

TACOMA COMMUNITY COLLEGE

First meeting of the Tacoma Community College Board of Trustees, May 31, 1967.

Agenda

1. Introduction
2. Review and discussion of Section 10 of the Community College Act of 1967 as it pertains to the drawing of lots for determination of initial terms.
3. Review and discussion of provisions of Section 10 and others pertinent to the organization of the Board.
4. Distribution of background material.
5. Official organization meeting.

# Tacoma Community College



## MEMORANDUM

**Date:** May 31, 1967  
**To:** Board of Trustees  
**From:** Thornton Ford  
**Subject:** Consideration for Implimentation of Community College Act of 1967

### I The State

The Community College Act of 1967 was designed specifically "to provide for the dramatically increasing number of students requiring high standards of education either as part of the continuing higher education program or for occupational training, by creating a new, independent system of community colleges ---" (Section 1). The several sections which pertain to the selection, organization, duties, and responsibilities of local district boards of trustees may be reviewed in the text of the Act. It falls to each Board of Trustees, however, to seek the best possible means of carrying out the provisions of the Act to the greatest possible benefit of the students who attend each community college.

The development of a local organizational structure through which Tacoma Community College will be able to effectively accomplish its objectives through opportunity for the excellence in the various educational programs of the college begs a careful examination of the forces which combine to make successful operation possible. The forces may be described as follows:

A. Statutes pertaining to the organization and operation of community colleges in the State of Washington. While the Community College Act of 1967 is the most significant statute, those laws dealing with civil service, state purchasing, budgeting, auditing, etc. provide guidelines and limitations affecting the operation of the College.

The Attorney General of the State of Washington acts as legal counsel for the college and has retained Mr. John G. McCutcheon, Attorney at Law, as a special assistant to provide counsel for Tacoma Community College.

B. The various agencies of the State of Washington through which the College will carry out a large number of functions. As an agency of the state, Tacoma Community College will look to these agencies for assistance in budgeting, accounting, purchasing and other operational procedures.

C. The State Board for Community Colleges.

Duties of the State Board as spelled out in the Act exercise "general supervision and control over the state system of community colleges." (Sect.9). It is charged, among other things, with budget review, dispersement of funds, program standards, assurance of educational opportunity, etc., preparation of state master plan, and other provisions of Section 9 of the Act.

It may be anticipated that the State Board for community colleges, acting through the State Director, will adopt policies and regulations which affect the operation of Tacoma Community College in those matters charged to them by the Act. Therefore, a substantial number of local policies will have to be formulated following State Board action.

## II The Community

One important strength of any community college is its responsiveness to local post high school educational needs of its community. Only through the wise exercise of this responsiveness can it perform a unique service to its students. It is upon these needs that the purposes and objectives of Tacoma Community College have been formulated. It is hardly necessary to point out that a substantial amount of the curricula of higher education is pretty much standardized from college to college across the state and nation. This suggests that many of the needs are shared in common. A community college becomes unique, then, only when its objectives are focused on programs designed to provide educational opportunities in specific areas related to economic, cultural and sociological aspects of the area.

General Studies, community service programs, relationships with the Tacoma Vocational-Technical Institute, and other programs operated by Tacoma School District 10 and the Peninsula School District, are examples of locally oriented activities of the college. Other groups include professional associations, civic organizations, cultural societies, and individuals of many ages who may be able to profit from educational programs sponsored by the college.

It may be suggested that the Tacoma Community College Board of Trustees play a particularly vital role in establishing policies which will enhance the uniqueness of our college in the endeavors mentioned above. It is further suggested that the degree to which locally oriented objectives are accomplished will mark an important level of our excellence as a community college.

## III The Institution

The internal structure of a college is perhaps unique among organizations. Faculty members are expected to be experts in their field and, as professional teachers, to enjoy the highest degree of freedom and responsibility within their classrooms. Sound administrative practice dictates that decisions directly influencing their professional responsibilities should grow out of democratic procedures operating through each committee, department, and division of the college. Consequently, institutional policies should reflect the combined efforts of the faculty, the administration and the Board of Trustees.

