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MEMORANDUM

TO: Temporary Co-Chairpersons Senator Jeff Angelo and Representative Beverly Nelson-Forbes and Members of the Community College Governance System Study Committee

FROM: Kathleen Hanlon, Research Analyst

RE: Background Statement

INTRODUCTION

The purpose of this memorandum is to provide background information to the members of the Community College Governance System Study Committee. The memorandum and its attachments include the charge and membership of the Committee, the tentative agenda, the proposed rules for the Committee, and additional background information relating to Iowa's community college governance system. However, the Division of Community Colleges and Workforce Preparation of the Department of Education has elected to provide members with a comprehensive history and compilation of information related to the community college system. Therefore, the background provided in this memorandum is limited to a review of Iowa law governing the community colleges and of the Final Report of the Legislative Higher Education Task Force of 1989.

CHARGE OF THE COMMITTEE

This Committee shall identify and study options for restructuring the community college governance system. The goal is to develop a plan for community colleges to operate more cooperatively, effectively, and efficiently as a state system while recognizing the strong local character of the community colleges. The Committee shall review the following aspects of the current system: current governance system; ongoing collaborative efforts; relationships with local K-12 schools, other accredited postsecondary institutions, and the Department of Education; and changes necessary to enhance accountability. The Committee may consult with the Office of the Governor, Iowa Association of Community College Trustees, Iowa Association of Community College Presidents, Division of Community Colleges and Workforce Preparation of the Department of Education, and other parties interested in community college governance.

The Committee is authorized to hold three meetings.

MEMBERSHIP AND STAFF

The Committee consists of the following members:

Senate

Senator Jeff Angelo,
Temporary Co-chairperson

Senator Mike Connolly

Senator John Kibbie

Senator Kitty Rehberg

Senator Maggie Tinsman

House of Representatives

Representative Beverly Nelson-Forbes,
Temporary Co-chairperson

Representative Carmine Boal

Representative Lance Horbach

Representative Don Shultz

Representative Greg Stevens

BACKGROUND INFORMATION

Introduction. According to a report submitted by the firm of Peat Marwick to a legislative steering committee in 1989, "Merged Area Schools carry a strong obligation to provide specific educational opportunities designed to meet the needs of the regions which they serve."¹ While some of the state's community colleges are aggressively meeting this obligation, some would argue that the record of the state's community college system is uneven.

¹ *Overarching Public Policy Issues Facing Postsecondary Education in the State of Iowa: A Final Report*, by Peat Marwick. Submitted to the Members of the Steering Committee, Iowa Postsecondary Education Study, January 1989 (v-1).

Location and leadership are forces cited as being largely responsible for a community college's ability to seize or create opportunities for service to its community. "Whether public or independent, each postsecondary educational institution... receives certain benefits by virtue of its location. Likewise, each carries certain responsibilities."² Where a community college is located is the result of local planning decisions which were approved by the State Board of Education.³ The responsibility for leadership is more difficult to discern, as Iowa's community college governance system is largely locally determined, with the state providing oversight and the greatest single source of funding for community colleges.⁴

Planning Trends. Nationally, the trend in planning is shifting, suggests an Education Commission of the States report, from "'rational planning' models to a more strategic, market-oriented approach to policy leadership." The report states "Governors and state legislators increasingly have expected state boards to play a more distinct and visible policy leadership role in setting a state policy agenda and serving as change agents." The Final Report of the Legislative Higher Education Task Force in 1989 anticipated today's planning trend by suggesting that a "strategic plan be developed, to maximize the resources of the entire educational enterprise..." and to focus "on the process of planning by anticipating issues and preparing policy analyses and studies that address them."⁵

1989 Legislative Study. According to the Final Report of the Legislative Higher Education Task Force, it was suggested that a separate board be created to "govern community colleges within the Department of Education."⁶ The report added, "...we have found deep concern about the oversight of the community-college system and a feeling that the Board of Education is not showing sufficient interest in these institutions."⁷ However, the task force decided, for reasons of articulation (or the "ability to move between secondary and postsecondary education..."⁸), that the Board of Education should continue providing oversight to the community college system. The report did recommend increasing the Board of Education's resources "to enable its members to better carry out their extensive duties, particularly with respect to the governance of community colleges."⁹

The report further recommended that the Department of Education "make initial and subsequent periodic evaluation of each community college to: ensure the presence of a common minimal range of educational offerings in each; continually review the number of administrative units and recommend changes to reflect demographic changes and service needs, including, if appropriate, the realignment of borders based on providing complete and consistent services for the areas served."¹⁰ However, as

² Ibid.

