the University of Michigan. The final summer explores the emergence of modern America and is directed by Professor John Raeburn, Professor of American studies at the University of Iowa. In addition to this, eighteen quarter time study grants are being given to Kirkwood faculty to help them strengthen weak areas within their own disciplines. Recently, the administration has agreed to fund additional released time study on a trial basis following the end of the grant.

"We remember Ovid's words from the First Century, B.C., that... a faithful study of the liberal arts humanizes character and permits it not to be cruel." We hope that the students enrolled in our (humanities core) program will reflect the faith and commitment of the many people who have shaped their study."

—From *Strengthening the Humanities*, a report from Kirkwood Community College

Finally, a full-time philosopher was hired to fill an important gap in the Kirkwood humanities curriculum.

The dramatic turn-around in the humanities program at Kirkwood has not gone unnoticed. Besides greatly improved faculty morale, benefits include national recognition. In 1984 Secretary of Education William Bennett cited Kirkwood as one of three colleges that had turned the corner and rebuilt their humanities program.

The receipt of our coherence grant, the largest ever given by N.E.H. to a community college, was another form of national recognition. The Community College Humanities Association is extending to Kirkwood its Distinguished Achievement in the Humanities Award. Parkland College in Illinois has given its Award of Appreciation to the Kirkwood humanities faculty. The 1986 AACJC Humanities Monograph, a policy statement on the role of humanities in two-year colleges, will feature the Kirkwood story. More than 200 informational packets have been sent to places as far away as Puerto Rico. Kirkwood humanities have traveled a long road from the day a harried administrator borrowed a humanities core from another college.





LEARNING RESOURCE CENTER (LIBRARY)

Lifelong Learning

In an oral history interview, Lee Fry related how he and several other Arts and Science faculty members had their offices in an unfinished bookstore in the Hawkeye Plaza Building in 1967. Around the corner from their offices Maude Cummings Jahncke, librarian, two part-time college students, and a part-time secretary, together attempted to produce a library to be ready when classes started in September. Community colleges were new, so new that no appropriate book lists were available, books previously ordered by a consultant were late in arriving, and since no shelves had been put in place, materials were being placed in boxes as they were processed.

Somehow everything worked out; 3,000 titles were on the shelves when classes started in September 1967. Students had to put up with a few "minor problems" such as rented folding chairs because the chairs ordered had not arrived.

One student expressed his lack of appreciation for the newly-created library by picketing up and down in front of the library entrance saying that he didn't think the arrangements were sufficient for the needs of the students. When someone asked the Librarian if she was distressed by this action, she said the only distress she felt was knowing that the



These are the people that were instrumental in the ultimate look of Benton Hall. The Specifications Committee included: front row (left to right) Voanne Hansen, Marge Koolbeck, Judy Talcott, Kathy Spalti. Back row, Maude Jahncke, Bob Aldridge, Tom Meade, Lowell Rutz, Carol Ballantyne, and Francis Camizzi, 1976.

Dr. Charles Cuning, Director of Educational Services, was my immediate supervisor when Benton Hall was being planned and his creativity and ability to handle the politics of getting the whole new building underway should definitely be remembered.

Maude Jahncke

The old library (renamed Learning Resource Center) housed a shrine of learning material, but was certainly no shrine. However, the simplest inquiry was always graciously and patiently answered by the dedicated staff.

Marsha Ann Barta Valley

Being a 1973 K.C.C. graduate, I have seen a tremendous amount of growth, development, and change, since the days of the temporary campus. I am happy to say the library has kept astride, and I consider it to be one of K.C.C.'s biggest assets.

Bob Kelzenberg

The intellectual life of Kirkwood stems from this library.

Ray Mullen

student was right. Fortunately for all concerned, the library facilities and services have steadily improved over the years.

Linn Hall was originally planned to include a library. However, during its construction, the decision was made to use the area differently. The library was renamed the Learning Resource Center (LRC) by Dr. Vernon Pickett, Assistant Superintendent, and moved onto the transitional campus in Fall 1968. That "temporary" building was enlarged in 1970 (now Building 12 on East Campus).

As the student body grew, so did the library staff. Dr. Charles Cuning was hired as Director of the LRC in 1969 and Maude Cummings Jahncke was named Head Librarian. Their number one goal was to improve the image and public relations of the LRC. The mass study area was revamped with two rows of shelving interspersed with two study tables. This cut down on the noise from students' conversations and the books acted as excellent sound absorbers. The large barn-like building lost its warehouse look.

Benton Hall, a two-story building, was completed in the spring of 1977 and would become the permanent home for the LRC. The move to Benton Hall was a turning point in the history of the library and represents how the facilities of Kirkwood really are people-oriented. While the move from the East Campus building to Benton Hall was not far, the logistics of the move were a major undertaking. Students, staff, and even some of the Board members, got in line to help move the books and other learning materials. Most of the day the movement was as well-coordinated as a dress parade by the U.S. Army. Unfortunately it started to rain late in the afternoon, and all the boxes that had been packed by the army of volunteers had to be moved by truck. Undaunted, the coordination at both ends prevailed and the move was made.

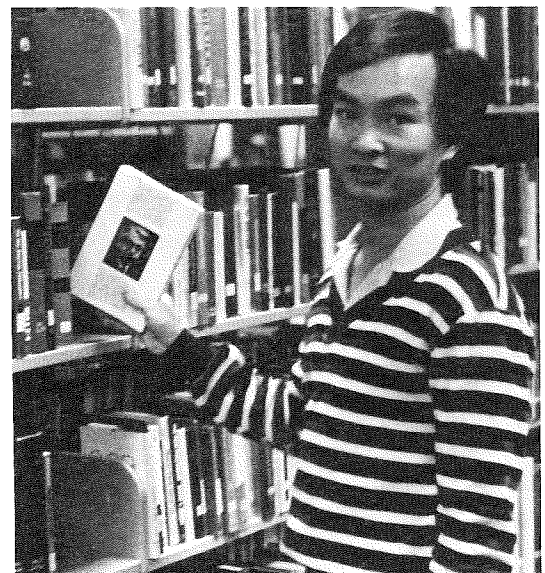
Since 1967 the catalog information of materials had been recorded on the main frame computer, with software developed as a class project. This was expanded and an automated check-out system for library materials was installed at the circulation desk when the new building opened. Computer technology had greatly changed the technical



Above: Jill Miller and Voanne Hansen encourage students and staff to save pop cans for additional funds for the LRC.
Below: Student browsing.

LRC, how do you serve me? Let me count the ways: provide orientation to the library for my students, refer articles to me that relate to my educational interests, extract reference lists helpful to my students, keep the curriculum room orderly and quiet for study or preparation for teaching, and assist my students and me in countless other ways. And you know what else? You do all those tasks for us efficiently, expertly, and pleasantly. LRC, let me be reminded to say thanks more often.
Mary Wilson

No matter what the LRC is named the students still call it the library.
Maude Jahnecke



processing of library materials as well as the circulation of them.

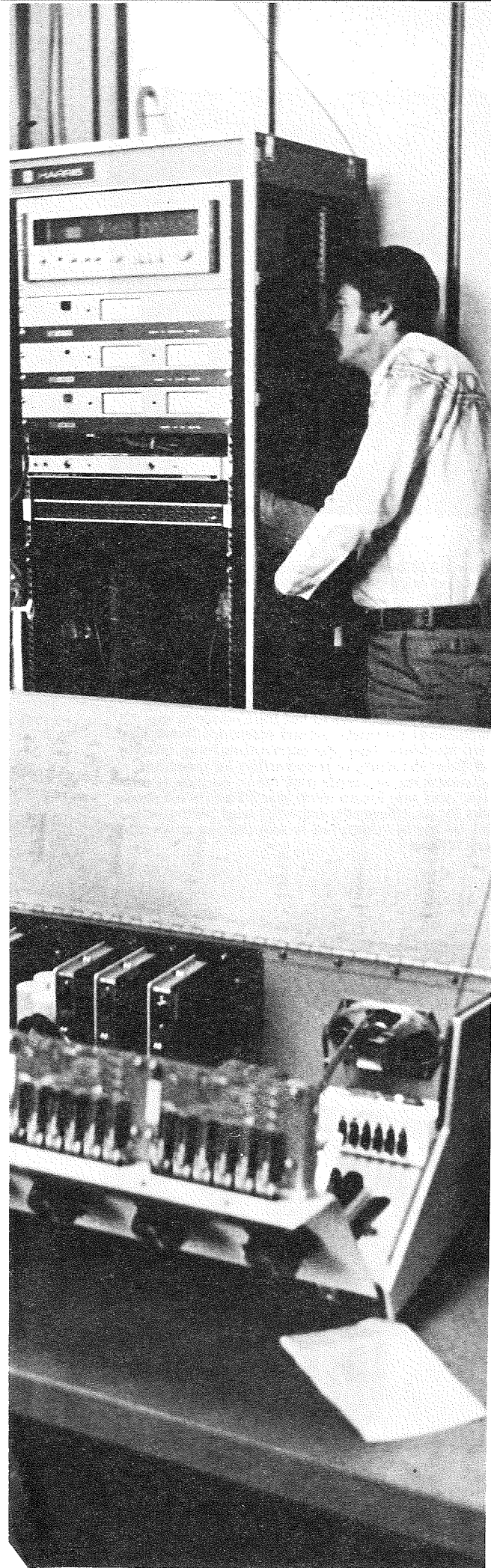
The second floor of the Learning Resource Center has been shared with the Personal Achievement Department(PAD) since 1980. This department supports Kirkwood Community College's open door admission policy by providing developmental courses. There, students work to upgrade their math, reading, writing, and study skills.

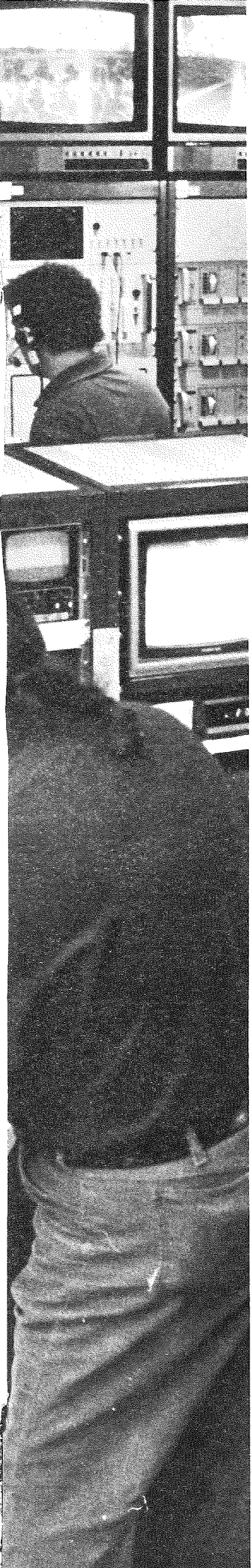
The Kirkwood LRC obtained a grant of over \$29,000 from the Iowa Humanities Board and the National Endowment for the Arts for a project to honor Cedar Rapids humanist, Carl Van Vechten, who is little known in the Cedar Rapids area but was internationally famous in literary and art circles during the 1920-1960 period.

The project celebrated Van Vechten's 100th birthday anniversary during June 14-17, 1980. Events were developed to help the community to become aware of the contributions of Van Vechten and his influence on American culture. Activities were highlighted with a concluding concert of George Gershwin music by the Cedar Rapids Symphony. The project was coordinated by Judy Dennis-Burns, along with the assistance of Kirkwood LRC staff and other interested people.

In 1986, as in 1967, service to students and staff remains the primary goal for the LRC staff. Automation continually benefits the people served by Kirkwood. An example is a Telephone Answering Process (TAP), a procedure whereby satellite students can call the library to receive assistance. If the LRC is not open, the request is recorded. The next day staff members at Kirkwood either call the satellite student or send out the requested materials. A videotape, describing this service, is available to ITFS classes.

While the automation of the library has greatly assisted learning in the last twenty years, there will always be a need for librarians. Even though the LRC has all kinds of automated equipment, the need for the human professional can make a significant difference in the student's permanent feeling towards the use of the library. If a student can learn to use a college library comfortably, he or she could walk into the Library of Congress and feel at ease.





TELECOMMUNICATIONS

Nontraditional Innovations

The Kirkwood Telecommunication System (KTS) symbolizes the institution's obligation to provide educational opportunities to all residents of a seven-county area. Dr. Richard Gross, Dean of Telecommunications, summarized the concept of this unusual delivery system when he said, "...you can take three million dollars and build a classroom building, and given prices these days, \$3 million does not build very much of a classroom building. What Kirkwood chose to do was to take that \$3 million and build a classroom that covers over 4,000 square miles."

The College recognized many years ago that providing expanded educational services to larger communities, such as Cedar Rapids and Iowa City, as well as a number of smaller and rural communities would take innovative thinking and action. Kirkwood first attempted a communications network that linked several outlying communities with Cedar Rapids by telephone. College credit courses were offered by this audio conferencing for several years.