## IV The Student

The wide range of programs and special services at Tacoma Community College attract a diverse student body. This is as it should be, and policies effecting the governance and operation of the College must reflect the needs, rights, and responsibilities of individual students from the teenager through the golden ager. The rights of free discussion, inquiry and, at times, even protest, must be preserved on every campus.

The Associated Student Government has under its direction a substantial budget to support a wide array of student activities - including athletics, drama, debate, music, social affairs, college student publications, etc. This places the Associated Students in a position of considerable significance in the conduct of institutional affairs. As with the faculty, the Associated Students should continue to participate in those institutional decisions which affect their needs, rights, and responsibilities.

V The Board of Trustees

Sections 12, 13 and 14 of the Act describes in some detail the organization and responsibilities of the Board of Trustees. These sections are included here in their entirety.

15                   NEW SECTION. Sec. 12. Within forty-five days after the ef-  
16                   fective date of this act, each nominating committee shall submit a  
17                   list of no less than five nominees, who shall be residents of the  
18                   community college district, to the governor for selection of the  
19                   community college district board of trustees for that district. In  
20                   preparing the list of names to be submitted to the governor, the men-  
21                   bers of the committee shall give consideration to geographical ex-  
22                   igencies, and the interests of labor, industry, agriculture and the  
23                   professions. In the event that the nominating committee from any  
24                   district fails to submit a list of nominees to the governor by the  
25                   prescribed date, he shall appoint the trustees for that district  
26                   from registered voters residing within that district, observing the  
27                   same considerations as prescribed for the committee in making its  
28                   nominations.

29                   NEW SECTION. Sec. 13. Within thirty days of their appoint-  
30                   ment or July 1, 1967, whichever is sooner, the various district  
31                   boards of trustees shall organize, adopt bylaws for its own govern-  
32                   ment, and make such rules and regulations not inconsistent with this  
33                   1967 act as they deem necessary. At such organizational meeting it  
1                   shall elect from among its members a chairman and a vice chairman,  
2                   each to serve for one year, and annually thereafter shall elect such  
3                   officers to serve until their successors are appointed or qualified.  
4                   The chief executive officer of the community college district shall  
5                   serve as secretary of the board. Three trustees shall constitute  
6                   a quorum, and no action shall be taken by less than a majority of  
7                   the trustees of the board. The first order of business after organ-  
8                   ization shall be to prepare for the orderly assumption of the duties  
9                   and responsibilities of the administration and management of the  
10                   community college district and the facilities thereof. The district  
11                   boards shall transmit a report in writing to the college board be-  
12                   fore October 1st of each year which report shall contain a summary  
13                   of its proceedings during the preceding fiscal year, a detailed and  
14                   itemized statement of all revenue and all expenditures made by or on  
15                   behalf of the district boards, such other information as it may deem  
16                   necessary or useful, and any other additional information which may  
17                   be requested by the college board. The fiscal year of the district  
18                   boards shall conform to the fiscal year of the state.

13                   NEW SECTION. Sec. 16. In order to facilitate the greatest  
14                   possible coordination and cooperation between the agencies of the  
15                   state and the federal government, and to carry out the purposes and  
16                   intent of this act and the acts of Congress relating to distribution  
17                   of federal funds for the support of vocational education and voca-

18 tional rehabilitation, there is hereby created the coordinating  
19 council for occupational education to serve as the sole agency of  
20 the state for the receipt of federal funds made available by acts of  
21 Congress for vocational education and for vocational rehabilitation  
22 within this state.

23 Consistent with the requirements of Public Law 88-210, and  
24 other acts of Congress dealing with vocational education, and to the  
25 extent necessary to comply therewith the coordinating council shall  
26 have power to supervise the administration of the state plan for  
27 vocational education in the community college system; and, subject  
28 to the supervisory powers of the state superintendent of public in-  
29 struction, the coordinating council shall have the power to adminis-  
30 ter the state plan for vocational education in the public schools of  
31 the state.