³ Section 280A.4, Code 1966.

⁴ "Revenue Sources," Legislative Fiscal Bureau, Slide 7, Attachment 2 of this background statement.

⁵ *A Challenge to Change: Education for the New Century*. A Final Report of the Legislative Higher Education Task Force (p. 3).

⁶ Ibid. at 17.

⁷ Ibid.

⁸ *Overarching Public Policy Issues Facing Postsecondary Education in the State of Iowa: A Final Report*, by Peat Marwick. Submitted to the Members of the Steering Committee, Iowa Postsecondary Education Study, January 1989 (iii-1).

⁹ Ibid.

¹⁰ Ibid. at 3.

provided in section 260C.5, subsection 3, of the Iowa Code, the Director may make changes in boundaries of merged areas only with the approval of the board of directors of each merged area affected by the change.

LEGISLATIVE RESPONSE TO THE TASK FORCE RECOMMENDATIONS. The following includes examples of the legislative response to the recommendations of the task force:

Direction to the State Board. In the 1990 Legislative Session, immediately following publication of the task force's report, the General Assembly passed 1990 Iowa Acts, ch. 1253 (Senate File 2410), an Act which responded to many of the task force's concerns and recommendations, including a requirement that three members of the state board have substantial knowledge related to the community college system; and that the state board adopt rules establishing guidelines for the approval of administrative and program sharing agreements between two or more community colleges or a community college and a Regents institution, set criteria for the establishment and approval of quality instructional centers at the community colleges, and establish a procedure for accrediting all community college programs in Iowa. The Act was fairly prescriptive concerning the components of the accreditation process and standards for accrediting community college programs.

Direction to the Director of Education. The 1990 Act required the Director to explore the need for coordination between school districts, area education agencies, Regents institutions, and community colleges.

Legislative Initiatives. Legislation promoting collaboration in the years since include the following:

- ***The Academic Incentives for Minorities Program.*** The mission of the program is to encourage collaborative efforts by community colleges, Regents institutions, and business and industry to enhance educational opportunities and provide for job creation and career advancement for Iowa's minorities by providing assistance to minorities who major in fields or subject areas where minorities are currently underrepresented or underutilized. The program is administered by the Des Moines Area Community College.

- ***Quality Instructional Centers.*** The program was established in 1990 for the community colleges to promote the creation or enhancement of high-quality, unique, high-cost, capital-intensive, or highly specialized vocational-technical and occupational programs, which cannot be practically or economically offered at more than a few community colleges. The Department of Education was directed to establish criteria for the identification, approval, and review of programs. However, the program has not been funded.

- ***Program and Administrative Sharing.*** As noted earlier in this background statement, the State Board of Education, in 1990, was directed to adopt rules relating to program and administrative sharing agreements. Code section 260C.46 directed the department to establish, by September 1, 1990, guidelines and an approval process for program sharing agreements and for administrative sharing agreements entered into by two or more community colleges or by a community college and a higher education

institution under the control of the Board of Regents. The guidelines were to be designed to increase student access to programs, enhance educational program offerings throughout the state, and enhance interinstitutional cooperation in program offerings.

Community College Council. The 1990 Act also provided for the establishment of the Community College Council to assist the State Board of Education with substantial issues which are directly related to the community college system. The state board must refer all substantial issues directly related to the community college system to the council, which is to formulate recommendations on each issue referred to it by the state board and must submit the recommendations to the state board.¹¹

The council consists of three members of the state board who are knowledgeable about the issues and concerns of the community college system, a state board member appointed annually by the president of the State Board of Education, a community college president appointed the Iowa Association of Community College Presidents, and a community college trustee appointed by the Iowa Association of Community College Trustees.

Higher Education Strategic Planning Council. The 1990 Act also established a Higher Education Strategic Planning Council to develop strategic plans for the advancement of higher education institutions in Iowa, but the provision was repealed effective July 1, 1995.