In 1972 Kirkwood began to increase its services to the 350,000 Iowans by planning an interactive microwave telecommunication system, capable of sending and



Above: Larry Patten in TV distribution center, 1980.

One day Pete [Pickett] said, "Chuck, I want you to put a telenet system in Kirkwood." And I said, "Why me? You know I would be the most illogical person to do this." He said, "No, you're going to do it." Later I said, "Okay, I'm ready to go. Now, where's my \$150,000 that the committee says I need to make this thing go?" Pete said, "You have \$35,000." We finally put together a teleconference telenet system. We called it TLC for Talk, Listen, and Confer.

Charles Cunning

To make education convenient is the philosophy that is basic to the development of KTS.

Rich Gross



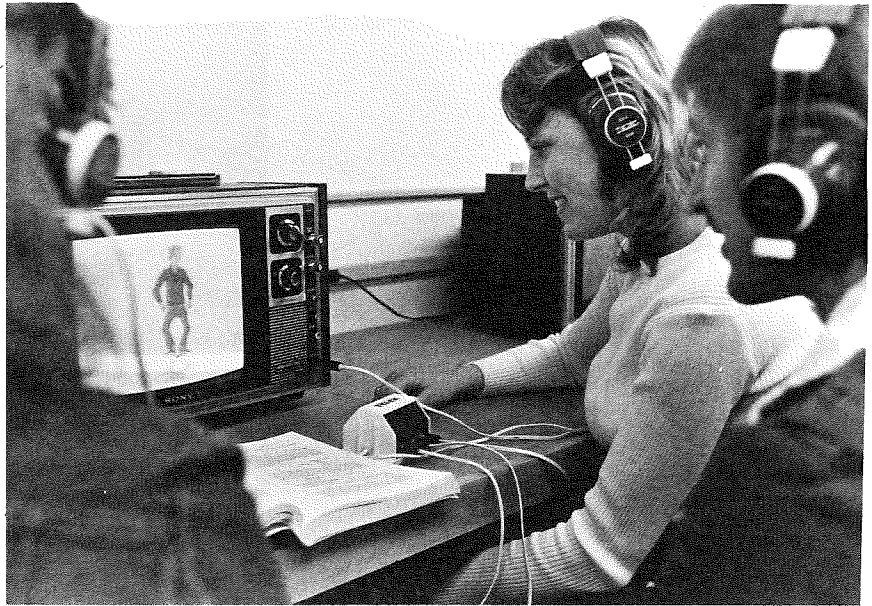
Richard Gross

receiving audio and video programming to Vinton, Monticello, Anamosa, Tipton, Cedar Rapids, Williamsburg, Iowa City, and Washington.

During the 1978-79 academic year, a grant was prepared and submitted to the National Telecommunications Information Administration (NTIA), under the U.S. Department of Commerce. The grant was awarded to Kirkwood and construction of this rather elaborate video and audio interactive instructional system was begun in 1980. The total construction costs for all of the materials involved in this sophisticated system was approximately \$2.9 million with the NTIA award covering about 40 percent of the total capital construction costs.

The grand result, the Kirkwood Telecommunication System (KTS), includes several delivery systems for eastern Iowans. Students at the eight locations listed above may participate in live classes through the telelink system. People at each location can see the other locations on large color monitors and can speak with each other using microphones. This system operates almost eighty hours per week and provides both college credit and non-credit instruction. It is possible to get a two-year degree on this system.

Other delivery systems under KTS are also providing important services. The Instructional Television Fixed Service (ITFS) is a form of broadcast television which provides both audio and video outgoing transmission, as well as an audio-only return response, to about eighteen K-12 school districts plus the Iowa State Men's Reformatory at Anamosa. A combination of high school credit, college credit, and community education programs are handled by this interactive system which operates between sixty and seventy hours per week. Locations under the ITFS arrangement may receive live instruction or special presentations and films, tapes, and other recorded support materials for immediate use or later playback.



ON-CAMPUS TV DISTRIBUTION SYSTEM

The TV Distribution System is a 36-channel cable television network which connects individual classrooms, shops, labs, and the campus library to a single feed point located in the Telecommunications Center. Twelve of the thirty-six channels carry educational programming on a demand basis to similar locations on the campus of College Community Schools, a public school district about a mile to the south of Kirkwood. The TV Distribution System was started in the early seventies with four channels of black and white video. It has expanded over the years, with the most recent expansion in 1979.

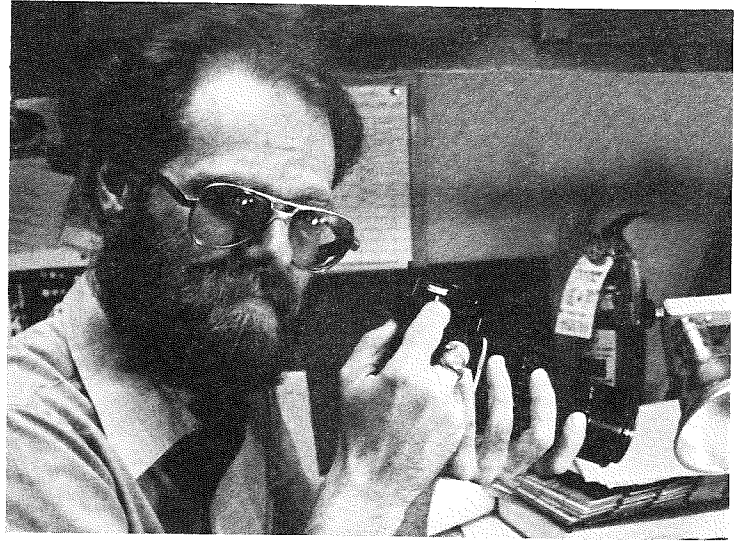
Approximately 4,000 instructional programs are available in the distribution center for use over the system by students and faculty. The whole system was developed to enable the student to work at his/her own pace. It is operated from the control center on a demand/access basis. An intercom system, located in all Kirkwood facilities, automatically rings into the control center.

From its inception, Kirkwood was far-sighted in realizing that barriers to education - barriers of time, barriers of money, and barriers of opportunity - must be overcome if a community college is truly going to serve its total community. A person living in Washington, Iowa, over sixty miles from the Kirkwood campus, can get a college degree through the innovative activities undertaken by Kirkwood. This person, without having to give up his or her job, without having to relocate, and without having to deal with a variety of other barriers, can take part in college courses. People who a generation ago would have been denied educational opportunities now have the chance to be a part of a developmental process which enriches their lives in many ways. Over 500 research studies conducted in the past two decades have all come to the same conclusion - there is no significant difference in the amount that people learn, whether it is a face-to-face classroom situation or the televised instructional method.

Above: Students view a video tape.

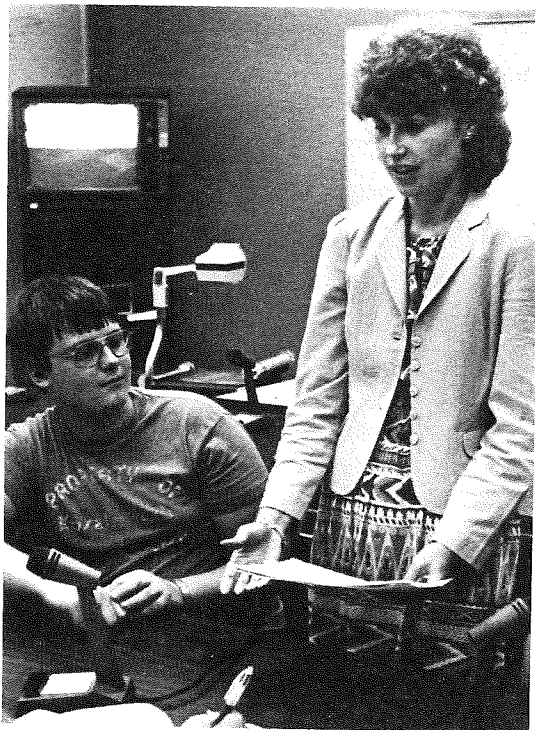
A student picks up a special handset telephone in the room, it automatically rings to our central distribution point - a work study student then takes the request and within sixty seconds the user is seeing the video tape. Last year we had requests for about 46,500 video tapes and we've been told, I wish I could document it, but we've been told that it's the largest use of video on a college campus for instructional purposes in the United States.

Rich Gross



Above: Brent Newman in Telecommunications Media Lab.

Below: Alice Beckham, instructional designer, orienting students to the KTS system for a telelink class.



Another important service offered by KTS is the operation of a full-service educational cable network currently serving the communities of Cedar Rapids, Marion, Hiawatha, Iowa City, Coralville, University Heights, Mt. Vernon and Lisbon. The network is programmed from the KTS Control Room at 205 Linn Hall between 7:00 a.m. and 10:00 p.m. daily, with a billboard message system filling the channel overnight. Home viewers are provided with filmed credit telecourses, live interactive credit courses (students at home can dial a local telephone number to talk directly to the class or the instructor), live and recorded special programs and events originating from the main Kirkwood campus or other KTS sites, film and videotape general educational and cultural programs from local and national sources, satellite teleconferencing, and general information programming.

MEDIA PRODUCTION FACILITIES

The College has always been interested in video as an important instructional tool. First started in the early seventies, media production at Kirkwood has evolved into a very important component of the college. Over 4,000 Kirkwood-produced titles are available for faculty and students. Educational video needs of business and industry are also served through the media production facilities. Current services include:

- An industrial-quality color television production studio
- Portable EFP equipment for remote field productions
- A secondary studio/remote color production system used primarily by students in Kirkwood's Telecommunications Media and Technology program
- Media graphics services
- Complete photography production and duplication services



KCCCK-FM

KCCCK began as a student project for an Electronics Communications class in the fall of 1972. The project was designed to give students in the class some degree of practical experience in the world of electronics. A proposal for a 10-watt FM station was submitted to the Board for approval but was rejected for financial reasons. Shortly thereafter an old FM transmitter, that had been donated to the College, was resurrected from a storeroom and steps were taken for its adaptation as a 10-watt transmitter. A request for putting an FM station on the air at Kirkwood for \$800 was then made. The Board thereby unanimously passed the resolution, giving permission to apply for a 10-watt license for Kirkwood. After a construction permit was issued from the Federal Communications Commission, a studio was built in Room 346 of Linn Hall and the 10-watt station became a reality due to the persistence and creativity of Larry Patten.

As more and more stations were coming on the air in the Kirkwood service area, it became apparent that KCCCK would have increasing difficulty in raising power due to the overlays of signals and the Federal Communications Commission-imposed rules and regulations. If KCCCK was ever to be a viable radio station in the seven-county area, serving the population Kirkwood is legislated to serve, the College would have to act quickly to obtain the needed permission from the Federal Communications Commission to increase KCCCK's power.

Initial estimates for construction and equipment costs for the necessary 10,000 watt transmission ranged from \$100,000 to \$200,000. However, the college had only \$45,000 available for capital investment. The University of

Above: KCCCK-FM staff, 1976. Left to right: Joe DaVia, Denny Trachta, John McEnroe, Jeff Schlei and Jacque Dickey.

We took call letters in to Selby. We had KCCX, Kirkwood Community College Area X and a bunch of others. With my hand on the doorknob Selby says 'KCCCK'. It just seemed absolutely correct, I mean Kirkwood Community College either way you look at it, right? And so I said, "Yea, I like that - that sounds good," and turned the doorknob and he says, "You don't even want to know what they stand for? You've brought all of these in here and told me that they stand for this or they stand for that, don't you want to know what it stands for?" And I said, "Sure," and he said, "Keep the Cornfields Clean at Kirkwood."

Larry Patten

Below: Student gaining radio experience.





Left to right: Bill Cisler, Jim Wing, Mike Dodge, and Lee Schuldt, Purchasing and Central Receiving staff.

Northern Iowa donated a transmitter, a building, and a 400 foot tower near Cedar Falls. As Kirkwood continued its activities to be qualified by the Corporation for Public Broadcasting, it found that building a tower in Cedar Rapids was more feasible, and most importantly, less expensive than adapting the Cedar Falls tower. The transmitter was moved from Cedar Falls to Cedar Rapids and preparation for the tower construction began. After some controversy over whether or not the tower location was too close to the airport, a 400-foot tower was erected approximately 1000 feet south of Linn Hall.

Kirkwood then applied for federal support in the form of a Community Service Grant (CSG), which was subsequently approved and has been every year since. On July 1, 1975 KCCCK went on the air with its increased power and a full-time staff. The new studios were located in Linn Hall 206.

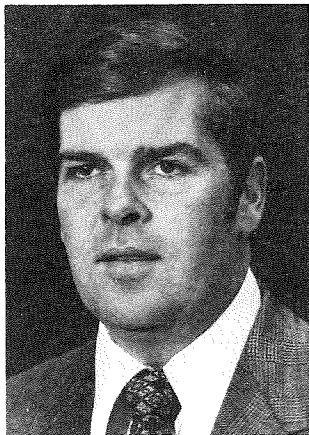
In 1978, Kirkwood applied for a HEW facilities grant to replace outdated equipment and was awarded \$60,000. The college provided a match of \$27,940, bringing the total cost of the project to almost \$88,000. A new transmitter and new studio equipment, including audio console, tape recorders, and turntables, were purchased with these funds. At the same time, KCCCK moved to its present facilities in Linn Hall 216A.