VI Bylaws for the Board of Trustees - (for discussion) 4

The establishment of bylaws under which the Board of Trustees shall carry on its business should be limited to those procedures by which the board accomplishes its business. The following suggestions, then, can be discussed in this limited context.

1 - Introduction

The Tacoma Community College Board of Trustees, under law, is charged with the responsibility for Tacoma Community College. This authority is vested in the Board rather than in its individual members. The Board employs a President to assist it in carrying out its responsibilities and delegates to him the responsibility for administering the college under policies approved by the Board.

2 - Offices of the Board of Trustees

The Board of Trustees shall hold all regular meetings in the Board Room at Tacoma Community College, 5900 South 12th Avenue, Tacoma, Washington 98465, unless otherwise announced. All records, minutes, and the official College Seal shall be kept in the office of the Secretary of the Board whose office shall be open during all normal business hours to any resident taxpayer of the State of Washington.

Correspondence or other business for the Board shall be sent to the Secretary of the Board, *located in the Administrative office of the college, addressed to*

3 - Meetings of the Board of Trustees

The Board of Trustees shall hold at least one regular meeting during each ~~odd~~ ~~numbered~~ month of the year and such other regular or special meetings as may be requested by the Chairman of the Board or by a majority of the members of the Board.

All regular meetings of the Board of Trustees shall be publicly announced prior to the meeting and shall be open to the general public.

No official business shall be conducted by the Board of Trustees except during a regular or special meeting held at a pre-announced time and place.

4 - Meetings of the Board of Trustees  
Information for Board Members

*The Secretary of the Board shall send all* and special  
Information and materials pertinent to the agenda of all regular meetings shall be ~~sent~~ <sup>presented</sup> to the Trustees prior to each meeting. Matters of business or correspondence must be received by the Secretary of the Board by 12:00 noon at least three days <sup>before</sup> before the meeting in order to be included on the agenda. ~~The Chairman or Secretary~~ <sup>Trustee</sup> may present a matter of urgent business received too late for inclusion on the agenda <sup>if in his judgment the matter is of an emergency nature.</sup> ~~if in his judgment the matter is of an emergency nature.~~ <sup>or the Secy.</sup>

All materials to be considered by the Board must be submitted in sufficient quantities to provide each Member of the Board and the Secretary with copies.

5 - Meetings of the Board of Trustees  
Executive Sessions

The Board of Trustees may convene in Executive Session whenever it is deemed necessary and in the interest of the College. ~~for the purpose of discussing matters dealing with personnel, confidential matters, and receiving briefing on agenda items.~~

No official business of the Board of Trustees shall be conducted in Executive Session.

6 - Meetings of the Board of Trustees  
Order of the Agenda

The order of the agenda governing all regular meetings of the Board of Trustees of Tacoma Community College shall be as follows:

1. Roll Call
2. Approval of Previous Minutes
3. Correspondence *(not for action)*
4. Reports to the Board *unfinished*
5. ~~Recommendations for Action of the Board~~
6. ~~Unscheduled Business~~ *unfinished Business + General Orders*
7. ~~New Business~~ *General Orders*
8. Adjournment

The order of the agenda may be changed by the Chairman with the consent of the Board members present.

The Chairman shall announce at the beginning of each meeting that members of the audience may speak on any item on the agenda at the time of its presentation to the Board. He may also announce that persons wishing to address the Board on subjects not included on the agenda, may do so under item 6. The Chairman shall have the right to limit the length of time used by a speaker for the discussion of a subject.

7 - Meetings of the Board of Trustees  
Records of Board Action

All business transacted in official Board meetings shall be recorded in minutes and filed for reference.

7 - Meetings of the Board of Trustees  
Parliamentary Procedure

Three members of the Board of Trustees shall constitute a quorum, and no action shall be taken by less than a majority of Board members *present.*

Normally, balloting shall be viva voice. However, *WVA* a roll call vote may be requested by any member of the Board for the purposes of the record.