State Board for Community Colleges. The 1990 Act created a State Board for Community Colleges, but provided that the State Board of Education constitutes the State Board for Community Colleges. The Act set out the duties of the new state board, including that the board adopt and establish policies for programs and services of the department which relate to community colleges, prescribe standards and procedures for the approval of practitioner preparation programs and professional development programs, and review and make recommendations that relate to community colleges in the five-year plan for the achievement of educational goals.¹²

CODE REVIEW: GOVERNANCE

Governing Board. A community college governing board is a board of directors (sometimes called "trustees") composed of one member elected by the voters of each director district in the area served by the community college. Boards can change the number of members, but the number cannot be less than five or more than nine. Members serve three-year terms, and must be residents of the district from which they were elected. A school board member or member of an area education agency board cannot serve as a trustee.¹³ Members of the board, other than the secretary and the

¹¹ Iowa Code § 256.31.

¹² Iowa Code § 260C.4.

¹³ Iowa Code § 260C.11.

treasurer, are allowed their actual expenses incurred in the performance of their duties and may be eligible to receive per diem compensation.¹⁴

Director Districts. The board may make and adopt changes in the boundaries of the director districts within the community college's area. The board is required to redraw boundary lines after each decennial census to compensate for changes in population if changes in population have taken place.

When the board redraws boundaries, certain standards must be followed, including the following: All boundaries must follow precinct boundaries or school director district boundaries unless a boundary would divide one or more election precincts and, to the extent possible, all districts must be as nearly equal as practicable to the ideal population for the districts as determined by dividing the number of districts to be established into the population of the merged area, and cities cannot be divided into two or more districts unless the population of the city is greater than the ideal size of a district.¹⁵ The boundary lines of a merged area may divide a school district.¹⁶

Combining Merged Areas. Any merged area may combine with any adjacent merged area after a favorable vote by the electors of each of the areas involved.¹⁷

Board of Directors -- Authority and Responsibilities. Section 260C.14 confers authority and places certain responsibilities on the board of directors of each community college, including determining curriculum, establishing tuition rates, entering into contracts, adopting rules, approving budgets and expenditures, and performing many other policy and administrative functions. A complete listing is attached to the memorandum as the Appendix.

Conduct of Elections. Board member candidates are nominated by petition. A petition must be signed by not less than 50 eligible electors of the director district from which the member is to be elected. Regular annual elections for the election of members of the board of directors, for the renewal of the facilities or cash reserve levies, or for any other matter authorized by law and designated for election by the board of directors of the merged area, shall be held on the date of the school election, which is the second Tuesday in September.¹⁸

Legal Status. A merged area formed under Iowa law shall be a body politic as a school corporation for the purpose of exercising powers granted under Code chapter 260C, and as such may sue and be sued, hold property, and exercise all the powers granted by law and such other powers as are incident to public corporations of like character and are not inconsistent with the laws of the state.¹⁹

¹⁴ Iowa Code § 260C.12.

¹⁵ Iowa Code § 260C.13(3).

¹⁶ Iowa Code § 260C.16, unnum para. 2.

¹⁷ Iowa Code § 260C.39.

¹⁸ Iowa Code § 260C.15.

¹⁹ Iowa Code § 260C.16.

Community College Budget Review. Section 260C.18B establishes a community college budget review procedure for the School Budget Review Committee. The committee is directed to meet and hold hearings each year to review the unusual circumstances of community colleges, either upon the committee's motion or upon the request of a community college. The section specifies the circumstances, such as abnormal enrollment increases or decreases, that qualify as "unusual." The committee may grant supplemental state aid to the community college from funds appropriated to the department for community college budget review purposes.²⁰

Failure by a community college to provide information or appear before the committee as requested for a review or hearing constitutes justification for the committee to instruct the Department of Revenue and Finance to withhold supplemental state aid to that community college until the committee's inquiries are satisfied completely.²¹

Accreditation of Community College Programs. The language placed in the Code in 1990 relating to the accreditation of community college programs was substantially revised in 1993, and the deadline established for the establishment of an accreditation process was extended in 1996 legislation to July 1, 1997. The process, as directed in section 260C.47, was jointly developed and agreed upon by the Department of Education and the community colleges. The process must be integrated with the accreditation process of the North Central Association of Colleges and Schools, including the evaluation cycle, the self-study process, and the criteria for evaluation, which shall incorporate the standards for community colleges developed pursuant to section 260C.48.

The law required, for the academic year commencing July 1, 1998, and in succeeding school years, the department to use a two-component process for the continued accreditation of community college programs. The first component consists of submission of required data by the community colleges and annual monitoring by the department for compliance with state program evaluation requirements adopted by the state board. The second component consists of the use of an accreditation team appointed by the Director of the Department of Education, to conduct an evaluation, including an on-site visit of each community college, with a comprehensive evaluation to occur during the same year as the evaluation by the North Central Association of Colleges and Schools, and an interim evaluation midway between comprehensive evaluations.