KCCCK's programming changed along with its facilities. The station has been an affiliate of National Public Radio since 1975 and broadcasts NPR's popular news programs, MORNING EDITION and ALL THINGS CONSIDERED. KCCCK also carries public radio's most listened-to program, A PRAIRIE HOME COMPANION. For the first few years, music programming on KCCCK was geared to the classical music listener. However, because other stations in the area broadcast a large amount of classical music, KCCCK's music format shifted to other directions. Today, KCCCK broadcasts contemporary music, with an emphasis on jazz.

Don't be afraid to be wrong. Probably your wrongs will correct themselves. As you look back, it's a wonder that anybody ever won a war because of the major blunders that warriors make. So, don't be afraid to be out there in the cutting edge. I'm very optimistic about the future of Kirkwood.
Morris Allen



Dean Dunlap



John Blong

FINANCE

Funding: From Pencil to Computer

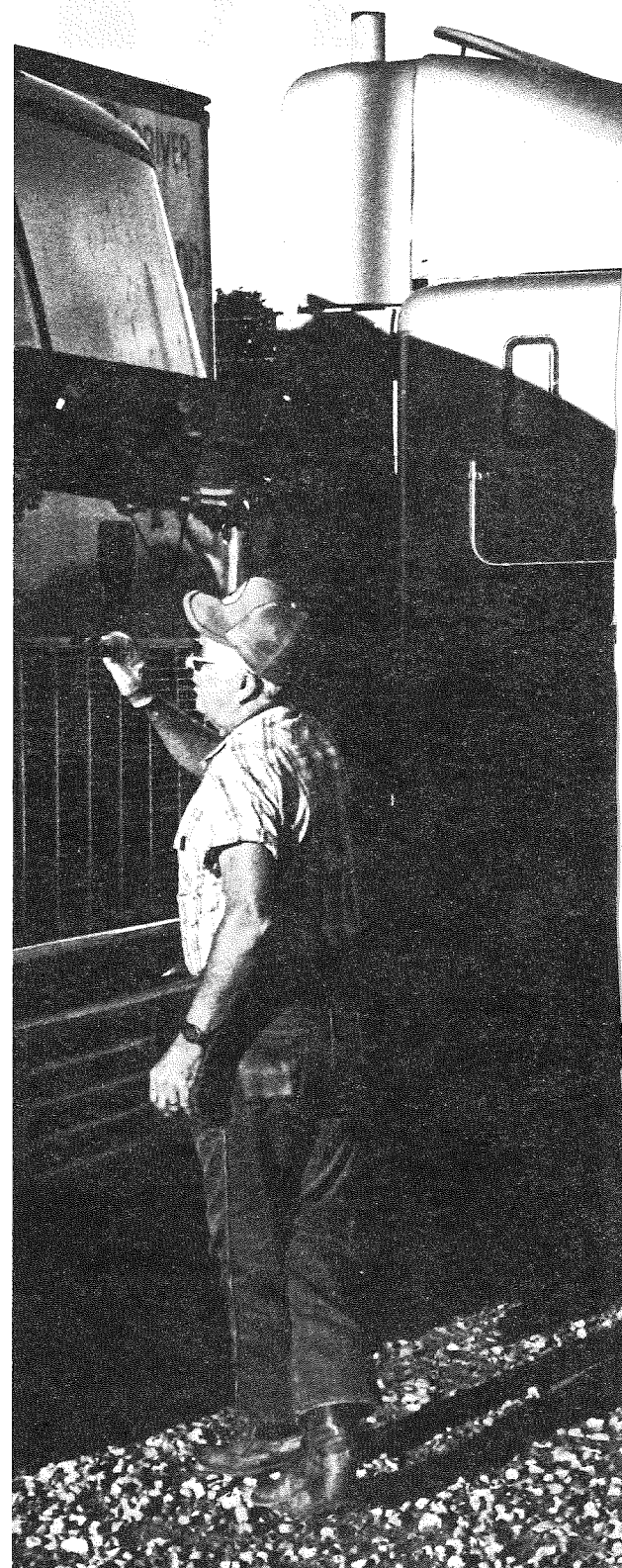
The Area Ten Community College business office began operation when Kenneth K. Kupka was hired on July 1, 1966, as the business manager and secretary of the board. Mr. Kupka holds the distinction of being the first individual hired by the new college. The first business office was located in a former health spa at 107 8th Avenue S.E. On July 15, 1966 Sue Lightfoot was hired as the first bookkeeper. During the Christmas holidays, the business office was moved, along with the administrative offices, to the rented Hawkeye Plaza Building at 4401 Sixth Street S.W. and there began the new year.

During the spring of 1968 John Blong was reassigned to Assistant Business Manager, and with three calculators, an adding machine, and one check signer, the bookkeeping office was moved to the northwest corner of the building. By that time a cashier and a payroll clerk had been hired to round out a staff of four, working under the direction of Ken Kupka. The first payroll was done on a pegboard system similar to those still utilized in doctors' offices today. For the first six months there were approximately twenty-five persons on the payroll and the payroll operation could be accomplished in one-half day. Today the payroll averages over 1,000 employees per pay period and totals over one-half million dollars per pay period.

There are now 500 full-time employees of the college and 2,200 part-time people. Total payroll of 1985-86 was \$13.2 million. The total expenditures for the 1966-67 fiscal year were approximately \$289,000. By 1986 the college's published budget was \$23,500,000.

In December of 1970 Dean Dunlap was hired as the Internal Auditor and Data Processing Liaison. In August of 1977 he was promoted to Director of Business Affairs and in June of 1979 became the Comptroller. At the time Dunlap was hired, the College had experimented with two different computerized financial systems, both of which had proven unsatisfactory. In 1971 one of these, the Illinois Central system, was temporarily adapted to Kirkwood's needs. While this system was in use, Dean Dunlap and Pat Murphy were developing a computerized financial system for Kirkwood's specific needs and by July of 1972 this batch system was in operation. In the Spring of 1973 this system was being installed in other community colleges. Nine community colleges in Iowa are presently using the batch system devised here at Kirkwood.

Kirkwood's financial system was converted to a new on-line system in July of 1984. Today most employees in the business office have their own IBM terminals.





GRANTS

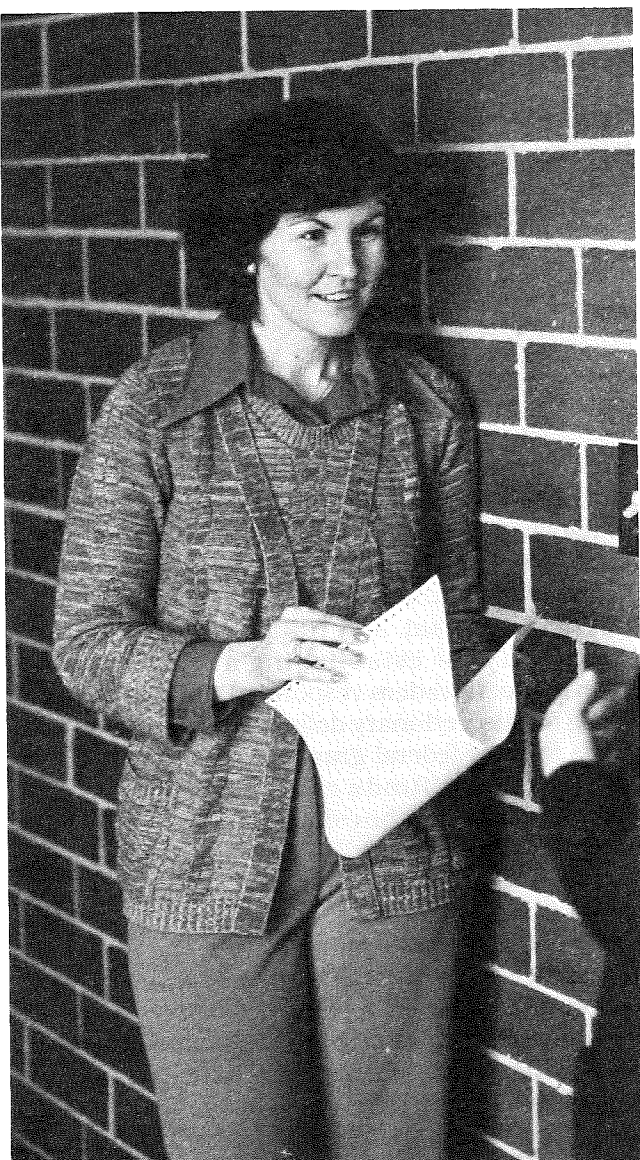
Shaking the Money Tree

The growth and development of Kirkwood during the first twenty years is not totally a local phenomenon. Just as federal programs had played a part in the passage of the community college bill, federal rent projects also substantially affected Kirkwood's development. The funds provided by state aid, local property taxes, basic federal aid, and tuition fell far short of those deemed necessary for establishing a truly comprehensive institution. Kirkwood leaders responded to the perceived shortage by battling for discretionary dollars, many of which ultimately came in the form of federal grants.

The drive for federal funds came early in Kirkwood's life. Within three months after the establishment of Kirkwood, College officials were in Washington, D.C. presenting a request for \$1.3 million to finance a twelve-county adult education system.

In August 1966, just one month after the establishment of Kirkwood, a meeting was held with the Linn Economic Action Program staff to discuss a comprehensive adult education program. By September, six community action agencies and ten county superintendents had agreed on a joint proposal for adult high school Area Ten.

At the request of the Office of Economic Opportunity (OEO) and Office of Education the proposal was expanded. It was designed to establish most of the adult



education branch of Kirkwood. By December of 1966 Kirkwood had contacted and received approval from Congressman John Culver, Governor Harold Hughes, Iowa Manpower Development Council, Iowa Federation of Labor, and numerous other agencies.

That same month, college officials carried the proposal, requesting \$1,374,656, to the Office of Education, OEO, and the Departments of Agriculture, Commerce, and Interior. After several revisions Kirkwood received \$50,000 from OEO for adult basic education. The large proposal had become hopelessly entangled in the bureaucracy of inter-departmental communications.

The initial display of aggressiveness, with a relatively small payoff, was repeated frequently at Kirkwood. Only later would some of the more ambitious requests be received more favorably. The College assertively began to improve its grantsmanship.

Until 1970 Kirkwood grant proposals were handled primarily by the Assistant Superintendent Dr. Frank Malone. Dr. Malone and others attended at least one of the AACJC workshops on grantsmanship. In 1970 grant writing responsibility was shifted to the newly-formed Development

Left: Ruth Main, CETA ASC Coordinator.

Above: Congressman Mike Blouin and Carl Perkins visit Kirkwood as panelists, 1975.



Office with Hal Walter as Director of Development. In his first year a report showed that eleven grant applications were in progress, eleven were sent to the funding agencies and were awaiting approval, and twelve proposals had received funding. The value of the grants received during the period covered by the report came to about \$80,000.

The inclination of Washington to assist community colleges and the establishment of the grants office at the College paid off for Kirkwood in numerous funding projects. In 1978 the annual report of the grants office listed fifty-four grant projects that were in operation at Kirkwood valued at over \$1.1 million.

Grants had an impact on Kirkwood's development in different ways. They provided funds for starting programs which lasted only as long as the funding. In some cases the funds enabled the College to start programs that became permanent once funding ended. Some programs continued to receive funding since their inception. In other instances grants strengthened and reinforced programs which were already operating. Grants furnished funds for construction and purchase of equipment and many had a developmental impact on the staff at the College. Finally, in a broader sense, the successful searches for federal funds added a spirit of optimism and vitality to the institution. This vitality and optimism might have been choked off if Kirkwood's growth had followed a more conservative and restricted path necessitated by more limited resources.