In questions of parliamentary procedure, the actions of the Board shall be conducted according to Robert's Rules of Order unless specified otherwise by State Law or regulation of the State Board. *Include Chairman's excuse*

8 - Officers of the Board

At the first regular meeting of the Board each *fiscal* year, the Board shall elect, from its membership, a chairman and vice-chairman to serve for the ensuing year. In addition, the President of Tacoma Community College shall serve as Secretary of the Board of Trustees as specified by State Law. The Secretary may, at his discretion, appoint an appropriate college staff member to act as recording secretary for all regular and special meetings of the Board.

The Chairman, in addition to any duties imposed by rules and regulations of the State Board, shall preside at each regular or special meeting of the Board, sign all legal and official documents recording actions of the Board, and review the agenda prepared for each meeting of the Board. The Chairman shall, while presiding at official meetings, have full right of discussion and vote.

The Vice-Chairman, in addition to any duties imposed by rules and regulations of the State Board, shall act as chairman of the Board in the absence of the Chairman.

The Secretary of the Board shall be the President of the College and shall serve as Chairman, without privilege of vote, in any official meeting of the Board conducted in the absence of the Chairman and Vice-Chairman. In addition to any duties imposed by rules and regulations of the State Board, he shall keep the official seal of the Board, maintain all records of meetings and other official actions of the Board.

The Secretary shall also be responsible for board correspondence, compiling agendas for meetings, and distributing the minutes of the meetings and related reports.

The Secretary, or his designate, shall attend all regular and special meetings of the Board. Official minutes shall be kept of all such meetings.

10 - Restrictions of Individual Authority

Legal authority is vested in the Board of Trustees and may be exercised only by formal action of the Board, taken in regular or special meetings. No individual member of the Board may act on behalf of the Board unless specifically instructed by action of the Board. Every member of the Board shall be under obligation to support the decision or policy of the majority and shall not publicly oppose such a decision or policy after it has been adopted by the majority.

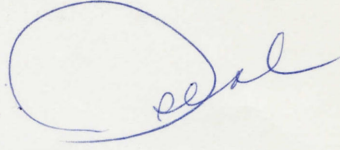
11 - Fiscal Year of the Board of Trustees

The fiscal year of the Board shall conform to the fiscal year of the State of Washington and shall be from July 1 to June 30 inclusive.

12 - Seal and Name of the College District

The Board of Trustees shall maintain an official seal for use upon any or all official documents of the Board. The seal shall have inscribed upon it the name of the College which shall be:

Tacoma Community College  
District #.22  
State of Washington



13 - Revisions in Bylaws of the Board of Trustees

Bylaws of the Board may be revised by majority vote of the Board ~~provided such changes are proposed by majority vote of the Board~~ provided such revisions ~~are~~ <sup>or amendments</sup> proposed at least one meeting prior to the meeting at which the vote is taken. Bylaws may be revised by unanimous vote of the Board at the same meeting at which the revision is originally proposed.

*amended*  
*for amendment*



*Item 1*

TACOMA COMMUNITY COLLEGE

Board of Trustees

Minutes (Amended)

May 31, 1967

The organizational meeting of the Board of Trustees, District 22 was held in the administration building at 3:00 p.m. on May 31, 1967

Present: John Binns, Frank Cooper, Charles Edmunds, Lewis Hatfield, Maxine Myers, Thornton Ford

Guests: Richard Falk, John McCutcheon, James Metcalf, John Terrey, Dale Wirsing

Dr. Ford opened the meeting by making introductions and reviewing Section 10 of the Community College Act of 1967 as pertaining to the drawing of lots for determining initial terms. The drawing was conducted with the following results:

Charles Edmunds	One year
Frank Cooper	Two years
Maxine Myers	Three years
John Binns	Four years
Lewis Hatfield	Five years

By unanimous vote Mr. Edmunds was elected chairman and Mr. Cooper was elected vice chairman for the coming year.