If the state board determines that a program does not meet accreditation standards, the Director, in cooperation with the board of directors of the community college, shall establish a plan prescribing the procedures that must be taken to correct deficiencies in meeting the program standards, and shall establish a deadline date for correction of the deficiencies. The plan is subject to approval of the state board.

The accreditation team shall revisit the community college and shall determine whether the deficiencies in the standards for the program have been corrected and make a report and recommendation to the Director and the state board. If the

²⁰ Iowa Code § 260C.18B(1).

²¹ Iowa Code § 260C.18B(4).

deficiencies have not been corrected, the community college board shall take one of the following actions within 60 days from removal of accreditation:

- Merge the deficient program or programs with a program or programs from another accredited community college.
- Contract with another educational institution for purposes of program delivery at the community college.
- Discontinue the program or programs which have been identified as deficient.

The Director must give a community college that has a program which fails to meet accreditation standards at least one year's notice prior to removal of accreditation of the program. If, during the year, the community college remedies the reasons for removal of accreditation of the program and satisfies the Director that the community college will comply with the accreditation standards for that program in the future, the director shall continue the accreditation of the program of the community college.

Action by the director to remove a community college's accreditation of the program may be appealed to the state board.²²

State Direction to Administration. The administration of the college is required to encourage the continued development of faculty potential, and Code section 260C.36 prescribes how this is to be accomplished.

CODE REVIEW: FINANCE

Preparation and Approval of Budget -- Operations Levy. The board of directors of each merged area is required to prepare an annual budget designating the proposed expenditures for operation of the community college, and designate the amounts to be raised by local taxation and by other sources of revenue for the operation. The budget of each merged area must be submitted to the state board no later than May 1 preceding the next fiscal year for approval. The state board reviews the proposed budget and can either grant its approval or return the unapproved budget with its comments attached. Any unapproved budget must be resubmitted to the state board for final approval.

Upon approval of the budget by the state board, the board of directors must certify the amount to the respective county auditors and the county annually shall levy a tax of not more than 20.25 cents per \$1,000 of assessed value on taxable property in a merged area for the operation of a community college.²³

Election to Incur Indebtedness. Indebtedness shall not be incurred to acquire sites and erect and equip buildings for use by community colleges until authorized by an election and approval by 60 percent of the voters voting on the proposition in the area.²⁴

²² Iowa Code § 260C.47.

²³ Iowa Code § 260C.47.

²⁴ Iowa Code § 260C.21.

Facility Levy. In addition to the tax authorized for community college operations, the voters in any merged area may at the annual school election vote a tax not exceeding 20.25 cents per \$1,000 of assessed value in any one year for a period not to exceed 10 years for the purchase of grounds, construction of buildings, payment of debts contracted for the construction of buildings, purchase of buildings and equipment for buildings, the acquisition of libraries, for paying utilities costs, and for maintaining, remodeling, improving, or expanding the community college. To make revenues resulting from the facilities levy immediately available, the board may borrow money and enter into loan agreements in anticipation of the collection of the tax, and shall, by resolution, provide for the levy of an annual tax, within the limits of the special voted tax authorized, sufficient to pay the principal and interest of the loan, which must mature within the number of years for which the tax has been voted.²⁵

Tax for Equipment Replacement and Program Sharing. The board of directors may annually certify for levy a tax on taxable property in the merged area at a rate not exceeding 3 cents per \$1,000 of assessed valuation for equipment replacement.

However, the board may exceed this amount if the excess tax levied does not cause the total rate certified to exceed a rate of 9 cents per \$1,000 of assessed valuation, and the excess revenue generated is used for purposes of program sharing between community colleges or for the purchase of instructional equipment. To certify for the excess amount, the board must submit the question at a regular or special election. Authorization requires the approval of a simple majority of those voting on the question at the election. If authorized, the board may certify for a levy for the excess amount during each of the 10 years following the election. If the measure fails, the board shall not submit the question to the voters again until 355 days have elapsed from the election.