The development of the Heritage Agency on Aging revealed several of the ways grants affected the institution. In 1965 Congress passed the Older Americans Act. After amendments in 1973, 600 Area Agencies on Aging were created throughout the United States. Kirkwood created its agency in 1973 with funds channeled through the Iowa Commission on Aging. In the early stages of the agency, a rural transportation system conceived by Richard Brass for the elderly, States Elderly Area Transportation System (SEATS), was established. When funds ran out for SEATS, Kirkwood

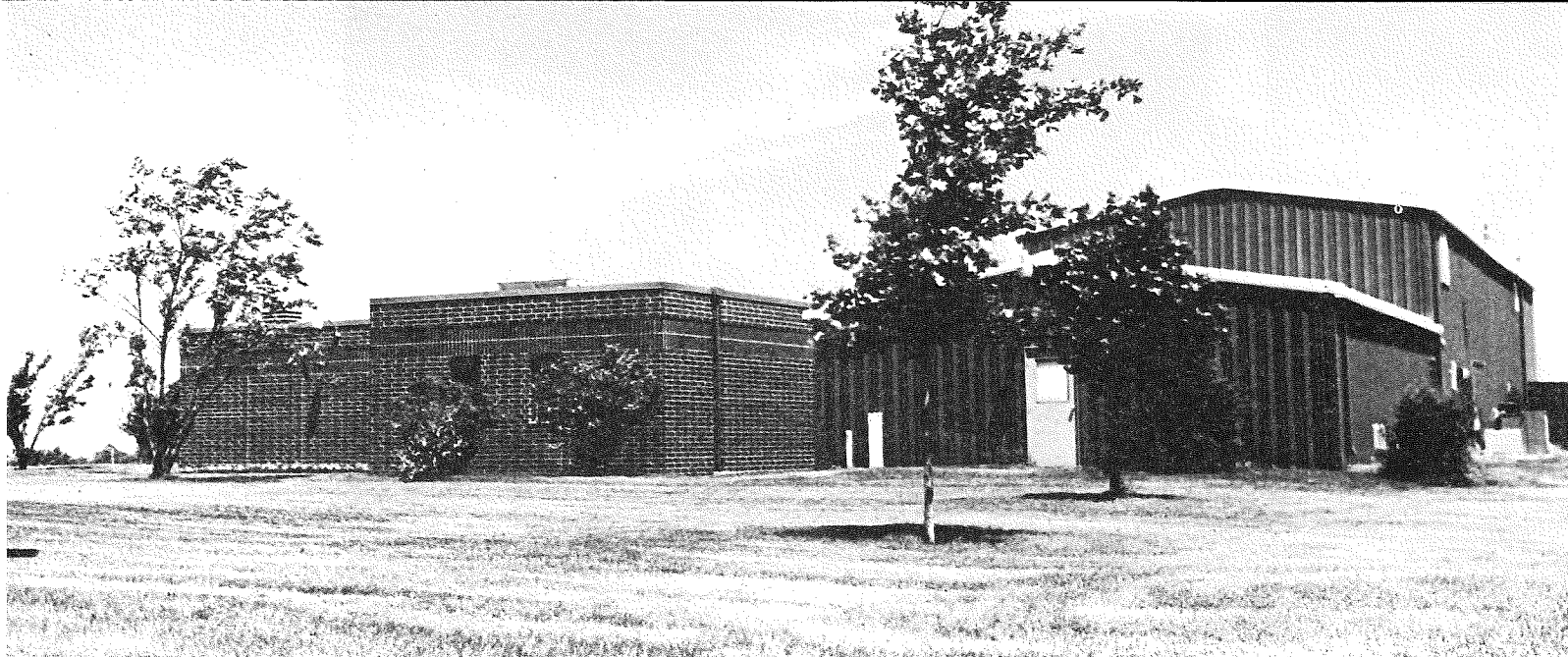
Kirkwood's Dental Technology Program has been the recipient of three grants, totalling \$225,000.
Bob Doubet

In the early 70's there was a renewal of people's interest in their roots. Pat Berntsen had the federal funding information on Ethnic Heritage Studies from the Department of Education. Together we wrote the grant and it was funded!
Florence Masters

I had seen Kirkwood come out of the cornfields because I only live three to four blocks away... So when the little story appeared in the Gazette in August 1972 that there was going to be an Office of Retirement Education under a grant here at Kirkwood, and it was going to have a secretary, I applied for the position. At that time it was under the Student Affairs department. Alice Schwiebert was selected as the director and I became the secretary.
Evelyn Andrews



Mike Blouin



Above: Wastewater treatment building and classrooms.

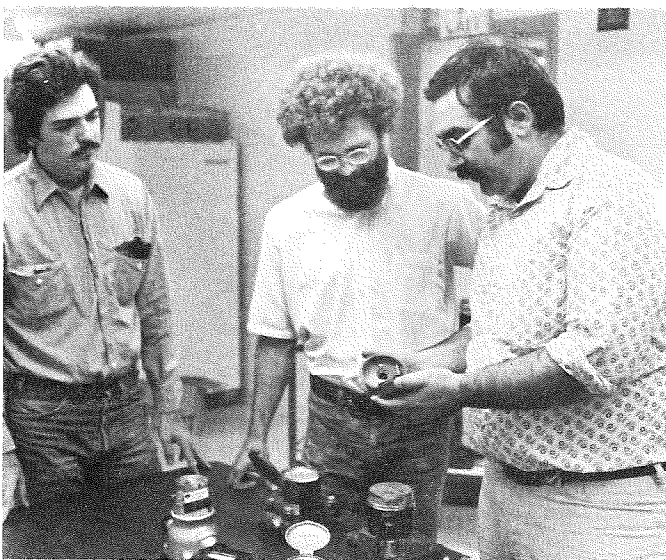
Denny Linderbaum was the Director of the Grants Office when I was hired in 1979. Jodee Doua was a grants monitor and Larry Patten was at that time the Vice President of Ancillary Services under whose jurisdiction grants fell. Mike Blouin is now the director, his title is Executive Director of Governmental Relations and Resource Development.

Claire Cornell

We had a lot of funding in the beginning for the wastewater treatment plant from the Environmental Protection Agency. Funds with which to establish the building, funds with which to train the staff, and establish the curriculum, also funds with which to go out and train people in the field. We still have some funds with which to train people in the field but those have declined significantly.

Claire Cornell

Below: Phil Koundakjian (right) instructing wastewater treatment students.



continued to run the system for awhile with county assistance. Soon, however, the counties balked at providing continuing funding, and the SEATS system was terminated.

By 1980 Heritage Agency was operating with a budget of slightly over \$1 million. It carried out its planning, advocacy, coordination, and funding roles through subcontracts with other local agencies. The agency was a substantial addition to Kirkwood's community service component.

Kirkwood's first major federal grant proposal in 1966, Area Ten Opportunity Training (ATOP), revealed the College's intentions to provide as many services as possible to the outlying areas. Historically Kirkwood has continued to apply numerous resources toward the goal of fully serving the seven counties. By 1981 Kirkwood had nearly capped off this effort by designing, building, and using an educational telecommunication system unmatched by any other in the country. Federal grants played a key role in some of the college's activities which led to the introduction of the "Telelink" system.

Thirteen years after the ATOP proposal, Kirkwood returned to Washington with a request for \$1,365,143. The Public Telecommunication Facilities Program provided in excess of \$1 million over a three-year period for the construction of the Telenet system.

Through an Environmental Protection Agency grant in 1972 Kirkwood provided instructors, equipment, materials, and supervision for training military personnel in wastewater treatment plant operation at Kaiserslautern and Baumholder, in Germany. Similar grants took Kirkwood's expertise to England and the Panama Canal. Also, in 1972 Kirkwood conducted a National Decisionmakers' Workshop in Annapolis, Maryland, for participants from fifty states.

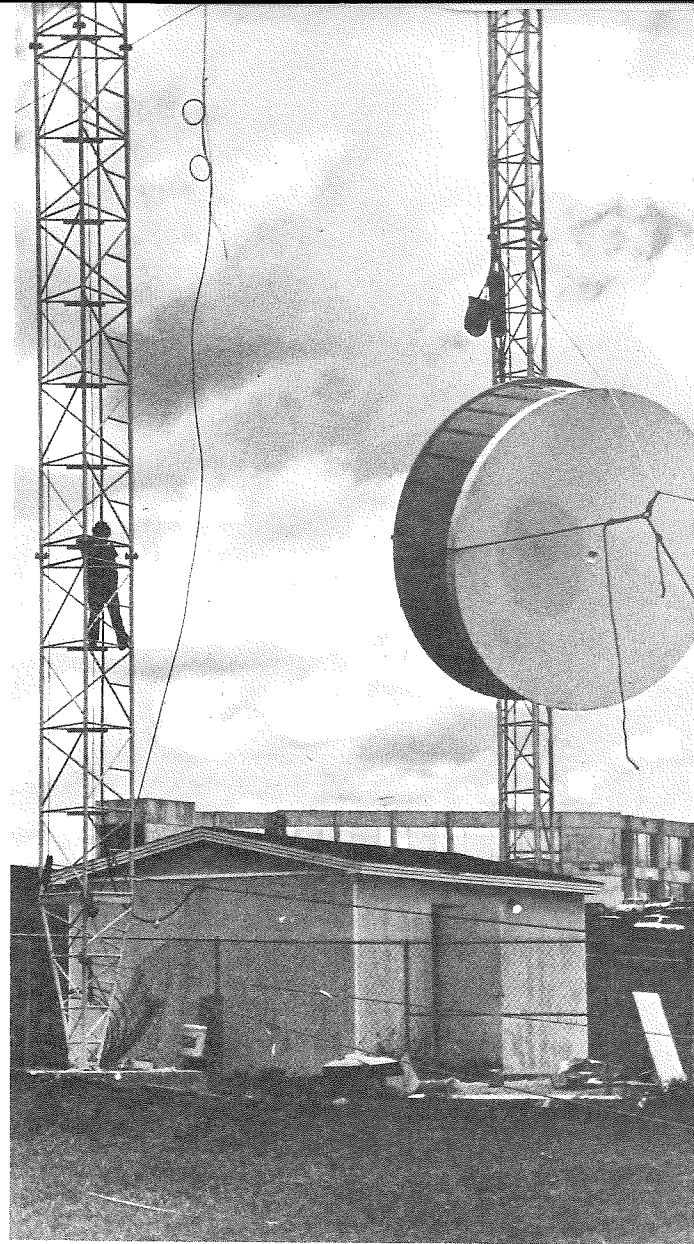
Three years after the Germany program, the EPA provided \$250,000 for construction of a wastewater treatment training facility on the Kirkwood campus. Shortly after construction was completed, Kirkwood began training area students and several thousand operators from across the Midwest through the Wastewater Treatment Program.

CETA

In December 1974 a developmental contract was negotiated with Kirkwood and the Office for Planning and Programming in Des Moines for data processing to develop and maintain an automated payment and recordkeeping system for the Comprehensive Employment and Training Act (CETA). A few months later the Administrative Service Center for CETA began collecting data and making payments for CETA participants and vendors in four eastern and southeastern Iowa areas.

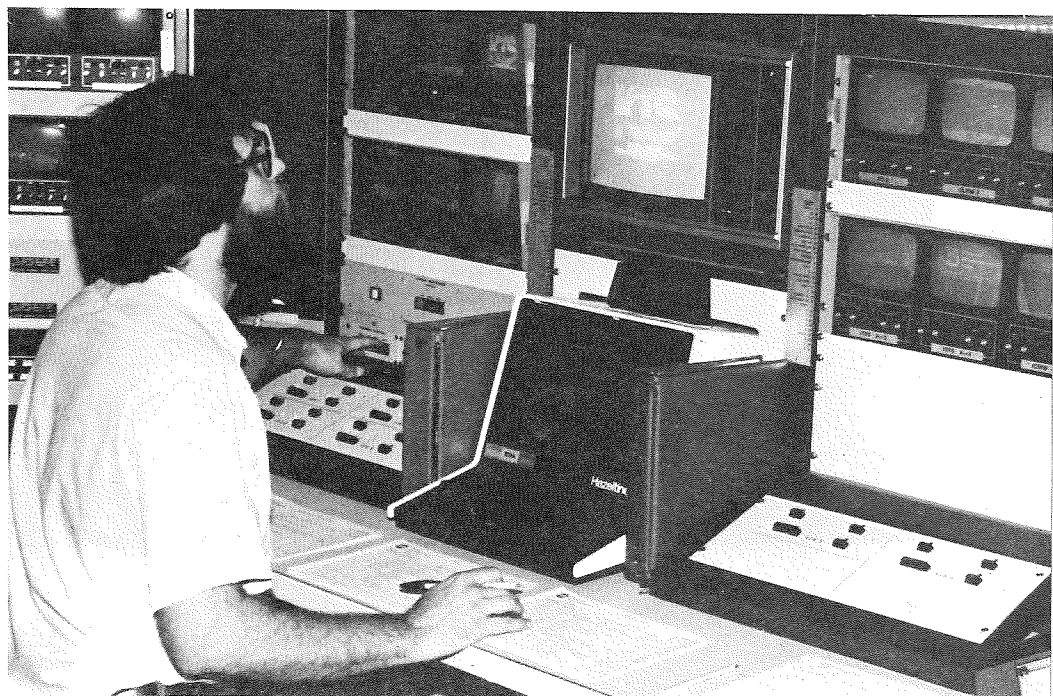
In July 1979 Kirkwood was awarded a contract for a state-wide CETA tracking system. This enabled participants' enrollment in the program to be monitored, especially if they relocated or re-enrolled within Iowa.