Dr. Ford recommended the appointment of Dr. Paul Jacobson to fill the position of Dean of Instruction for the coming year. Dr. Ford informed the Board of Dr. Jacobson's background as a chemist in the Ketchikan Pulp Company, Ketchikan Community College and of his work at Highline as a teacher, division chairman and director of curriculum. Dr. Jacobson was recommended by the faculty screening committee.

Mr. Binns moved that the president's recommendation be granted, Mrs. Myers seconded the motion and those present voted yea.

Mr. Hatfield asked about the faculty screening committee and how it works.

Dr. Ford explained that on administrative appointments, the screening committee interviews each candidate and recommends a list of acceptable candidates to the president.

Dr. Ford informed the Board that the college is in the process of selecting a community service director. He discussed the community service program which included a description of the Behavioral Science Program and also the college's alliance with St. Joseph's School of Nursing. He explained the many proposed community service programs including courses for legal secretaries, building inspectors and police officers.

The adequacy of present facilities was discussed along with a review of capital funding from local, state and federal sources to date. Dr. Ford pointed out that needs will soon be critical for additional faculty offices, science facilities, maintenance and business office space.

Dr. Ford reviewed a memorandum which was addressed to the Board and consideration was given to the proposed by-laws for the Board.

Mr. McCutcheon asked if the State Board had drawn up their by-laws yet.

Dr. Ford answered that as far as he knew, they hadn't. The general fund budget was reviewed briefly, comparisons being drawn between the current year and projections for next year.

The Associated Student Body budget and funds were explained by Dr. Ford.

Mr. Binns asked about bonding and check signing for the Associated Student Body.

Dean Falk stated that it was handled through the business office.

Mr. Binns asked if the Board wished to set a day of the month and an hour for the regular meetings of the Board.

Mr. Hatfield felt that he would like to read the material he had and wait until the by-laws were adopted before adopting a regular meeting date.

Mr. Edmunds suggested setting only the date of the next meeting.

Mr. McCutcheon stated that the Attorney General will be calling a meeting of all legal counsels of the 22 districts in the near future and perhaps by perusing the by-laws from some of the other districts, the Board will gain ideas for District 22 by-laws.

Dr. Ford informed the Board of a workshop to be conducted by Dr. Fred Giles, Director, Center for the Development of Community College Education, for all Washington Community College Presidents at the University of Washington on June 19 and 20. A workshop for all community college board members will be sponsored by the University of Washington in the fall.

Mr. McCutcheon mentioned July 1 as a deadline date for many items.

Dr. Ford said that a formal transfer of everything on the inventory should be transferred at this time.

Mr. Edmunds suggested the date of Thursday, June 22 as the next meeting date.

Mr. Binns also suggested a 4 p.m. time.

Mrs. Myers felt that the suggestion made by Dr. Ford concerning a late afternoon meeting with dinner to follow was a good one.

Mr. Edmunds moved that the next meeting be held on June 22 at 4 p.m. The motion was seconded and unanimously carried.

Dr. Ford told the Board that he had not signed his contract under the present Tacoma School District Board.

Mr. Cooper moved that Dr. Ford be retained as the president of the college. The motion was seconded and unanimously carried.

In discussing the adoption of a college seal as provided under Section 10 of the act, there was general consideration of a proposal that the seal be inscribed Tacoma Community College, District 22, State of Washington.

Mrs. Myers moved that the seal be so adopted and Mr. Hatfield seconded the motion. Motion failed.

Mr. Cooper made a substitute motion to adopt the present Tacoma Community College seal presently used to validate student transcripts and the motion was seconded by Mr. Hatfield. Motion carried.

Mr. Cooper moved to publicly give a vote of confidence to the president and the present staff of the college for progress made by the college in the past and to convey the Board's confidence in the future. Motion carried.

Dr. Ford informed the Board that the faculty had received contracts from Tacoma School District #10. He added that he planned to present a new salary schedule to the Board in the near future.