Prior to expenditure of the excess revenues though, the board must obtain the approval of the Director of the Department of Education.²⁶

Levy Use Limitation. Revenues resulting from community college levies cannot be used for the construction or maintenance of athletic buildings or grounds but may be used for residence hall or dormitory projects.²⁷

CODE REVIEW: GENERAL STATE REQUIREMENTS/PROGRAMS

Iowa Industrial New Jobs Training Act. This Act, codified in 1983, establishes a program coordinated by the Iowa Department of Economic Development in consultation with the Department of Education. Rules adopted by the Iowa Department of Economic Development are to be used by a community college in developing projects with new and expanding industrial new jobs training proposals. Under the

²⁵ Iowa Code § 260C.22.

²⁶ Iowa Code § 260C.28.

²⁷ Iowa Code § 260C.34.

program, a community college may enter into an agreement with a business to establish a project.²⁸ Costs of the project may be paid from one or a combination of the following sources:

- Incremental property taxes to be received or derived from an employer's business property where new jobs are created as a result of the project.
- New jobs credit from withholding to be received or derived from new employment resulting from the project.
- Tuition, student fees, or special charges fixed by the board of directors to defray program costs in whole or in part.
- Guarantee of payments to be received under the above.²⁹

Iowa Jobs Training Act. This Act, codified in 1985, directs the Department of Economic Development, in consultation with the Department of Education and the Department of Workforce Development, to coordinate the Jobs Training Program.³⁰ Under the Act, the Department of Economic Development and the community colleges are authorized to fund business network training projects and high technology apprenticeship programs. A business network training project must include five or more businesses and be located in two or more community college districts.³¹

Motor Vehicles Required to Operate on Alternative Fuels. All motor vehicles, purchased by or used under the direction of the board of directors to provide services to a merged area, are required to operate on gasoline blended with at least 10 percent ethanol.³² In addition, 10 percent of all new passenger vehicles and light pickup trucks, purchased by or under the direction of the board of directors to provide services to a merged area, must be equipped with engines which utilize alternative methods of propulsion. However, these provisions do not apply to vehicles and trucks purchased and directly used for law enforcement or off-road maintenance work.³³

Purchase of Biodegradable Hydraulic Fluids. Hydraulic fluids purchased by or used under the direction of the board of directors to provide services to a merged area shall be purchased in compliance with preference requirements for purchasing biodegradable hydraulic fluids as provided in the Code.³⁴

Limitation on Land Purchase. A merged area shall not purchase land that increases the aggregate of land owned by the merged area, excluding land acquired by donation or gift, to more than 320 acres without the approval of the Director of the Department of Education. With the approval of the Director of the Department of Education, the board of directors of a merged area may at any time sell any land in

²⁸ Iowa Code § 260E.3(1).

²⁹ Iowa Code § 260E.7.

³⁰ Iowa Code § 260F.7.

³¹ Iowa Code §§ 260F.6A and 260F.6B.

³² Iowa Code § 260C.19A.

³³ Iowa Code § 260C.19A.

³⁴ Iowa Code § 260C.19B.

excess of 160 acres owned by the merged area, and an election is not necessary in connection with the sale.³⁵

APPENDIX

1. Determine the curriculum to be offered subject to approval by the state board.
2. Ensure that all vocational offerings are competency-based and provide any minimum competencies required by the Department of Education, comply with state law, and are articulated with local school district vocational education programs.
3. Ascertain that all courses and programs are needed and do not duplicate programs provided by existing public or private facilities in the area.
4. Determine tuition rates.
5. Have the powers and duties with respect to community colleges prescribed by law for boards of directors of local school districts, except that the board is not required to prohibit the use of tobacco, alcoholic liquor, or beer by any student of legal age. However, Code section 260C.40 requires that each merged area school adopt a policy that prohibits unlawful possession, use, or distribution of controlled substances by students and employees on property owned or leased by the merged area school or in conjunction with activities sponsored by a merged area school.
6. Have the power to enter into contracts and take other necessary action to ensure a sufficient curriculum and efficient operation and management of the college and maintain and protect the physical plant, equipment, and other property of the college.
7. Establish policy and make rules, not inconsistent with law and administrative rules, regulations, and policies of the state board, for its own government and that of the administrative, teaching, and other personnel, and the students of the college, and aid in the enforcement of such laws, rules, and regulations.
8. Have authority to sell a student-constructed building and the property on which it is located or any article resulting from any vocational program or course offered at a community college.
9. With the consent of the inventor, and in the discretion of the board, secure letters patent or copyright on inventions of students, instructors, and officials of any community college.
10. Set the salary of the area superintendent.