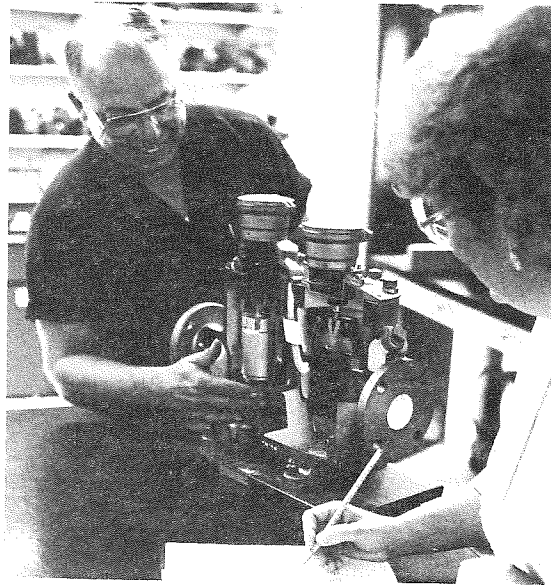
Because of increased personnel needed to operate the tracking center and the increased number of CETA participants' records, the Administrative Service Center and



Above: Construction of the tower for the KTS microwave system.

Below: Dennis Lynch at video console.





Above: Checking a water meter.

Below: Alice Schweibert (second from left) and Rob Robinson with volunteers, 1975.

Right: Allan Haynes, Cedar County Coordinator at Tipton Educational Center tower site.

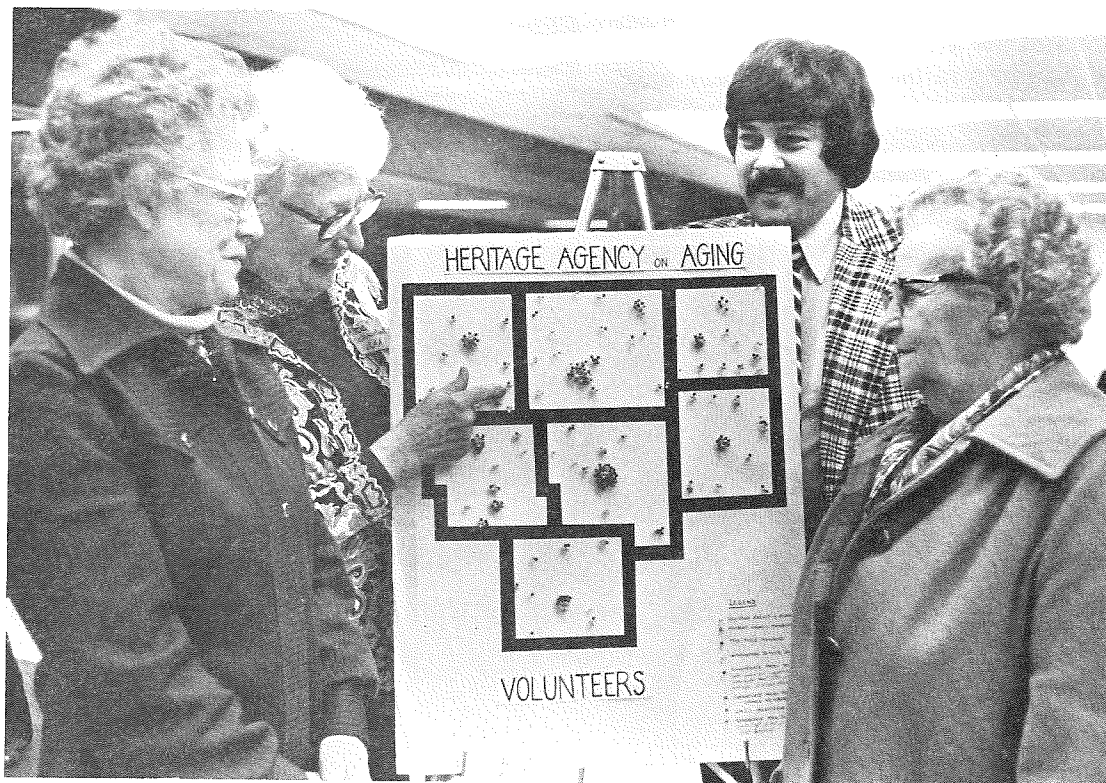
I had seen Kirkwood come out of the cornfields because I only live three to four blocks away... So when the little story appeared in the Gazette in August 1972 that there was going to be an Office of Retirement Education under a grant here at Kirkwood, and it was going to have a secretary, I applied for the position. At that time it was under the Student Affairs department. Alice Schweibert was selected as the director and I became the secretary.

Evelyn Andrews

Tracking Center moved off-campus in December 1979. The state-wide tracking grant ended in 1981.

Three more service areas were added to the Administrative Service Center's responsibilities in August 1981. It was now serving eastern Iowa, north to the Minnesota border, and south to the Missouri border. The final CETA close-out report for 1983 showed the Administrative Service Center had made payments totalling \$7,012,879.

A new training program replaced CETA in October 1983. The Administrative Service Center then served nine of the sixteen areas in the state for the Job Training Partnership Act (JTPA) as a check writing and data collection



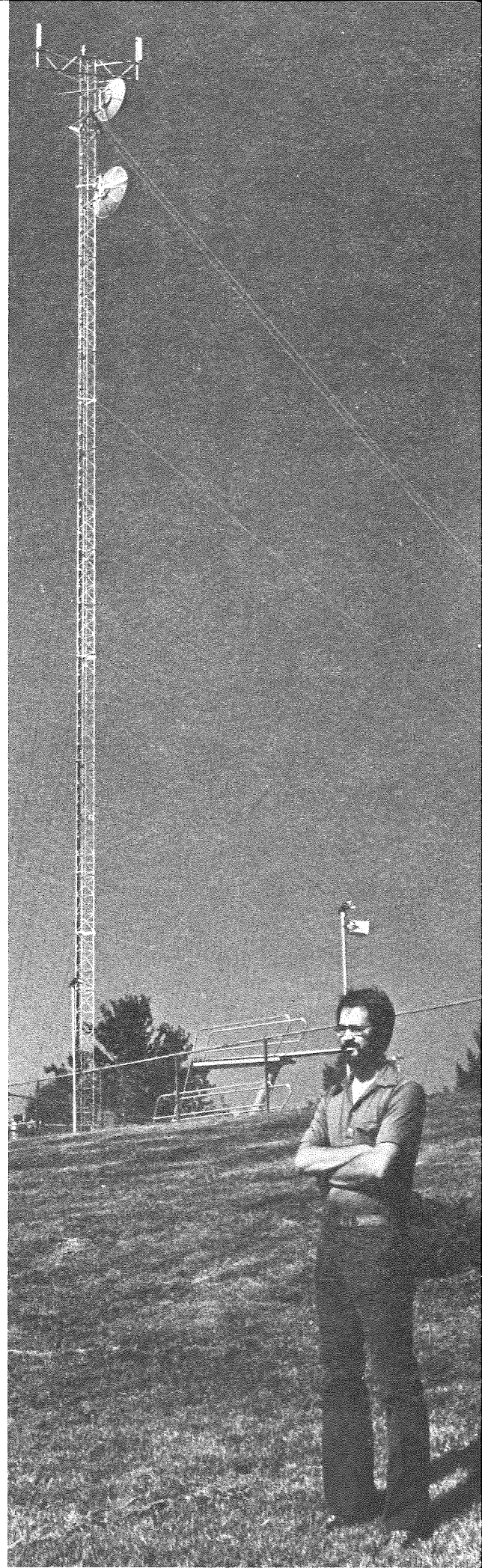
site. Because of JTPA's regulations regarding local control of all data, the Administrative Service Center closed in August 1985.

Among other CETA grants awarded the College were the staffing and housing contract of Iowa City's Balance-of-State team, the Dislocated Worker Center, the Summer Youth Program, and the PIC Program.

A three-year program to assist physically handicapped adults in the seven counties, called University Year in Action, received \$50,400 in 1974 for the first year. This grant led to the development of a permanent Human Services Career Option Program in 1977.

In 1979 a consultant grant from the National Endowment for the Humanities sparked intensive faculty efforts to revitalize the humanities curriculum. A pilot grant in 1980 for \$49,406 served to assist in the development of a broadly-based humanities course.

The largest of the project grants came in 1976 through Kirkwood's ACCTion grant. The Office of Education grant provided Kirkwood with \$550,000 to serve as one of four coordinating institutions in a national consortium of community colleges. As a leader of the consortium, Kirkwood was responsible for the ACCTion coordinating office in Washington, D.C. and for the community education center. Kirkwood staff benefitted by participating in numerous visits and workshops in the instructional and resource development components of the project. Under the leadership of Gay Dahn the project was funded for five years. Throughout the development of Kirkwood, the intensity of the search for federal funds has remained strong. The College has been led without a pause in its funding effort.





MARKETING ACTIVITIES

Packaging the Product

One word summarizes the marketing activities of the college throughout its twenty year history - that word is "aggressive." Although marketing was not a commonly used term in the late 60's and early 70's, the College, nevertheless, sought to emphasize recruitment, public relations, and mission. One of Selby Ballantyne's earliest decisions was to include an administrator who could coordinate those functions. Since the Admissions office and its related activities were a traditional component of any college, it was not a problem to create that area. However, the idea that a school of this type needed a public relations area was, to say the least, an extremely controversial decision.

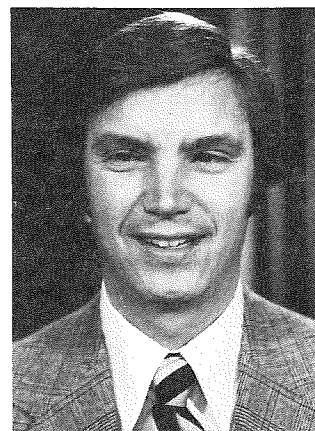
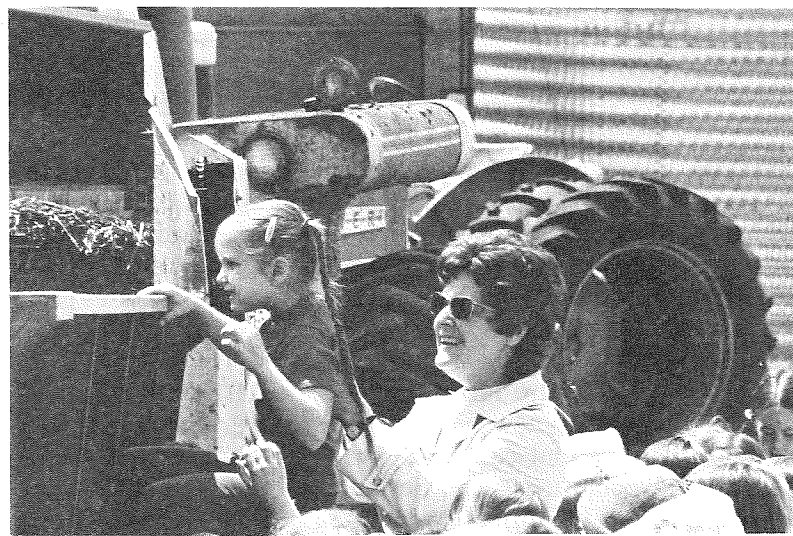
Twenty years later there still is a belief in the mind of many citizens of Area Ten that Kirkwood never should have added the Arts and Sciences division. Quoting the 1965 enabling legislation, which gave the Board the power to do so, didn't change the critics' minds. This controversy was being voiced in June 1967 when Peter Bryant was employed as a Student Information Officer. The public immediately questioned the veracity of the position. Was it a student recruitment function or was it for public relations?

In 1970 Bill Duffy was hired as head of the Kirkwood News Service, a new position.

The office continued its activities primarily in areas that were traditionally considered public relations, with



Farm tours, an early career exploration visit.



Peter Bryant

emphasis on special events, open houses, speakers bureau, creation of the *Kirkwood Community Quarterly*, and other publications. The entire effort centered around creating a greater visibility for the College and increasing the public's understanding of the College's role in the area it served.

Sometime in the mid-seventies, the Community Relations Office began to reconstruct its marketing mission and strategic planning of a marketing nature. Much of this activity was the result of reactions to a research study which revealed the declining pool of high school graduates that would continue on into the early 1990's.

Peter Bryant should be given a high level of credit for the 2-3-2 concept as well as other concepts such as Future College. The idea of "Futures Begin at Kirkwood" originated at the same time.

As indicated earlier, the college always aggressively marketed or promoted itself. But the changes that occurred were probably more evolutionary rather than revolutionary. A classic example would be the advertising of community education classes. In its infancy, the Adult Education Division promoted its classes almost exclusively through fliers that were sent home with elementary-aged students for each individual community or school district. Gradually, as the program grew and more and more classes were listed, it became difficult to list every class on the take-home flier.

Far left: Dick Sand, from the Admissions Department, explains a Kirkwood programs to a future student.

I can remember walking into the large office over on Sixth Street S.W.; Dr. Ballantyne's reputation and fame had preceded him as a very dynamic, very innovative aggressive kind of individual, and of course, his physical presence was something that got your attention.

Pete Bryant

Initially, the community was reticent about Community Education because they could not see putting money into it - they couldn't see where the payoffs were - they couldn't see the advantages. There was a fine line between some of the courses we offered that were leisure, recreation, hobby and were also upgrading kinds of courses, but what we had to do was get the message to the public that the direct funds spent on those courses were not taxpayer funds - they were funds that were generated as a result of offering these courses.