Mr. Edmunds moved that the faculty be advised that upon adoption of a new salary schedule, new contracts be issued to the faculty and the motion was seconded. Motion carried.

Mr. Binns asked if the college would like to have the Board attend commencement services.

Dr. Ford stated that the new Board will not be asked to actively take part, but that they have been invited.

The meeting was adjourned at 4:15 p.m.

4/20/67

TACOMA COMMUNITY COLLEGE

Some Thoughts on the Nature of the Community College Trustee

The Community College Act of 1967 imposes sweeping changes in the organization and governance of community colleges in our state. Section 2 of the Act sets forth a broad philosophical statement of the objectives and purposes of these colleges and mandates that the objectives be carried out by the various governmental levels under which they are to operate.

All the State Legislators residing in the newly formed community college district twenty-two will soon sit as a committee to recommend to the Governor a new board of trustees for Tacoma Community College. While the duties and obligations of this new board are rather succinctly described in the Act there remains to associate the new guardians of our college with the unique mission and personality of this institution.

It is in this effort that I take the liberty of setting down some thoughts which might be beneficial to the committee in its critical search for individuals who will participate so actively in the future of Tacoma Community College. Sigurd Rislov, Director of the Junior College Leadership Program at Wayne State University, has drawn a distinction between trustees of proprietary institutions and those of public agencies. He cites the first as being committed to organizational values (such as providing profits to stockholders) while trustees of public educational institutions are committed to social values and only indirectly to organizational matters of the college. Three basic responsibilities of the community college trustees may be identified as (1) to confirm the objectives of the institution; (2) to adopt policies intended to realize these objectives; and (3) to evaluate or appraise the results of the policies.

Through their statutory authority as trustees and their thorough understanding of the objectives of the college these trustees will provide a general plan of action to guide the president and the faculty in the fulfillment of their professional responsibilities. Policies for a dynamic institution should be established by active people who not only understand institutional objectives and social values, but who are willing to exert the effort necessary to make them operable in our community. In this role of trust they are responsible to the people of the state to act through formal written policy. In evaluating and appraising the results of policy it is incumbent upon them to familiarize themselves with the faculty and the curriculum in order to interpret the college to the community they represent.

In the final analysis the board of trustees will establish the horizons toward which Tacoma Community College can meet the needs of its students and its community.

April 20, 1967  
Dr. Thornton Ford

TF:dh

TACOMA COMMUNITY COLLEGE  
 Estimated General Fund Receipts  
 Fiscal Year 1967-68

	<u>Budgeted</u> <u>1966-67</u>	<u>Estimated</u> <u>1967-68</u>
A. Tax Revenue Receipts		
State Funds		
Flat Grant	\$ 50,000	\$ 25,000
F.T.E. Allocation <i>1,864</i>	<u>568,125</u>	<u>1,122,128</u>
Total Tax Revenue	\$618,125	\$1,147,128
B. Local Non-Tax Revenue Receipts		
Tuition	\$207,000	\$ 253,680
Other Student Fees	19,000	25,000
Academic Exploratory Program	27,000	10,000
Behavioral Science Program	<u>4,203</u>	<u>---</u>
Total Local Non-Tax Revenue	\$257,203	\$ 308,680
C. Local Non-Revenue Receipts		
Refunds	\$ 13,075	\$ 10,500
Sale of Supplies	50	50
Facility Rentals	<u>---</u>	<u>350</u>
Total Local Non-Revenue Receipts	\$ 13,125	\$ 10,900
D. Federal Sources		
Work Study Program	\$ 61,760	\$ 60,000
Higher Education Act 1965 (Title II) Library Books	15,000	10,000
Higher Education Act 1965 (Title I) Behavioral Science Program	5,588	---
Higher Education Act 1963 (Title VI)	<u>---</u>	<u>12,000</u>
Total Federal Sources	\$82,348	\$ 82,000
TOTAL RECEIPTS	\$970,801	\$1,548,708
E. Cash Balance	\$155,379	\$ 30,000
F. Reserves For Following Year	<u>\$ 30,000</u>	<u>---</u>
Total Available for Expenditures	\$1,096,180	\$1,578,708