³⁵ Iowa Code § 260C.35.

11. Make necessary rules to provide for the policing, control, and regulation of traffic and parking of vehicles and bicycles on the property of the community college. Penalties may be imposed for violation of the rules.
12. Be authorized to issue school credit cards to employees of community colleges to use for payment of authorized expenditures incurred in the performance of work-related duties.
13. Publish annually in at least one newspaper published in the merged area a summarized statement showing the receipts and disbursements of all funds of the community college for the preceding fiscal year.
14. Adopt policies and procedures for the use of telecommunications as an instructional tool at the community college.
15. In its discretion, adopt rules relating to the classification of students enrolled in the community college who are residents of Iowa's sister states as residents or nonresidents for tuition and fee purposes.
16. Maintain policies related to oral communication competence of instructors, and teaching proficiency and evaluation of teaching assistants.
17. Provide for eligible alternative retirement benefits systems.
18. Develop, implement, and disseminate a written policy addressing sexual abuse issues, including counseling, campus security, prevention, protection, and the rights and duties of students and employees of the community college.
19. Facilitate the accurate and prompt reporting of sexual abuse to duly constituted law enforcement authorities.
20. Provide, within a reasonable time, information as requested by the Departments of Management and Education.³⁶
21. Receive and expend federal funds made available, administered by, and subject to the approval of the Director of the Department of Education; tuition; state aid; and donations and gifts accepted by the governing board and expended in accordance with the terms of the gift without compliance with the local budget law; and student fees. The expenditure of funds collected from students for activities shall be determined by the student government unit with administrative and board approval. Any increases in student fees for activities must be determined by the student government unit with administrative and board approval.³⁷
22. May acquire sites and erect and equip buildings for use by community

³⁶ Iowa Code § 260C.14.

³⁷ Iowa Code § 260C.18.

colleges and may contract indebtedness and issue bonds to raise funds for such purposes.³⁸

23. May expend profits from auxiliary enterprises of community colleges for services and equipment, including tutoring services, scholarships, grants, furniture, fixtures and equipment for noninstructional student use, and support of intramural and intercollegiate athletics.³⁹
24. May accept and administer trusts.⁴⁰
25. May, with the approval of the Director of the Department of Education, enter into lease agreements, with or without purchase options, not to exceed 20 years in duration, for the leasing or rental of buildings for use basically as classrooms, laboratories, shops, libraries, and study halls for community college purposes, and pay for the leasing or rental with levy revenues. Lease agreements extending for less than 10 years and for less than \$25,000 per year need not be submitted to the director for approval.⁴¹
26. Audit and allow all just claims against the community college.⁴²
27. Apprenticeship Programs. Each community college is authorized, on a voluntary basis, to establish or contract for the establishment of apprenticeship programs for apprenticeable occupations. Any apprenticeship program established under this section shall comply with requirements established by the U.S. Department of Labor, Bureau of Apprenticeship and Training.⁴³

ATTACHMENTS

Attached to this memorandum are the following materials:

Attachment 1: *Overarching Public Policy Issues Facing Postsecondary Education in the State of Iowa: A Final Report*, by Peat Marwick. Submitted to the Members of the Steering Committee, Iowa Postsecondary Education Study, January 1989 (v-1).

Attachment 2: "Issue Review: Community College Funding Overview," Legislative Fiscal Bureau, September 27, 1999.

Attachment 3: *A Challenge to Change: Education for the New Century*. Final Report of the Legislative Higher Education Task Force (p. 3).

³⁸ Iowa Code § 260C.19.

³⁹ Iowa Code § 260C.31.

⁴⁰ Iowa Code § 260C.32.

⁴¹ Iowa Code § 260C.38.

⁴² Iowa Code §§ 260C.42 and 260C.43.

⁴³ Iowa Code § 260C.44.

Attachment 4: *Strengthening Community College Linkages: Recommendation on Strengthening Relationships Between the State Board of Education, the Department of Education, and the Area Colleges.* Iowa Department of Education, January 1990.

Attachment 5: 1990 Iowa Acts, Chapter 1253.

Attachment 6: *Issues in Community College Governance: A Guide for Discussion*, by Gary Davis, Illinois Community College Trustees Association.

Attachment 7: *State-Level Governance and Coordination of Community Colleges*, by Terrence A. Tollefson, East Tennessee State University.

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