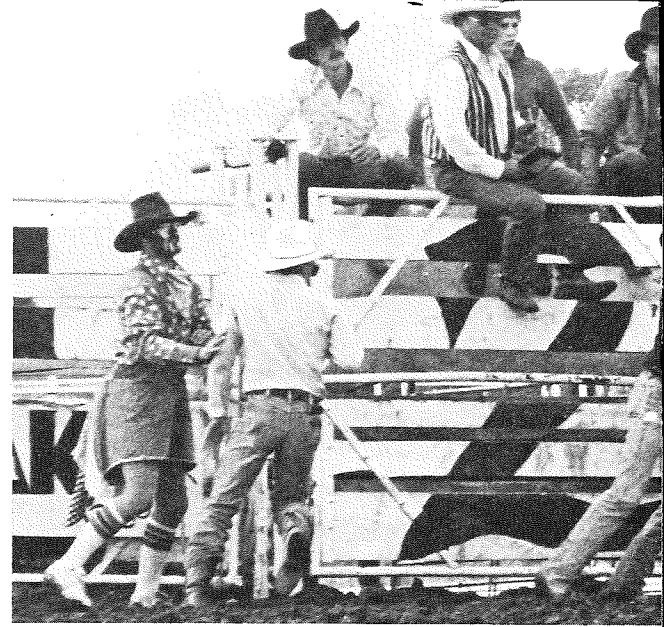
Don Roby

Basically I developed a plan that consisted of not only a plan to develop the literature but to properly present new programs. These included many brand new technical programs and new career opportunities; also, a community relations plan that would enable the college to go out and present this totally new concept of a community college to the seven county community in a very systematic way.

Pete Bryant



Above left: The College's purple recruiting van manned by Bill McCarthy (left) and Ken Koppes, (circa 1970).



My major responsibilities included the full range of news services, publications, advertising, special events, community liaison, and selected board activities.

Jim Biundo

Dr. Stewart's two major priorities for the Community Relations Office were establishing a consistency with publications image and establishing a strong institutional presence in the community.

Jim Biundo

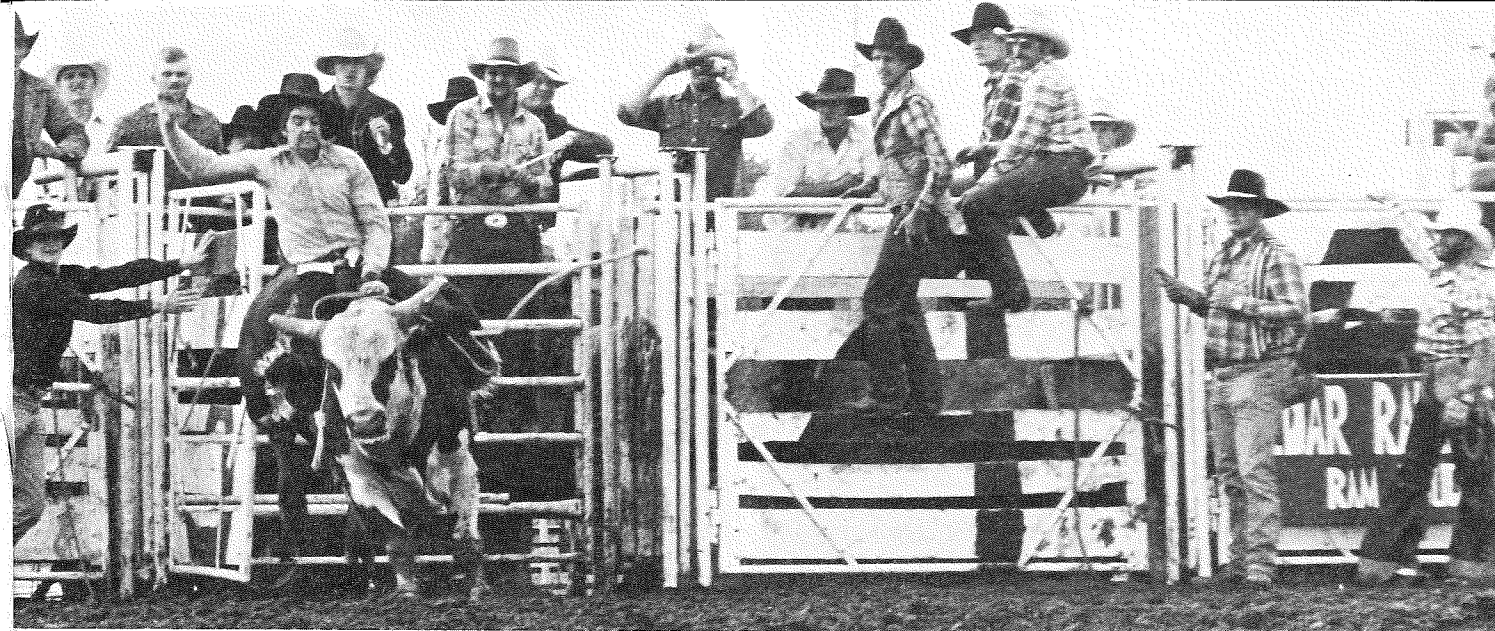
Therefore, a larger poster-size flier was created which required the services of a typesetting and printing operation. The next step was to produce a full-page newspaper ad and have additional quantities printed so that it could serve as a take-home handout. From a one page ad the schedule of classes grew to a sixteen-twenty page tabloid mailed directly to Area Ten households.

In the latter half of the 1970's the college continued to develop new promotional strategies. At this time, a television commercial campaign was aired under the theme "Ask a Kirkwood Employer". Several different messages were videotaped using personnel directors from local businesses and industries which employed Kirkwood trained people.

The College began to receive national recognition for its excellence via the ACCTion consortium. Many faculty and administrators were beginning to author journal articles, and the Kirkwood Community College byline began to appear more frequently in regional and national publications. With the exception of the 2-3-2 Futures College campaign that was designed to attract part-time students, there was little concern for specific marketing activities as they related to full-time students.

The basic marketing mission was to create an overall awareness of the institution and general advancement of the institution. After Selby Ballantyne died in 1977, Bill Stewart was hired as President/Superintendent, and there were marked changes in Kirkwood's recruitment and marketing efforts. Stewart believed in an aggressive approach to the recruitment of full-time students and advocated a wide-spread admissions recruitment effort. Two or three admissions counselors were kept recruiting throughout the state year-round. Stewart pushed for higher quality of publications focusing on the student who had just graduated from high school. Therefore, many of the earlier programs that had been directed toward part-time audiences were set aside as staff attempted to maximize the enrollment level of these recent high school graduates.

The thrust of the Community Relations Office changed as was reflected in the title change, Assistant to the President for Community Relations. That person worked closely



*Above: The Horsemanship program presents rodeo.
Below: College officials returning to enthusiastic Cedar Rapids crowd after receiving full academic accreditation for the school.*

with the President. This was the earliest recognition of the importance of marketing in its broadest spectrum.

In 1983 Kirkwood began a revitalization of the vocational-technical programs. From a marketing perspective, the intention was to open up vocational-technical programs by permitting students to take more electives and allowing part-time students greater accessibility to programs. This effort incorporated the option of "a ladder concept" where students might work from a certificate to a diploma to a degree.

Under Bill Stewart's direction, a campus-wide marketing committee was developed. The committee generated a list of marketing activities and acted as the communication channel through which a marketing/promotion plan was developed. The committee took a very aggressive role in marketing. A follow-up system for prospective students was developed. Individual departments were encouraged to market their programs. Television and radio were used to reach a greater cross-section of potential students.

In 1985 when Norm Nielsen succeeded Bill Stewart as President, he reorganized the public relations/marketing effort. Marketing and publications became a separate department in the Educational Services division. Community Relations continued its association with the President's office. Community Education had a marketing and promotions person located within the division to handle the tabloid and other community education activities.

In the College's 20th year, marketing continues as a strong priority for the institution, emphasizing assistance with individual programs, development of program product and promotion strategies, and student recruitment and retention, all in an effort to increase enrollments. Kirkwood staff are encouraged to take an active role in marketing the College, a concept referred to as internal marketing.

Community Relations works very closely with marketing, still encouraging our community members to see the campus, attend our events, and discover what Kirkwood has to offer. Speakers Bureau, *Community Quarterly*, the internal newsletter *Dimension*, press releases, public service announcements and college event planning continue as the major thrusts of the office.

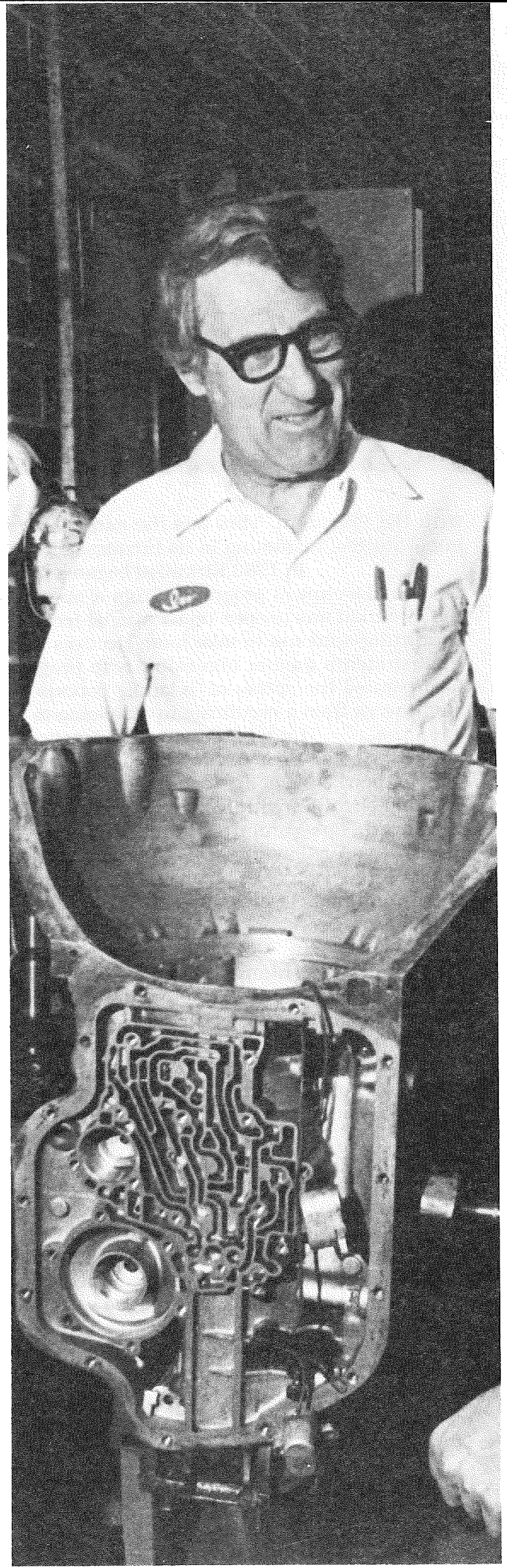
In 1967 our immediate desire was to have a viable institution in the sense of a growing institution, a top quality institution. Selby Ballantyne seemed to have a philosophy of bringing in new people, people with fresh and new ideas, who would create this new college.

Charles Cunning

It's kind of hard to retrace a history that's been so full of events.

Colleen Reilly





PERSONNEL

People, Policies, and Procedures

From the beginning until July 1974 Kirkwood Community College operated without a Personnel Office. No rigid employment restrictions were established and several offices were involved in the application process.

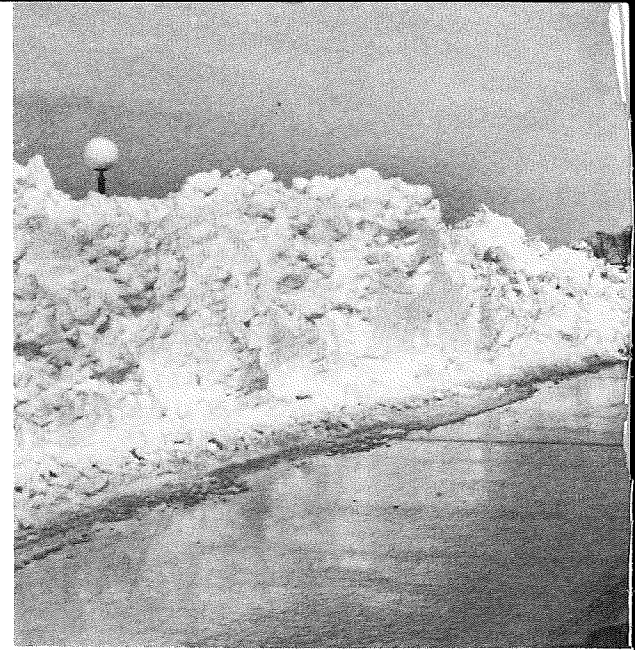
Senior level management positions applied directly to the Superintendent's Office and were hired by the Superintendent. Each educational area hired much of its own faculty, with the Directors of those areas usually doing the final interviews. Files for all contracted personnel (administrative and faculty) were kept in the Superintendent's office and teacher certification was monitored through that office. Secretarial and custodial personnel were hired through the Business Office and their applications were kept in that office as well.