TACOMA COMMUNITY COLLEGE  
 Estimated General Fund Expenditures  
 Fiscal Year 1967-68

<u>Function</u>	<u>Budgeted 1966-67</u>	<u>Estimated 1967-68</u>
Administration and General Expenses	\$120,176	\$160,132

This program includes the general administrative and central service functions essential to the overall direction of the school's instructional and public service mission:

- a) policy formulation and executive direction
- b) accounting, budgeting and business management
- c) personnel administration
- d) purchasing and material control
- e) public relations
- f) central services not readily identifiable with the individual segments of the school, such as postage, telephone, catalogs, general publications.

Student Services	\$114,931	\$158,967
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This program concerns principally services to the students which are non-instructional in nature, relating generally to the advance of their general role as a part of the institution. Included are:

- a) selection and admission of students, including registration
- b) testing and guidance
- c) counseling
- d) discipline
- e) financial aids to students (administrative costs only)
- f) placement services
- g) supervision of student living
- h) direction of student activities

Plant Operation and Maintenance	\$122,993	\$193,528
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This program is concerned with the operation and maintenance of the institution's physical facility.

Some areas included are:

- a) utilities-heat, water, gas, electricity, sewage
- b) janitorial
- c) trucking and transportation, refuse and service
- d) engineering, etc.
- e) police, safety and regulation
- f) structural and utility maintenance
- g) parking lots, streets and sidewalks

Estimated General Fund Expenditures

<u>Function</u>	<u>Budgeted 1966-67</u>	<u>Estimated 1967-68</u>
Library	\$146,691	\$154,685
<p>This program will cover all expenses of the school's library service, including acquisition of books and materials. It includes branch units, salaries and wages, binding, etc.</p> <p>Included within the category of libraries are maps, film, film strips, and other collections and materials handled and administered by the library.</p>		
Instruction	\$552,098	\$861,396
<p>Under this heading should be included all current expenditures of the instructional departments of the institutions. These expenditures include the salaries of deans, faculty members, secretaries and technicians, laboratory expenses and equipment and other departmental expenses.</p>		
Extension and Public Services	<u>\$ 39,291</u>	<u>\$ 50,000</u>
<p>The program consists of activities such as correspondence courses, public lectures, institutes, workshops and seminars which are basically self-supporting. These are designed primarily to service the general public.</p>		
TOTAL	\$1,096,180	\$1,578,708

TACOMA COMMUNITY COLLEGE  
 Estimated General Fund Expenditures  
 1967-68

<u>Program Code</u>	<u>Program</u>	<u>Percent</u>	<u>Total</u>	<u>Salary and Wages</u>	<u>Contractual Personal Services</u>	<u>Other Contractual Services</u>	<u>Travel</u>	<u>Supplies and Materials</u>	<u>Equipment</u>	<u>Retirement and Pensions</u>	<i>OASI</i>
010	Administration & General Expenses	10.1	160,132	137,381	3,250	1,000	3,500	5,650	1,500	7,851	
030	Student Services	10.1	158,967	125,077	10,250	6,000	1,400	8,200	1,200	<u>6,840</u>	
040	Plant Operation & Maintenance	12.3	193,528	99,678	4,000	69,600	--	4,500	6,000	9,650	
050	Library	9.8	154,685	69,860	--	5,200	400	70 00	4,520	4,705	<sup>35</sup>
060	Instruction	54.5	861,396	769,795	2,000	6,500	6,590	17 69	22,508	36,834	
090	Extension & Public Services	3.2	50,000	44,365	800	--	200	4 00	300	335	
	Total	100.0	1,578,708	1,246,156	20,300	88,300	12,090	109 9	36,028	66,215	
	Percent		100.0	78.9	1.3	5.6	0.8	9	2.3	4.2	