In July 1974 David Jensen, the first Director of Personnel, was appointed and given the challenge of developing a "Personnel Office." All employee files became a part of this new office. Consistent application practices were established and all initial employment contacts were made through the office.

In October of that same year Kirkwood employed its first Affirmative Action Officer, who worked directly in Personnel and performed other related duties in that office. The first Affirmative Action Policy for the college was published and implemented in May 1975. A new Equal Employment



Dave Jensen



Opportunity/Affirmative Action Program was published in June 1980. Since July 1985, the duties of the Affirmative Action Officer are no longer performed in conjunction with other Personnel activities.

It is the responsibility of the Personnel Office to maintain current and accurate files on all employees. Kirkwood currently has 492 Board-approved employees, including fifty-eight administrative/supervisory, 263 faculty, and 221 professional support and classified personnel.

An employee evaluation program was established for all employees, excluding faculty members covered by the Master Agreement. As a result, all Administrative/Supervisory staff members are now evaluated each year. Classified and Professional Support personnel are evaluated on the anniversary date of their employment. Faculty members are evaluated on the criteria established by the Board of Directors and according to the procedures outlined in the Master Agreement.

Teacher certification is monitored through the Personnel office. Faculty members are notified when their certificate is nearing expiration, of course work they are

The spirit was great, everybody felt like they were doing something wonderful - they were bringing something to the people that the people had never had before and that was an opportunity to train for vocational skills and to get into the work force with a new skill.

Dorothy Chittenden

Below: Leah Winter and Mary Huffman, Personnel office employees.





required to complete, or of any major changes taking place. A Certificate Renewal Committee was formed in October 1973, in conjunction with new policies set forth by the Department of Public Instruction. This committee consists of representatives from each Vocational-Technical area and three administrators and meets quarterly to approve requests for renewal credit from faculty.

Administrative policy now requires that files be maintained on adjunct faculty, and a quarterly management report is prepared on the use of these faculty throughout credit programs.

Kirkwood began to automate its personnel records in 1980 through the use of an IBM System 6 Word Processor. The Personnel Office is currently investigating the possibilities of processing this information on an IBM Personal Computer.

As Kirkwood Community College grew, the Personnel Office provided additional services to its employees. In the fall of 1982 a Staff Development Program was organized and a formal program was written for implementation in the fall of 1983. Through this program the College offers many relevant in-service activities for each employee category. The program has proven to be very successful. Staff Development activities are now handled through the Educational Services area.

Concerns expressed to the Staff Development Committee with regard to personal growth, as well as professional growth, led to the formation of a Wellness Program. The purpose of this program is to promote a wellness-oriented attitude among staff members. Again, the College has provided many worthwhile activities including: a physical assessment and exercise program, a physical examination at a reduced fee, a free medical health screening (blood profile), a lecture series, and many recreational activities. The Wellness Program now originates out of the Athletics Department.

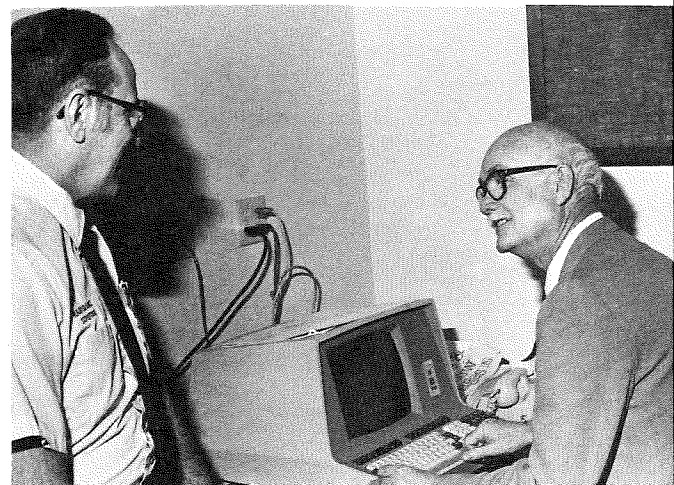
The College provides all Board-approved employees with Blue Cross/Blue Shield health insurance coverage and Delta Dental insurance. Insurance is now maintained in the Comptroller's Office.

We had a big snow in April 1973. I was coming out to the campus and got out here to the entrance and there stood Dr. Ballantyne out on that median telling students to turn around and go back. School was closed, and he was directing traffic.
Leland Fry

There was a can-do spirit at Kirkwood. People were very tolerant of each other even though they differed on many issues. The sense of Kirkwood family was an accurate description.
Don Fuller

Above: Maintenance personnel clear the way, April 1973.

Below: Staff development in computerization aids Kermit Postier and Pete Pilgrim in the Plant Services department.





HUMAN RESOURCES

The Kirkwood Family

FACULTY ASSOCIATION

In the mid 1970's, the Iowa Legislature authorized collective bargaining for public employees. This legislation included school teachers in every public institution from kindergarten through the Regents' Universities. The faculty at Kirkwood were approached by labor organizations to organize a bargaining unit. Some members believed they could better serve the community and the College by organizing as an independent bargaining unit.

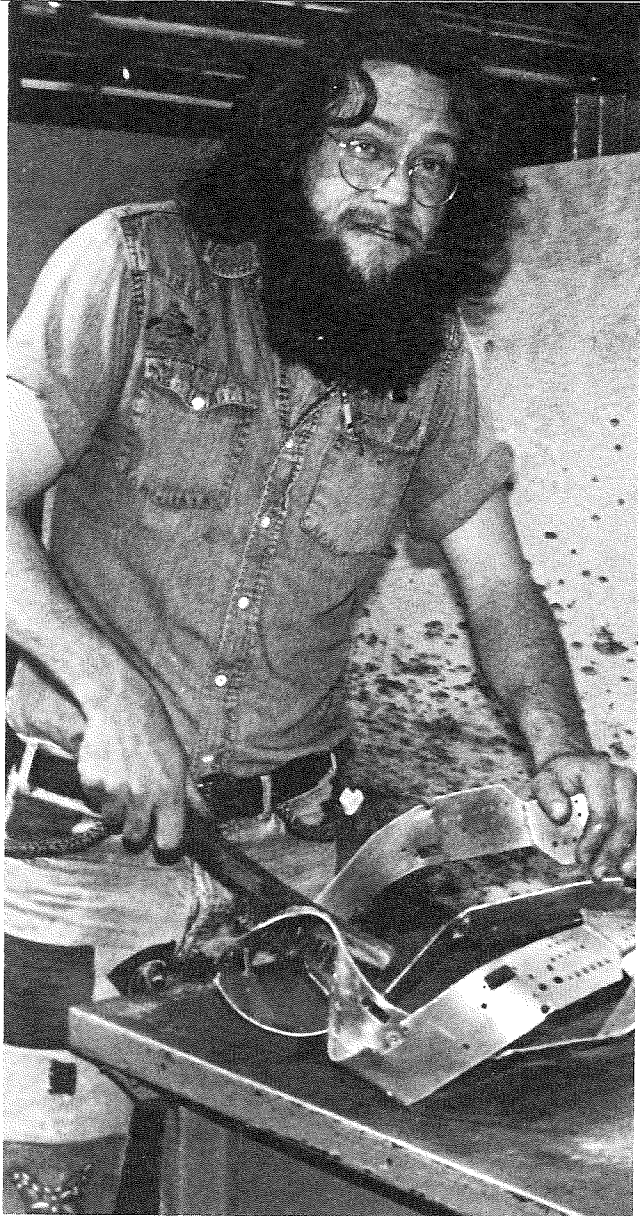
The Public Employees' Relations Board determined that counselors, librarians, instructors, and instructor/coordinators who taught post-secondary credit courses were eligible for membership in a bargaining unit. The need for such a unit was to be determined by an election.

A petition for the election was submitted to the Public Employees' Relations Board. The election was to determine if a bargaining unit should be established and which organization was to represent the unit. The bargaining unit chosen was the Kirkwood Faculty Association. It had existed as a meet and confer group for several years prior to the enabling legislation permitting collective bargaining.

The College's administrators and the leaders of the Kirkwood Faculty Association learned to communicate effectively. A Faculty-Administration Communications Council was established under Dr. Stewart, and regular meetings were



Bill Grove



Joel Wells

Perhaps one of my small claims to Kirkwood was that I served as the first president of the Kirkwood Faculty Association. My adrenaline still flows when I think about the many hours we spent in trying to install the Association as part of the decision-making process at Kirkwood.

Ed Burrell

I was the president when the faculty association first became a bargaining unit. We were in a meeting discussing the PER Board stage. Pete told me later that Dr. Ballantyne leaned over and said, "Have you noticed that Katy's eyebrows are getting to look more and more like John L. Lewis?"

Katy McKay

held with representatives from both faculty and administration. These meetings became places where difficulties could be brought up and discussed before grievances became necessary. Today, the grievance, negotiation, and arbitration procedures are available to resolve adversarial problems in an open system of communications.

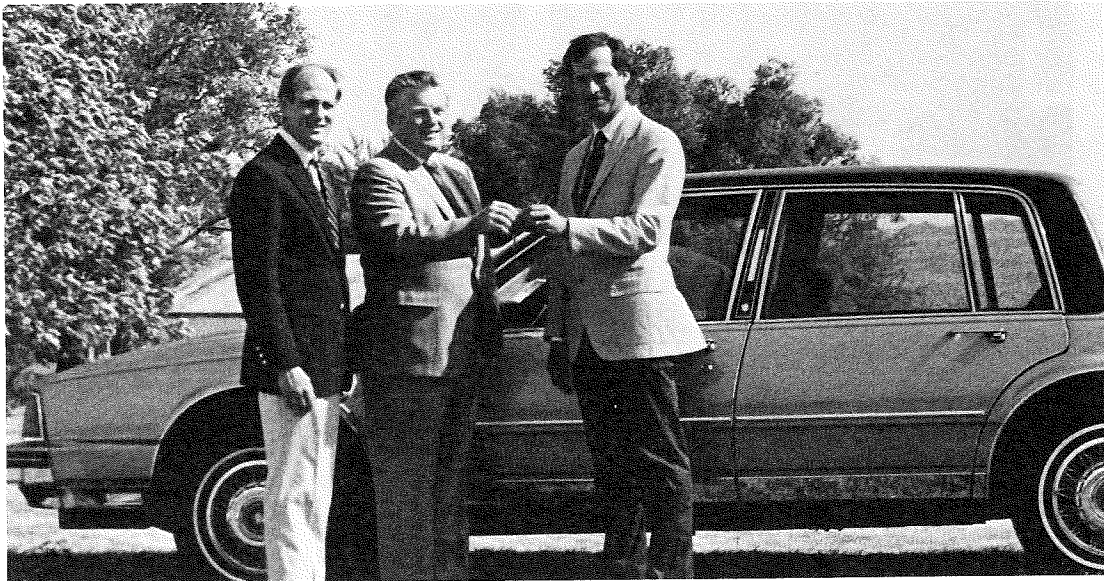
CLASSIFIED/PROFESSIONAL SUPPORT ASSOCIATION

The Classified Professional Support (CPS) organization came into being in the winter-spring of 1978. A committee met to draft a constitution and by-laws which would bring together the classified, professional support and technical employees of Kirkwood. It was felt that these employees were not represented by any group on campus and their well being and welfare could easily be overlooked. The purpose of the organization is:

"...to promote the welfare of the membership and to provide a voice in the determination of the terms and conditions of employment for classified, professional support personnel; this is to include in-service training and job skills improvement."

The constitution and by-laws were presented and passed at a general meeting in April of 1979.

The Meet and Confer committee has been the arm of CPS that meets with Administration monthly to address problems, questions, and concerns of the membership. It has been a vital line of two-way communication between Administration and membership. The CPS members have become active in other committees on campus and are a vital part of the Kirkwood family.



Above: Steve Ovel (right) receives the keys to a donated car from General Motors representatives, 1984.

FOUNDATION

The Kirkwood Community College Foundation was established in 1969 by interested citizens of Merged Area Ten.

In December 1970 the Internal Revenue Service declared the Foundation a not-for-profit corporation. As such, it can solicit and receive tax-deductible gifts, and administer these gifts for the benefit of the College and its community. In 1971 alumni volunteers and friends of Kirkwood held the Foundation's first Annual Fund Drive.

The Foundation's mission is to secure funds and property that support educational and developmental needs of the College not otherwise covered by public funds. It serves to help Kirkwood help the community and its people to continue and improve educational services to every Kirkwood student. The Foundation provides funds for student scholarships and loans, library acquisitions, buildings, memorial funds, and equipping programs with the tools of industry.

You could plan what you thought should happen but when you are in student services a lot could depend upon what students came to you.

Lois Wiehe

Below: left to right, Marilyn Lefebure, Charlie Decker, Norma Willis, and Lois Wiehe representing Kirkwood's human resources.





Bookstore employees, 1975.

We moved to Linn Hall in 1969, before the building was even finished. The bookstore had two weeks to get their books on the shelf before fall quarter started, which was quite a feat. But we had a lot of help from staff members and our students. Everybody was willing and ready to help.
Geri Yock

BOOKSTORE

The Bookstore began operations in the Sixth Street Hawkeye Plaza Building, under Hal Walter, Dean of Student Affairs. Dorothy Herman became manager in 1967 and remained so until her retirement in 1983. When the operation first began, 198 students were served. Within two years 1,242 full-time students and 406 part-time students were served by the Bookstore. Because of the increasing size of the student body and additional responsibilities to be undertaken, Geri Yock was hired as an assistant in 1968 and is now manager.

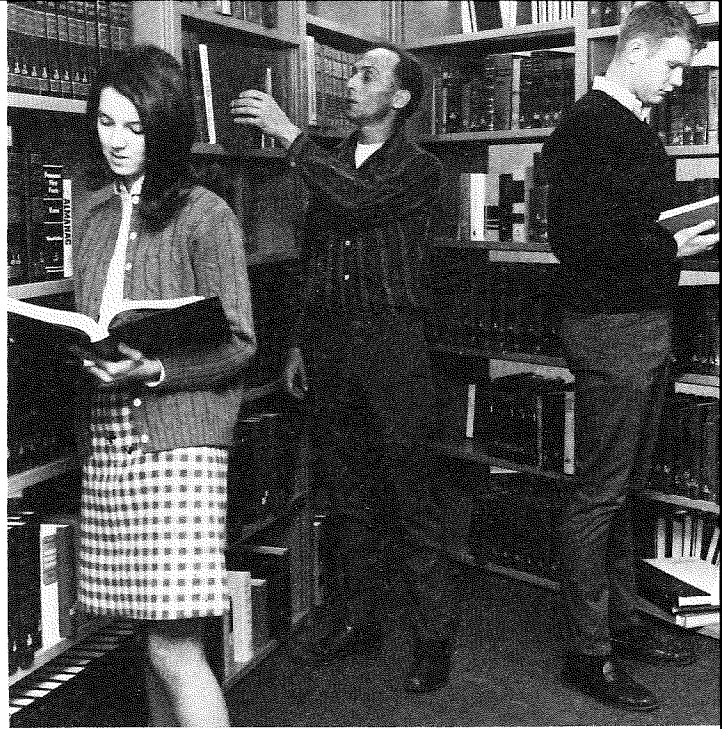
Hal Walter, Dorothy Herman, and Geri Yock received their management training through the National Association of College Stores in Oberlin, Ohio. The Bookstore is still a member of this Association and is continually kept up-to-date on new developments through the Association's educational seminars and materials.

In 1975 the Bookstore moved to Iowa Hall since additional space was needed to serve the 2269 full-time students, and 1092 part-time students. At the time the employees were wondering how they were going to fill all the new space available; in 1986 they are wondering how to gain more space for the services.

The main function of the Bookstore is to serve the students, instructors, and department heads and to provide information about what books and supplies are needed for each class. The Bookstore also offers supplies needed by students: backpacks, clothing, miscellaneous gift items, and much more. Current staffing includes four full-time and two part-time employees.



Left: Faye Witkovski.



ALUMNI ASSOCIATION

The Kirkwood Alumni Board, currently comprised of fourteen members from throughout the seven-county area, conducts business at monthly meetings on the Kirkwood campus. Over the years the Association has had many projects to raise funds for the benefit of Kirkwood. These activities include dances, raffles, football trips, baseball trips, theatre trips, casino nights, phonathons, and a cookbook sale. The money raised from these activities has been used to purchase needed equipment or services for the college. In the past five years the Alumni Association has purchased the scoreboards for Johnson Hall, part of the down-link for the communication system, the flagpole and Kirkwood flag in front of Linn Hall, printed a resume publication for the Job Placement Office, and funded the editing of this book. In addition, the Alumni Board provides two scholarships annually to a first-year and a second-year student.

The Alumni Association started in the summer of 1972 when a series of meetings were held at several locations around the seven-county area. Kirkwood graduates were invited to attend in hopes of developing enough interest to start an

*Above: 1968 students, Marcia Stack, Jon Trimble and Richard Kleppe in LRC. Rich has served on the Alumni Board of Directors since 1972
Below: Robert Foust, 1980 Alumni award recipient, Barb Mussman, Alumni Advisor, Sally Waltz, 1979 Alumni award recipient.*

*Dick Jacobi, a graduate of Kirkwood's Dental Lab Technician's Program and Chairman of the Advisory Committee has received Kirkwood's alumni award. He presently owns one of the largest dental laboratories in Iowa.
Bob Doubet*

*Dorothy Herman (Bookstore) went to the airport Sunday morning for the pins so we could use them Sunday evening for the pinning ceremony.
Mary Early*





Kirkwood Alumni Association, 1978-1979.

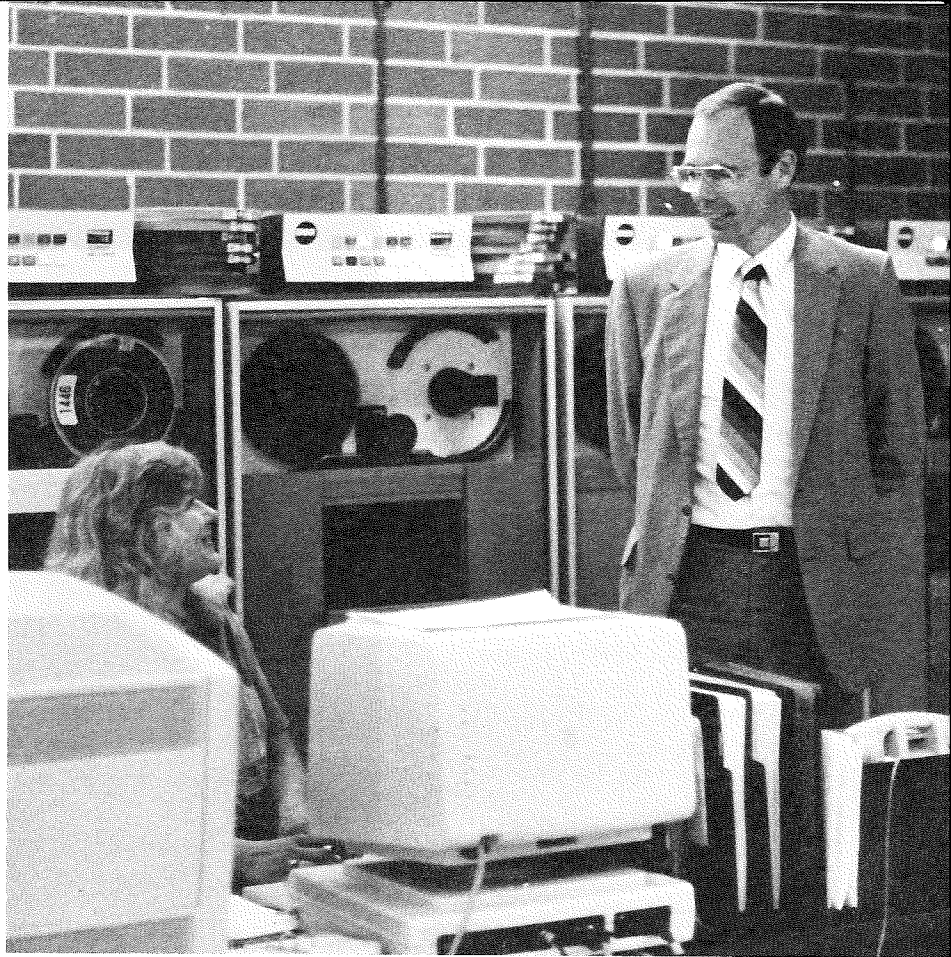
active group of Kirkwood alumni. Don Christenson, an employee of Kirkwood, was the coordinator of these area meetings. As a result of this preliminary work, the first meeting of alumni as a whole was held September 28, 1972, on the Kirkwood campus. At this meeting, attended by eight alumni and four Kirkwood staff members, Jerry Burke of Cedar Rapids was elected temporary chairman. Eventually a constitution was drawn up and group activities were started. The first fund raiser for the Alumni Association was a walk-a-thon, which went from the campus to downtown Cedar Rapids and back out to campus. Friends and alumni were joined on the walk by Senatorial candidate Dick Clark.

One early activity of the Alumni Association was the sponsoring of reunions for the different career fields. These were very successful and helped classmates keep in touch with each other as well as with Kirkwood.

One annual activity performed by the Alumni Association for many years is the serving of punch and cookies at graduation. One of the latest projects of the Association is that of compiling information on graduates in the various programs who are willing to serve as resource people for current students.

The selection of an "Outstanding Alumnus" has become a highlight of the Association's year. Winners of this award include: Wayne Newton, Sally Waltz, Robert Faust, Kathy Van Cleve, Brenda Geopfert, Constance May, Sharon Kromminga, Robert Mitvalsky, and Virginia Wilts.

Alumni who have served as president of the Association include: Jerry Burke, Richard Kleppe, Jerry Kelly,



Above: Pat Murphy, standing, a 1973 KCC graduate, is now Kirkwood's Director of Educational and Administrative Data Processing.

Frank Pirkel, Ted Davis, Larry "Skip" Frahn, Mark Hearn, Georgiana Brejcha, Lindsay Brown, and Tine Freese.

Over the years the Alumni Association has been represented at alumni conferences both nationally and statewide. The Alumni Board has not only been a policy-making group but also an active working Board that conducts its business on a voluntary basis.

Kirkwood alumni are a special group of people fortunate to have attended a college that has taken education to the people. In its first twenty years Kirkwood's alumni have greatly affected the economic, social, and cultural life of the area and of Iowa.

Kirkwood alumni, now Kirkwood LRC employees, celebrate Halloween, 1976. Left to right: Jeanne Edmunds, Kathy Spalti, Pat Hinkle, Darlene Schuller, Maude Jahncke, and Marge Koolbeck.





NORM NIELSEN LOOKS TO THE FUTURE

The Vision Continues

The focus for Kirkwood Community College in the years ahead, just as it has been in the past, will be the community.

The dedication of our board of directors and the Kirkwood employees has resulted in making the institution a leader in innovation and excellence in education. The continued leadership of a dynamic board, elected by the citizens of our seven-county area, will assure Kirkwood a continued spot on the list of the best community colleges in the country.

Kirkwood will continue to be aware of and responsive to changes in the community. The College has recognized a growing need for more flexible and innovative class schedules for the part-time student. Kirkwood is dedicated to helping those students balance the demands of college, job, and family by making education as accessible as possible. Technology will make that accessibility even greater. Videotaped instruction in open learning labs allows the students the flexibility to set their own pace. Evening and weekend offerings make it possible to work college into a busy schedule.

One of the more exciting and rapidly expanding areas for the college is the area of economic development. Economic development is a key concept in the 1980's, but even before it gained its present emphasis, Kirkwood



President's Staff. Seated: Norm Nielsen, Judy Glass.
Left to right, front row: Jim Billings, Colleen Relly,

Roger Huggins, and Dave Jensen. Back row: Terry
Moran, Rich Gross, Dean Dunlap, Don Roby, and John
White. Absent: Lois Sawma.

I still consider Kirkwood as part of my education to becoming a more productive citizen in the Cedar Rapids community and I hope the institution will continue to provide the vision and hope to Area Ten during the next twenty years as well as it did in its first twenty.

Edward Burrell

The next twenty years are going to be great, great years that Kirkwood is going to experience, because it is just that kind of school. It's made of that kind of people. People are what made Kirkwood. It isn't buildings; it isn't mortar; it isn't the ground; it is the people. And as the people have enthusiasm for what they're doing, Kirkwood has great enthusiasm for itself. That's what it is all about.

John Gerber

I think Kirkwood was and continues to be the force that it is in community college life throughout the nation, and throughout the state, primarily because of the people that are here. Facilities are important but you look at the quality of people that Kirkwood has maintained. That's really what makes the difference in the long run.

Larry Patten



was involved in a wide range of activities designed to promote economic growth for the community.

Kirkwood will continue its role of aiding business and industry in retraining the American worker for the technological changes in the workplace. As Iowa continues its aggressive effort to attract new business to the state, Kirkwood is in a unique position to help, acting as a key to the regional coordination of our economic development effort.

The Kirkwood staff will continue to place a high priority on concepts that respond to the problems facing our area like the Rural Diversified Enterprise Center to aid the economically-troubled farmer.

It is important for us to continue to assess what direction the College is headed in its two-year transfer and vocational technical programs. The College will address technological changes as they impact the vocational technical curriculum, maintaining for our students a high quality education on state-of-the-art equipment. In the two-year transfer curriculum, the College will make a strong effort to refine the core requirements in basic educational offerings and continue to enhance our humanities program.

The College is planning construction of a student services building, construction of an auto body facility, and renovation of Linn Hall consistent with the long-range facility plan. Future plans call for consideration of a continuing education facility and further development of educational opportunities in the Johnson and Washington County area.

The future is exciting. At Kirkwood, we will continue with a positive attitude, perceiving each opportunity as a challenge for today, the next twenty years, and beyond.

Norm Nielsen



